

Committee(s)	Dated:
Policy & Resources Committee – for decision Establishment Committee – for decision	21 January 2021 27 January 2021
Subject: Findings and recommendations of the Tackling Racism Taskforce	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 8
Does this proposal require extra revenue and/or capital spending?	Not at this stage.
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
Report of: The Tackling Racism Taskforce	For Decision
Report author: Emma Cunnington, Town Clerks	

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.

This report sets out the findings and recommendations of the Tackling Racism Taskforce and covers a summary of actions that the Taskforce have discussed should be taken forward by the City Corporation to tackle racism, across the following work streams:

- Staffing
- Governance
- Police
- Education
- Business
- Culture

NB: Health and wellbeing tended to be a consistent theme that linked across all six of the above workstreams.

In **Appendix 1**, a full list of recommendations across the workstreams can be found. The Taskforce would urge Members of the Policy and Resources and Establishment Committees on the importance of this work and for it to be carried out at speed. Therefore, it is strongly recommended that the timeline for delivery of all these recommendations need to be completed as soon as possible or at least within 24 months to show real appetite for change and to keep up the momentum of this important work.

To support this timeline, the Tackling Racism Taskforce would like to continue to meet quarterly to review the progress of these recommendations and flag any issues into the Policy & Resources Committee.

Recommendation(s)

Members of the Policy and Resources Committee and the Establishment Committee are asked to:

- Consider the full list of recommendations of the Tackling Racism Taskforce outlined in **Appendix 1** and agree for work to be carried out to implement these recommendations, subject to any further reports to relevant committees.

Main Report

Background

1. The City of London Corporation has been looking at improving diversity within its spheres of influence for some time. However, 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.
2. 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.
3. 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 2**.
4. At its first meeting, the Tackling Racism Taskforce agreed to structure its workstreams around the following themes:-
 - a. Staffing
 - b. Culture
 - c. Governance
 - d. Education
 - e. Police
 - f. Business
5. Health and wellbeing tended to be a consistent theme that linked across all six of the above workstreams.

6. It was crucial that the Tackling Racism Taskforce was not just formed for elected members but officers of the City Corporation as well – all of whom have had voting rights.
7. Throughout the last six months, the Taskforce have been explicit that the findings of this report should create action from the City Corporation. Therefore, the Taskforce would like to continue meeting quarterly in 2021 to review the status of the recommendations (if agreed) in this report.
8. It is clear that the events of the last six months have begun a catalyst, around the world, for proactive understanding of the issues of racism, and for action towards tackling racism. For the City Corporation, the Tackling Racism Taskforce believe that the recommendations and initiatives for action in this report are just the start to creating a more inclusive, diverse and anti-racist organisation. It is vital that the City Corporation continues to monitor its progress in this area, and – if agreed – follow up all the recommendations at pace.

Communications – internal and external

9. Overall, the media impact of the Taskforce's work has been significant. Of the almost 50 pieces of coverage across print, broadcast and digital the majority have been positive or neutral in tone and all have shown the City Corporation to be active in thinking about and trying to tackle racism.
10. The work of the Taskforce, including the consultative exercise on statues and other landmarks with links to slavery and historic racism, has also been successfully promoted to staff and Members through internal communications channels.

External and internal engagement

11. The Taskforce have engaged with a vast amount of external and internal stakeholders to help shape and inform the recommendations in this report.
12. A full list of those engaged are in **Appendix 5**, but notably the Co-Chairs have had over 100 meetings since June 2020 and met with Nickie Aiken MP, Wendy Garcia, Trevor Phillips, Lord Lisvane, Leslie Thomas QC amongst others. The Co-Chairs are also an integral part of the Mayor of London's Mayoral Commission into diversity in the Public Realm.
13. Internally, the Co-Chairs met with fellow Members and attended the BAME Staff Network and the whole Taskforce heard some very sobering experiences from staff within the City Corporation.
14. Further, the Tackling Racism Taskforce had several meetings with the City's schools/academies, the City of London Police, cultural bodies, the Liveries and several businesses.

