

Committees: Establishment Committee – <i>For decision</i> Policy & Resources Committee – <i>For decision</i>	Dates: 17 September 2020 24 September 2020
Subject: Interim Report on Tackling Racism	Public
Report of: The Tackling Racism Taskforce	For Decision
Report author: Emma Cunnington, Town Clerk's	

Summary

The Tackling Racism Taskforce (TRT) was set up in June 2020 and tasked to consider what the City of London Corporation currently does to tackle racism in all its forms and to assess whether any further action could be undertaken to promote economic, educational, and social inclusion through our activities, including any historical issues with a view as to how we might respond to them.

The aim of the Taskforce is submit a final report to the Establishment Committee and the Policy and Resources Committee in December 2020, but felt it was important for these Committees to have sight of the findings of the Taskforce to date, particularly around the workstreams of staffing and culture.

This report covers a summary of actions that the Taskforce have discussed should be taken by the City Corporation to tackle racism, including:

- Staffing
 - Anonymised recruitment
 - Mentoring and reverse mentoring
 - Training budgets
 - Creating a safe space
 - Work experience
 - Bullying and Harassment Procedure
 - Diversity Data
- Culture
 - Public consultative exercise on what action should be taken to address historic landmarks that are associated with Britain's role in the slave trade, colonial history and historic racist acts
- Governance
 - Guidance for Members, Chairs and Officers when talking about equality and diversity (particularly in Committee meetings).

The Taskforce will continue to work through the five remaining strands of work (Internal Governance, Education, Police, Business, and Health & Wellbeing) over the Autumn with a final paper of recommendations submitted to the Policy and Resources and the Establishment Committees at the end of the year

Recommendations

Members of the Establishment Committee are asked to:

- i. Note the contents of this report and the direction of travel of the Tackling Racism Taskforce;
- ii. Note that an increase in departmental training budgets will be required and a more detailed recommendation will be submitted to the Establishment and Policy and Resources Committees in due course;
- iii. Note the draft revised Bullying and Harassment Procedure in Appendix 3;
- iv. Approve that anonymised recruitment be rolled out across the City of London Corporation at all grades;
- v. Approve that a programme of mentoring and reverse mentoring, as piloted in the Department for Built Environment, be rolled out across the City Corporation in the first instance to staff from the most underrepresented groups.

Members of the Policy and Resources Committee are asked to:

- i. Note the contents of this report and the direction of travel of the Tackling Racism Taskforce;
- ii. Note the report of action taken in relation to the consultative exercise on historic items in the Square Mile;
- iii. Subject to the agreement of the Establishment Committee, note that an increase in departmental training budgets will be required and a more detailed recommendation will be submitted to the Establishment and Policy and Resources Committees in due course;
- iv. Approve the content of the guidance for Chairs, Members and Officers when talking about equality and diversity in relation to race, outlined in Appendix 2.

Main Report

Background

1. The death of George Floyd and the Black Lives Matter protests that followed in the US and the UK have highlighted again the issue of racism that sadly still exists in society. At the time, a joint statement by the Lord Mayor, Policy Chair, Chair of Police Authority Board and Chair of Establishment Committee was issued as follows:-

In response to the death of George Floyd, the City of London Corporation has today (4 June) published the following joint statement.

We are shocked and saddened by the senseless death of George Floyd.

The City of London Corporation is committed to equality, inclusivity and diversity and we stand in solidarity with BAME colleagues and communities.

We understand it is not enough to say we are against racism but we have to work to eradicate all forms of racism in all that we do.

This is why we have signed the Race at Work Charter and we aim to be a leader in diversity and reflect the communities we serve across London and the UK.

We pledge to fulfil our responsibility to create a fair and inclusive society.

Black Lives Matter.

2. Following issuance of this statement, a number of emails, varying in views, were exchanged between Members across the Court of Common Council. The content of those emails demonstrated the complexities and emotions that surround the issue of racism. Nevertheless, from the responses received, it was overwhelmingly clear that the City Corporation needed to do more than just issue a statement calling for change, but look at what positive action it should take.
3. At the Policy and Resources Committee on 11 June 2020, Members discussed the establishment of a joint Working Party to consider what the City of London Corporation currently does to tackle racism in all its forms and to assess whether any further action could be undertaken to promote economic, educational, and social inclusion through our activities, including any historical issues with a view as to how we might respond to them. It was agreed that this Working Party would report its findings to the Policy and Resources Committee and the Establishment Committee.
4. At its first meeting, the Working Party changed its name to the Tackling Racism Taskforce to show its commitment to act quickly, radically and with determination, and elected Caroline Addy and Andrien Meyers to serve as its Co-Chairs. The terms of reference and composition of the Tackling Racism Taskforce can be found in **Appendix 1**.
5. For the avoidance of doubt and to ensure focus and clarity during discussions, the Taskforce agreed to adopt the Equalities and Human Rights Commission's definition of racism as *"when you are treated differently because of your race in one of the situations covered by the Equality Act. The treatment could be a one-off action or as a result of a rule or policy based on race. It doesn't have to be intentional to be unlawful."*
6. The Taskforce is keen to provide a formal update to the Policy and Resources and Establishment Committees on its findings so far, with a final report due at the end of the year.