Definitions

15. Before moving onto the detailed recommendations of the six workstreams, the Taskforce wanted to be clear about the definition of racism and the scope of the work that they would focus on.
16. 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."*
17. As the weeks went on, it became clear that using the terminology "BAME" (Black, Asian and Minority Ethnic) with some of these issues could be problematic. For example, the financial services sector have broader representation of Asian ethnicity across the board whereas Black people are under-represented. Workers of Indian origin make up 5.4% of employment in finance and insurance, almost double the figure for all industries (2.8%). In 2019, there were 36,600 workers of Black/African/Caribbean/Black origin, making up 2.9% of the industry workforce, slightly below the all industry figure of 3.1%. In these examples, it would not be true to say there is a high or low representation of "BAME" in the financial services sector, as there are clearly under representation with some ethnicities compared with others within the "BAME" grouping.
18. Following a useful conversation on this in the Taskforce, it was agreed that the term "BAME" should be used sparingly and wherever possible specific ethnicity should be referenced relevant to the recommendation or issue. That is not to say that the term "BAME" should never be used – it is recognised nationwide. However, this report, wherever possible, seeks to be specific and reference the impact and experience of individual ethnicities, rather than assuming the same experience for all ethnic minorities.

Talking about racism and diversity

19. It is recognised that talking about racism and diversity can be really difficult. It can sometimes make people feel uncomfortable. The Taskforce acknowledge that there can be discomfort when talking about this issue, but as one Taskforce member put it, "you've got to be comfortable with being uncomfortable". These conversations are critical if society, individuals and the City Corporation are to make any progress in tackling racism and inequality.
20. Following feedback, the Taskforce have put together 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 3**.

Current Position

21. This report will now summarise the information, discussion and recommendations of each of the six workstreams (as listed at paragraph 4), and a comprehensive set of recommendations is listed at **Appendix 1**.

Staffing

22. 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.

23. Throughout the discussions around the staffing workstream, it was clear that the issues facing our staff from Black, Asian and Minority Ethnic backgrounds had a real toll on mental health and wellbeing. It has been found that a number of our colleagues from BAME backgrounds are tired and drained from explaining their hurt and defending their pain and trauma to colleagues who did not appear to understand their experience of racism. The Co-Chairs of the BAME Staff Network (who also sit on the Tackling Racism Taskforce) were key to conveying to the Taskforce the issues that staff faced. To allow for staff who sat on the Taskforce to feel able to speak freely and openly about their experiences, the Co-Chairs directed that breakout rooms be used for sections of the Taskforce's meetings to encourage discussion from all members of the Taskforce. This was seen as broadly successful by Members and officers.

24. **The key recommendations that have already been approved by the Establishment Committee and the Policy & Resources Committee following the interim report are as follows:-**

- a. **Anonymised recruitment across all grades (not just at senior levels) be introduced**
- b. **Mentoring and reverse mentoring schemes be developed**
- c. **All local training budgets are amalgamated to HR, and professional and technical training, which supports service delivery, is funded from local risk**
- d. **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**
- e. **Training be given to key individuals across the organisation who will provide support and guidance for staff on an individual and confidential basis**
- f. **Current and possible schemes that support work experience programmes with schools and young adults be explored.**
- g. **For a HR policy on bullying and harassment to be developed.**
- h. **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)**

25. Further reports will be taken forward to implement these recommendations in due course. Once these have been implemented, the Taskforce feel that the next step will be to roll out shadowing and sponsorship opportunities to help continue to ensure that all staff have the chance to progress in their career at the City Corporation. The Taskforce would encourage the Establishment Committee to continue to consider this in their usual order of business across the year.
26. In addition, the Taskforce were pleased to see that the new Target Operating Model includes a position for a senior diversity officer for the City Corporation. It is hoped that this post will help to keep up the momentum of improving diversity outcomes for staff within the organisation.

Anonymised recruitment

27. Anonymising applications using City People was established for grade I and above in 2018. Previously, the personal details of all applicants for these roles were withheld at the shortlisting stage. The change to anonymise all recruitment across the board (i.e. below grade I) was recommended as a key component for a more transparent approach to achieving a diverse workforce at all levels based on talent.
28. This process in the past had been a manual task but a recent upgrade to the system has now allowed the City Corporation to select which stages of the recruitment process it wishes to anonymise.

Mentoring and reverse mentoring

29. Having both a mentoring and reverse mentoring programme recognised that there are skills gaps on both sides, and that each person can address their weaknesses with the help of the other's strengths.
30. 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 was recommended that this programme be rolled out across the City Corporation in the first instance to staff from the most underrepresented groups.

Training budgets

31. 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, the recommendation approved allows for departments hold their own training budgets which can be allocated at their discretion.
32. 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 more senior grades.

33. A more detailed report will be forthcoming, with a bid for more resources for this budget, to the Establishment and Policy and Resources Committees.

Creating a safe space

34. 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 recommended 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.
35. 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.
36. A training provider has been established for the Confidential Advisers and cost has been resourced through HR's local risk budget. although a further bid for resources will be forthcoming for future training.

Work experience

37. The Taskforce were keen for current and possible schemes that support work experience programmes with schools and young adults to be explored and enhanced.
38. 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 is due to appear on the Establishment Committee agenda in January, with a bid for a work experience budget.

Bullying and Harassment Procedure

39. The City Corporation's Bullying and Harassment Procedure has been re-established in consultation with the Comptroller and City Solicitor. It outlines the City Corporation's 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.

Diversity Data

40. The City Corporation actively collects and publishes data and information on the diversity of its workforce at all levels. However, it was felt that there needs

to be a mechanism in place to interrogate 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.

Governance

41. The Taskforce identified early on that the lack of diversity in the City Corporation's governance structures was problematic. It recognised that the Members Diversity Working Party (MDWP), previously commissioned by the Policy & Resources Committee, had recommended 20 areas for improvement. The Taskforce, which included the Chair of the MDWP in its membership, fully endorses the recommendations already approved by the Policy & Resources Committee and urges that they all be adopted. Further information about the work of the MDWP and its recommendations can be found in **Appendix 4**.
42. The Taskforce noted that some of the recommendations are still outstanding and encourage the Policy & Resources Committee to progress these quickly to improve the diversity of the Court of Common Council and remove barriers for those from under-represented backgrounds.
43. **Recommendations that are still in progress, and which the Taskforce feel should be moved forward quickly, are as follows:-**
 - a. **A series of promotional activities in the lead up to the 2022 Common Council Elections should take place to encourage a diverse range of candidates to consider standing for election.**
 - b. **More needs to be done to review diversity of events (this is also covered in the business workstream)**
 - c. **A dedicated senior Officer responsible for Member diversity and inclusion needs to be appointed.**
44. In addition, the Taskforce have put together 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 3**. The Taskforce also found that the unconscious bias training for Members on recruitment panels for the senior Target Operating Model was a helpful step.

Livery

45. The Co-Chairs have met with several stakeholders in the Livery throughout the last six months – this includes several meetings with the Lord Mayor. These stakeholders have made it clear that they are supportive of the Tackling Racism Taskforce and have conveyed that they wished to demonstrate the change that is being made within the Livery to increase the level of diversity.
46. The Taskforce encourage and endorse the Livery Committee and the Magistracy and Livery Sub Committee's work to improve diversity and recognise that the Taskforce have no remit or governance over Livery

Companies. It is also pleasing to see that the Lord Mayor has been making calls to the Livery directly on this matter too.

47. Recommendations that the Taskforce would like to make concerning the Livery include:-

- a. **The Taskforce want to underline the importance of the Diversity Charter and the Best Practice Guide (see Appendix 7) and would encourage Liveries to sign up to it.**
- b. **The Taskforce would also encourage a strong diversity and inclusion process for new guilds and liveries when they are being set up.**
- c. **Where possible, and in other areas of the Taskforce's work, there has been importance placed on collecting and reporting data on ethnicity to improve monitoring and auditing on diversity. This might be something that individual Livery Companies might like to consider.**

Police

48. The Co-Chairs had several meetings with the City of London Police before the two formal Taskforce sessions on the work of the City of London Police and their initiatives to tackle racism and increase diversity.