Current Position

7. At its first meeting, the Tackling Racism Taskforce agreed to structure its workstreams around the following themes:-
 - i. Staffing
 - ii. Culture
 - iii. Internal governance/civic
 - iv. Education
 - v. Police
 - vi. Business

vii. Health & Wellbeing

8. This report sets out some of the initial findings and recommendations of the Taskforce centring around the **staffing** and **culture** workstreams. It also sets out some **guidance** for Chairs, Members and Officers when discussing racial inequality.

Staffing

9. The Tackling Racism Taskforce held a focused session on staffing on 13 July 2020. Ahead of the meeting, the Co-Chairs attended a virtual session of the City Corporation's Black, Asian and Minority Ethnic (BAME) Staff Network.
10. The death of George Floyd and the protests which followed have resonated amongst staff resulting in some seeking the support of the BAME Staff Network – originally set up in 2015. The Network has proved to be an invaluable mechanism for all employees to express their views and share personal experiences. It continues to provide a platform of support and a means through which to drive change.
11. At the beginning of the Taskforce's staffing-focused discussion, elected Members listened to the experiences of BAME staff working for the City of London Corporation in smaller "breakout rooms" to help provide context to the discussion. As a whole group, many ideas were discussed as to what initiatives could be put in place to improve the diversity of the workforce and to enable a better sense of inclusion for BAME employees.
12. The key recommendations that came out of the discussion were as follows:-
- i. Anonymised recruitment across all grades (not just at senior levels) be introduced
 - ii. Mentoring and reverse mentoring schemes be developed
 - iii. All local training budgets are amalgamated to HR, and professional and technical training, which supports service delivery, is funded from local risk
 - iv. A scheme be developed that provides and defines a "safe space" for staff and provides clarity on the terms of reference(s) for meetings convened to discuss tackling racism with staff
 - v. Training be given to key individuals across the organisation who will provide support and guidance for staff on an individual and confidential basis
 - vi. Current and possible schemes that support work experience programmes with schools and young adults be explored.
 - vii. For a HR policy on bullying and harassment to be developed.
 - viii. Consideration be given as to how the City Corporation could better utilise the collected, published data and information on diversity of its workforce at all levels (including the introduction of a peer review)

Anonymised recruitment

13. Anonymising applications using City People was established for grade I and above in 2018. Currently the personal details of all applicants for these roles are withheld at the shortlisting stage. The change to anonymise all recruitment across the board

is recommended as a key component for a more transparent approach to achieving a diverse workforce at all levels based on talent.

14. This process in the past has been a manual task but a recent upgrade to the system will now allow the City Corporation to select which stages of the recruitment process it wishes to anonymise.

Mentoring and reverse mentoring

15. Having both a mentoring and reverse mentoring programme, recognises that there are skills gaps on both sides, and that each person can address their weaknesses with the help of the other's strengths.
16. The Learning and Organisational Development Team have been piloting a mentoring/reverse mentoring programme in the Department of Built Environment (DBE) with apprentices. To date, this pilot - although in its embryonic stage - is proving very successful. It is recommended that this programme is rolled out across the City Corporation in the first instance to staff from the most underrepresented groups.

Training budgets

17. All staff have personal development plans which are linked to their appraisals, currently the Learning and Organisational Development team based in HR hold the budget for all corporate training (mandatory and personal development). However, departments hold their own training budgets which can be allocated at their discretion.
18. This allocation will be brought together and centrally allocated by the Learning and Organisational Development Team, career programmes, with tailored training programmes which could be developed linked to mentoring and shadowing activities to create a culture of effective succession planning and a clearer pipeline for people who are underrepresented at the more senior grades.
19. A more detailed report will be forthcoming, with a bid for more resources for this budget, to the October meetings of Establishment and Policy and Resources Committees.

Creating a safe space

20. There was a clear consensus during the Taskforce meeting that, whilst the BAME Staff Network allowed for a space for support, it was not a safe space for staff to share their experiences where individuals could be identified. It was therefore suggested that a Confidential Adviser scheme be introduced providing a first point of contact for employees concerned about bullying and harassment or any other concerns relating to a protected characteristic and workplace issues.
21. The Confidential Advisers will be a group of employee volunteers trained to provide advice and support to staff who feel they are being subjected to bullying or harassment or have themselves been accused of harassment or bullying or have other concerns about their treatment in the work place. Their role will be to listen

and assist individuals to explore the available options to resolve the issues, no matter how sensitive.

22. A more detailed report will be forthcoming, with a bid for more financial support for recruitment, training and development of the Confidential Advisers, to the October meetings of Establishment and Policy and Resources Committees.

Work experience

23. The Taskforce were keen for current and possible schemes that support work experience programmes with schools and young adults to be explored and enhanced.
24. Officers are currently exploring an enhanced six-week work experience programme for Years 12 and 13 in schools with students of low socio-economic backgrounds, with the aim to remunerate these students after a two-week placement to encourage take-up of the scheme. A more detailed report will be forthcoming, with a bid for a work experience budget, to the October meetings of the Establishment and Policy and Resources Committees.