49. The City of London Police is governed by the Police Authority Board and the Tackling Racism Taskforce has engaged fully with the Chairman of that Board throughout the process. Of course, the City of London Police also receive directives from the Home Office and will have operational decisions to consider. The Tackling Racism Taskforce is not commenting on operational matters but is only making recommendations for those elements under the City Corporation's purview.

50. The Taskforce received presentations from the Assistant Commissioner of the City of London Police and the Commander at its meetings. The Chair of the Police Authority Board was also in attendance at both meetings on the police workstream.

51. There is clearly some good work taking place in this area, such as:

- An invitation for all BAME employees to express their experiences of racial injustice with the Assistant Commissioner directly.
- Diversity considerations had been included in annual appraisals
- Development of HR systems to allow for diversity characteristics to be inputted and staff being actively encouraged to provide data
- The introduction of an Ally Scheme
- Members of the Independent Advisory Scrutiny Group had been invited to sit in on interview boards to address perception of unfairness in interviewing process
- A workshop had been facilitated to review the exit process including exit interviews and later contact with former officers
- Creation of Champion Leads for areas that were not previously addressed and consultation with colleagues to find appropriate individuals for such positions
- Introduction of mandatory unconscious bias training

- Consideration of role modelling in senior positions
- Offer of further support to staff networks, including meetings with himself and the Assistant Commissioner to identify valuable ways to support
- Engagement with wider forces including the British Transport Police and Metropolitan Police and consideration of creating a cross-force advisory committee.

52. However, it was also acknowledged, even by the Assistant Commissioner, that further work was required to improve the City of London Police's work in engaging with the communities they serve. In particular, one of the most powerful points of the sessions on police was made about the need for more police officers from the communities they serve, in order to build trust to tackle crimes within those communities and keep communities safe through better engagement.

53. Questions were also raised of the Police about the ethnicity breakdown of its officers and the targets it set around recruitment, but crucially, retention.

54. The key recommendations for the Police workstream are as follows:-

- The Tackling Racism Taskforce endorse the good work that the City of London Police are already doing in the area of improving diversity of the Force but note there are some areas where there could be improvement;**
- The Tackling Racism Taskforce suggest that the Police Authority Board take a particular focus on diversity and inclusion as one of its strategic objectives (this was supported by the Police Authority Board Chair);**
- The Tackling Racism Taskforce encourage better engagement between the City of London Police and Black communities, as well as schools and businesses. For example, consideration could be given as to whether the City of London Police should take part in a pilot of independent body worn video reviewers.**
- The Tackling Racism Taskforce would encourage the City of London Police to sign up to the 40% recruitment target that the Metropolitan Police had recently announced.**
- The Tackling Racism Taskforce would also recommend the City of London Police set a retention target of Black, Asian and Minority Ethnic officers.**
- It was noted that the City of London Police do some good work in this area, but the public do not tend to know about this. The Tackling Racism Taskforce would therefore recommend improving communications on the diversity work they do.**
- It was recommended that the staffing initiatives already approved and listed in paragraphs 24.a-h be adopted by the City of London Police.**

Education

55. The Taskforce had three detailed sessions on the education workstream. These sessions detailed recommendations around the City Corporation's state schools, the independent schools, adult skills and cultural & creative learning.
56. For the relevant sessions on education, the Taskforce were joined by the Chair and Deputy Chair of the Education Board, the Chair of the City of London Academies Trust, the Chairs of the Board of Governors of the three independent schools (City of London School, City of London School for Girls, City of London Freeman's School), as well as the Strategic Education & Skills Director and the CEO of the City of London Academies Trust.
57. The Taskforce found that, again, some really important work was being undertaken in the education sphere. The Education Strategy commits to safe, inclusive, supportive and empowering education for all, regardless of age, background or circumstance. The Skills Strategy commits to ensuring all partners continue to work towards the achievement of a diverse workforce which mirrors the diversity of our community. The Cultural and Creative Learning Strategy aims to provide accessible opportunities for those at risk of not having access to the full range of cultural experiences. These strategic goals are actively applied to tackling racism in the City of London's Family of Schools, Adult Skills and Education Services (ASES) and cultural institutions offering learning programmes.
58. The City of London Family of Schools have a strong record of achievement and impact in relation to equalities issues as is evidenced in national data, destinations and in extensive media coverage. The focus is on removing barriers faced by pupils and staff who have any of the protected characteristics listed in the Equalities Act, and ensuring inclusivity, promotion of diversity and equal access.
59. The Taskforce note the work of the Tomlinson Review and the work that is being undertaken to ensure there is fair distribution of funding to all the schools, especially to the City of London Academies. The Taskforce endorse the work of this Review and look forward to seeing this progress.
60. With their similar locations, histories, commitment to inclusion and diverse pupil demographics, City of London School (CLS) and City of London School for Girls (CLSG) have commissioned a Race Equality Review, which will report to their Boards of Governors by the end of 2020. The scope of that review is attached to this document in **Appendix 8**.
61. **The key recommendations for this workstream are as follows:-**
- a. **The Schools needed to ensure recruitment and retention of a diverse range of staff and governors, as well as career progression. Consideration should be given to the introduction of teacher apprenticeships.**
 - b. **It was felt important that the curriculum did not portray black and minority ethnic people as 'victims' but tell a positive story. As part of this, the Tackling Racism Taskforce would encourage the schools to**

- build on its strong Continual Professional Development (CPD) offer for teachers on ways to use cultural resources in learning and to reinvigorate curriculum with culturally diverse content.
- c. The Taskforce would encourage more joined up partnership working, e.g. between the City of London Police and the family of schools.
 - d. Bursaries at the independent schools could be advertised to academies and change the conversation, so it was less about 'class' or 'race' and more about education itself.
 - e. It was also felt important to ensure that equality and inclusion training, as well as difficult conversations training, was rolled out to all staff.
 - f. There should be a focus on work experience placements and consider not always giving the most 'capable' student a placement, but those where there would be most impact. In particular, one of the Co-Chairs, Andrien Meyers had personally worked on a programme called the "Catalyst After School Programme" (CASP) which looks to make the investment and savings profession more diverse and inclusive. This has been supported by the Lord Mayor, and whilst the City Corporation do not sponsor the programme, the Taskforce is keen for the City Corporation to continue to show support.
 - g. Focus on culture and creative learning, and adult skills/life-long learning:
 - o The Co-Chair concluded the discussion to underline how the Taskforce will build on a fantastic foundation of work in this area. In particular, the Taskforce could look at what support could be offered to children at risk of exclusion and to offer and promote mentoring by Members and officers to young people. The Taskforce also highlighted the important work of the Culture Mile Learning team to help children access and be exposed to cultural institutions
 - h. It is recommended that the City Corporation should support the Academies by creating and promoting an alumni network, of which members could be encouraged to stand as a governor to contribute towards a more representative governing body for each of the Schools.

Business

- 62. The Taskforce heard from the Innovation & Growth department as well as a representative from the Financial Services Skills Commission on the work the City Corporation are doing to support businesses in tackling racism and increasing diversity.
- 63. In response to Black Lives Matter many FTSE350 & Russell1000 constituents affirmed or re-affirmed their commitment to racial equality and diversity in the weeks and months following June 2020.
- 64. Like the City of London Corporation, many historical institutions such as the Bank Of England, NatWest Group, Lloyds Banking Group, Barclays, Lloyds of London, and Aviva, have also all apologised for their historical links to slavery,

either through direct activities, or historic mergers and acquisitions of former companies.