Bullying and Harassment Procedure

25. The City Corporation's Bullying and Harassment Procedure is currently being revised in consultation with the Comptroller and City Solicitor before sharing it with the staff networks and relevant stakeholders more widely. It outlines our approach to providing bullying and harassment support to staff and managers. It draws attention to the different types of harassment and the possible behaviours that can constitute harassment whilst also highlighting the fact that there is no legal definition of bullying. Please find a revised version of the Bullying and Harassment Procedure in **Appendix 3**.

Diversity Data

26. The City Corporation actively collects and publishes data and information on the diversity of its workforce at all levels. However, it is felt that there needs to be a mechanism in place to critically challenge the cultural and transformational change necessary to alter the current system for driving improvements in BAME representation at all levels particularly at senior levels. This will assist with building a sustainable talent pipeline across the organisation in the future.

Culture

27. The Tackling Racism Taskforce held a focused meeting on the Culture workstream on 24 July 2020. The key focus of this centred around historic landmarks within the City of London. As part of this, the Taskforce considered a proposal for a consultative exercise to be undertaken to help inform its recommendations on what action should be taken to address historic landmarks that are associated with Britain's role in the slave trade, colonial history and historic racist acts.
28. A detailed discussion took place considering several options such as adapting current statues to include added description or visual interpretation, replacing statues with a memorial, or leaving statues but adding a memorial to victims of the

slave trade, amongst other options. The Taskforce concluded that it would like to undertake a consultative exercise to capture more views to help inform its recommendation to the Policy and Resources Committee.

29. Under urgency provisions in August, the Town Clerk in consultation with the Chair and Deputy Chairman of the Policy and Resources Committee authorised work to begin on preparing a consultative exercise to begin in September and run for three months. Working closely with the Mayor's commission to review the diversity of its public realm, this work has been carried out at pace, and the consultative exercise is live, [here](#).

Guidance for Chairs, Members and Offices

30. Following feedback, the Taskforce have put together some guidance for Chairs, as well as Members and Officers, to help with conversations about equality and diversity in relation to race, particularly in the context of Committee meetings. This guidance complements the Equally Yours unconscious bias training which all Members and Officers are asked to complete and can be found in **Appendix 2**.
31. With the approval of the Policy and Resources Committee, this guidance will be circulated to all Members of the Court of Common Council.

Next Steps

32. The Taskforce will continue to work through the five remaining strands of work (Internal Governance, Education, Police, Business, and Health & Wellbeing) over the Autumn with a final paper of recommendations submitted to the Policy and Resources and the Establishment Committees at the end of the year.

Corporate & Strategic Implications

33. The proposals in this report align with the City Corporation's Corporate Plan in that they support actions:
- a. 3a – Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities
 - b. 4a – Bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance
 - c. 5c – Support, celebrate and advocate responsible practices and investments
 - d. 8a – Promote the City, London and the UK as attractive and accessible places to live, learn, work and visit.

Conclusion

34. This interim report of the Tackling Racism Taskforce (together with its appendices) outlining its initial findings of action that the City Corporation should take to tackle racism and promote social, educational and economic inclusion is put before Members of the Establishment Committee and Policy and Resources Committee for their initial feedback and approval. Another paper setting out the Taskforce's

recommendations for action on all seven of its workstreams will be forthcoming to both of these Committees in December 2020.

Appendices

- Appendix 1 – Terms of reference and composition of the Tackling Racism Taskforce
- Appendix 2 – Guidance for Chairs, Members and Officers when talking about equality and diversity
- Appendix 3 – Revised Bullying & Harassment Procedure

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Appendix 1

TACKLING RACISM WORKING PARTY

Terms of Reference:

- To consider what the City of London Corporation currently does to tackle racism in all its forms and to assess whether any further action could be undertaken to promote economic, educational, and social inclusion through our activities, including any historical issues with a view as to how we might respond to them;
- To report its findings to both Policy & Resources Committee and the Establishment Committee

Composition:

The Working Party to elect their Chair and Deputy Chair at its first meeting.

Chair of Policy and Resources Committee (Catherine McGuinness)

Chair of Establishment Committee (Edward Lord)

Chair of Community & Children's Services Committee (Randall Anderson)

Chair of Member Diversity Working Party (Tom Sleigh)

Chair of Culture, Heritage & Libraries Committee (Wendy Hyde)

Six Members from the wider Court:-

Caroline Addy

Alderman Emma Edhem

Shravan Joshi

Natasha Lloyd-Owen

Andy Mayer

Andrien Meyers

Town Clerk & Chief Executive (John Barradell)

Sponsor of the BAME Staff Network (Vic Annells)

Chair/Deputy Chair of the BAME Staff Network or their representatives (Zahur Khan and Maxine Pitt)

Director of Community & Children's Services (Andrew Carter)

Director of Members' Services (Angela Roach)

Director of Communications (Bob Roberts)

Diversity & Engagement Lead Officer, HR (Amanda Lee-Ajala)