65. Major UK businesses have made pledges focussed on: Increasing diversity in senior leadership and board level; Voluntarily reporting, and closing the ethnicity pay gap; Ensuring senior executive shortlists include a Black, Asian and Minority Ethnic candidate; and, Strengthening and support staff networks to advise and inform and hold senior executives accountable.
66. The City of London has been commissioned by Government (HM Treasury and the Department for Business, Energy and Industrial Strategy) to run a taskforce - to boost socio-economic diversity at senior levels in UK Financial and Professional Services (FPS), across 2021-22.
67. The taskforce has been designed in response to independent research (published 24th November 2020); developed by the Bridge Group and in partnership with seven financial services organisations. FCA, Bank of England, Santander, First Sentier Investors, Blackrock, Legal & General Investment Management (and one anonymous).
68. This research found that employees from lower socio-economic backgrounds took 25% longer to progress through grades, despite no statistical evidence to link this with job performance. This rises to 32% for those that are also Black.
69. [Research](#) shows that in elite professions like finance, there are significant pay gaps for certain ethnic groups i.e. Pakistani and Black British people, and women. Characteristics add layers of disadvantage – for example, Black British individuals from lower socio-economic backgrounds earn less than their Black peers from higher socio-economic backgrounds.
70. Separately, the financial services skills taskforce report, published in January this year, identified a lack of diversity, including ethnic diversity, as one of the reasons for a skills shortage in FS. Nine out of ten FS workers are white, whilst this is broadly in line with the UK population it does not reflect the populations of the urban centres where many FS companies are based.
71. Furthermore, Mercer's industry benchmarking showed that only 1% of British investment managers are black compared with 3% for the UK population and 13% of the London population, the centre of the investment industry in the UK.
72. A lack of ethnic diversity is not just a social issue but a skills issue. The FS industry is facing a serious skills challenge and without a specific focus on improving diversity and inclusion, talented individuals which the industry needs are not being reached.
73. **The City of London Corporation has a particular role to support businesses and would recommend the Policy and Resources Committee:-**

- a. **to support and promote the work of the Socio-Economic Diversity Taskforce**
- b. **To formally support the Change the Race Ratio campaign and the Race Fairness Commitment (but not to become full signatories to these)**
- c. **To consider offering invitations to interested groups to host 2021 Awards and Events in our venues (such as The Investing in Ethnicity Awards, the Black British Business Awards and the Empower Gala Dinner). These connections could be maintained to invite relevant and senior diverse business leaders to future City Corporation events and dinners.**
- d. **To actively discourage all-white panels by creating a policy for our own events to always have a diverse mix (of all protected characteristics) on panels and, when City Corporation representatives are invited to speak on panels organised by external stakeholders, to encourage others to consider adopting a similar policy.**
- e. **To consider targets for diverse attendees of City Corporation conferences and events**
- f. **To support the #10000BlackInterns initiative by identifying at least one area of activity that could develop and host an intern programme, committing to offer at least one paid internship**
- g. **To encourage Black SMEs/ microbusinesses to take part in the pop-up market in the Guildhall Yard. (The current market provider, Street Food Markets, is itself a majority Black-owned, all-BAME Director led SME)**
- h. **To write to individual firms, promoting the ambitions of the Financial Services Skills Commission in encouraging more data collection, disclosure and reporting.**
- i. **To change our own criteria for investments to include a specific target on diversity (as we have done on climate action)**
- j. **To write to asset managers asking them how they manage diversity within their organisation**
- k. **To explore with the asset managers how diversity is captured within their investment process and how this can be reported.**
- l. **To endorse City Procurement's approach to targeted advertising of contracts where there is a recognised under-representation of BAME organisations in that industry and to recommend such industries to prioritise for future work.**
- m. **To endorse the new strand of work being initiated by City Procurement to assess whether targeted action (new policies and procedures) for contracts under £100,000 can be effective in increasing the proportion of under-represented minority owned SMEs, especially micros and small companies in our supply chain.**
- n. **To note the approach that Chamberlain's are intending to take to improve the functionality of CBIS and the granularity of data held on our suppliers, in order to establish appropriate baselines and the ability to measure the City Corporation's performance.**

Culture

74. As part of the Culture workstream, the Taskforce looked at the important work that the Cultural Services Team had been undertaken during Black History Month including the City Corporation's contribution to Google Arts & Culture's [Black British History](#) pages which tell the story of the City's involvement in the transatlantic slave trade alongside contributions from other London and UK organisations, as well as the launch of the research report *Black and Asian Women in the City of London: 1600-1860* by Chihyin Hsiao. A report outlining the range of activity is available on request.
75. The Taskforce also felt that the Barbican's work on creating an anti-racist environment was particularly important and endorsed its approach to diversity on its Board.
76. A large part of the Culture workstream, though, focused on contested heritage. The debate over contested heritage, within and outside the City of London, has proven to be politically divisive. Following global protests after the death of George Floyd, there was a re-examination of the suitability of certain contested pieces of heritage, namely public statues that displayed subject matters associated with slavery and other forms of racism. The protests and forced removal of the Colston Statue in Bristol was a catalyst for businesses, educational facilities and civil society organisations to re-assess their own cultural artefacts on public display.
77. The City of London Corporation responded by establishing a dedicated workstream, within the Tackling Racism Taskforce, to identify what action if any, should be taken regarding these items. Following approval from the Policy and Resources Committee, the Tackling Racism Taskforce launched a consultative exercise in September 2020 to assist in determining what items existed within the City of London and the future suitability of these items on display.
78. As the Tackling Racism Taskforce was established, the John Cass Foundation also re-considered the symbolism associated with his name and made changes in response to this, such as the removal of the statue of Sir John Cass from their offices in Jewry Street.
79. Other government bodies have addressed the issue of contested heritage in the process of our own deliberations. The Mayor of London has established a Mayoral Commission into diversity in the public realm, to be chaired by Deputy Mayor's Justine Simons and Debbie Weekes-Bernard. This commission will look to ensure guidelines are in place to determine the future commissioning of cultural items across the capital. The City Corporation have remained in dialogue with this commission and have agreed to sit on a working party with other London Borough stakeholders as part of its wider work.

80. Other London Boroughs have also consulted on the issue of contested heritage, notable examples include LB Hackney, which ran a hyper local consultation on contested heritage and LB Lambeth, which has audited items of historical note. The City of London chose to run a more expansive exercise owing to the unique reach of our organisation and the historic links between the City of London and transatlantic slavery.
81. The Government has also proactively engaged with various stakeholders on this issue. The Secretary of State for Digital, Culture, Media and Sport wrote to arm's length cultural bodies on 22nd September 2020, establishing that the Government does not support the removal of statues or other similar objects from public view. This position does not directly impact the City of London's cultural remit.
82. This consultative exercise formally opened to public submissions on 1st September 2020 and closed on 24th November 2020. The exercise was designed to encourage consultees to send their responses, in free form writing, to a bespoke email and postal address.
83. The Tackling Racism Taskforce received 1580 individual responses to the consultative exercise on historic items. It found that a significant majority of external consultees, 1067 submissions (71%), expressed a view that items of contested heritage such as statues and street and building names associated with slavery and racism, should be retained on public display and remain in situ.
84. However, the exercise also found that a significant majority of internal consultees, 43 submissions (75%), expressed a view that items of contested heritage, such as statues and street and building names associated with slavery and racism should either be contextualised or removed from public display. Notable statues that were deemed problematic by internal consultees included those of William Beckford and Sir John Cass.
85. This was not a formal consultation but a consultative exercise aimed at the general public, a range of external stakeholders and internal stakeholders including City Corporation staff and Members. People were asked to give their views in free text, to help us to assess the suitability of certain contested heritage items. The exercise was open to all and data was not gathered on factors such as geographical location of those responding. While the views expressed were taken into account, it was always the intention that the Taskforce would make a recommendation based on the wider issues rather than being obliged to adopt any majority view expressed during the consultative exercise. It should be noted that internal City Corporation responses were in favour of the changes laid out below, and the Taskforce voted unanimously for this.
- 86. Following a lengthy discussion at the penultimate meeting of the Taskforce, which considered the results of the consultative exercise, the**

Taskforce would like to recommend to the Policy & Resources Committee that:-

- a. Approval be granted for the statue of William Beckford in the Great Hall to be removed**
- b. The statue of Sir John Cass in the Guildhall be given back to the Sir John Cass Foundation**
- c. A working group, which would be led by City Arts Initiative members, and which would report to Policy & Resources Committee and Culture, Heritage & Libraries Committee, be established to manage the transferal of these items with a recommended way forward by the end of April 2021. In the interim, the two statues be covered in some way (temporarily) with an explanatory note as to why, whilst the working group consider the way forward.**
- d. After removal of the Beckford statue, consideration would be given to an appropriate and relevant artwork to replace it.**
- e. Beyond April, the aforementioned working group would scope future public realm commissions which would mark the abolition of slavery and recognise the contribution of slavery toward the growth and expansion of the City of London.**
- f. Following this work, the working group consider a process to audit and consider future commissions of street names and other cultural items that are associated with historic acts of racism such as the Transatlantic Slave Trade.**
- g. Research be commissioned by the working group to understand and learn of notable historic Black, Asian or Minority Ethnic individuals who could be celebrated as making a positive contribution to the City.**

87. In addition, Members should note that the Great Hall, Guildhall, is a Grade I Listed Building. Therefore, any fixtures inside and out are protected. To remove a statue would require Listed Building Consent, which normally takes 3 months and has to have a sound reason for making such an alteration to what is a heavily protected historic interior. There is also the cost of making good the stonework behind the statue. Listing Status recognises the importance and significance of buildings and offers statutory protection against unsympathetic alteration or demolition. Approximately 1% of listed buildings are Grade I and 4% Grade II*. The inclusion of The Great Hall, Guildhall, in the Grade I list gives national recognition to a most important and unique building.

88. Despite this, the Taskforce felt that every effort should be made to explore removal of the Beckford statue, an individual whose vast wealth came from plantations in Jamaica and the large numbers of enslaved Africans working for him.

Timeline

89. In **Appendix 1**, a full list of recommendations across the workstreams can be found. The Taskforce would recommend that the timeline for delivery of all these recommendations need to be completed within 24 months to show real appetite for change and to keep up the momentum of this important work.

90. To support this timeline, the Tackling Racism Taskforce would like to continue to meet quarterly to review the progress of these recommendations and flag any issues into the Policy & Resources Committee.

Corporate & Strategic Implications

- Strategic implications – The recommendations outlined in this report align fully with the following outcomes of the Corporate Plan:
 - 1. People are safe and feel safe
 - 2. People enjoy good health and wellbeing
 - 3. People have equal opportunities to enrich their lives and reach their full potential.
 - 4. Communities are cohesive and have the facilities they need.
 - 5. Businesses are trusted and socially and environmentally responsible.
 - 8. We have access to the skills and talent we need.
- Financial implications – If the principle of these recommendations are approved, further work will be undertaken to ascertain the full scale of the financial implications. In particular, it is envisaged that the recommendations under the Culture workstream could be costly (i.e. removal of statues and commissioning of replacement artwork), particularly as the Guildhall is a Grade I listed building. At this stage, the report is asking for political endorsement on the direction of travel of this work. Any initiatives that need to be funded will need to be reported back to the relevant Committee in the usual way.
- Resource implications – The work of the Tackling Racism Taskforce to date has been absorbed within existing resource in the Committee & Members Services team with support from Remembrancers', HR, Communications, Community & Children's Services, City of London Police, Innovation & Growth & Cultural Services.
- Legal implications - None
- Risk implications – There may be some reputational risks for the City Corporation for not approving the recommendations set out in Appendix 1.
- Equalities implications – The Tackling Racism Taskforce believe this report complies with our Public Sector Equality Duty 2010. The proposals in this report have a positive impact on staff and the communities that it serves who are Black, Asian or Minority Ethnic, to improve equality and inclusion for all.
- Climate implications – None.
- Security implications – None.

Conclusion

91. This report summarises the work and discussions of the Tackling Racism Taskforce across six workstreams (staffing, governance, police, education, business and culture) and makes several recommendations to the Policy &

Resources Committee and the Establishment Committee (listed in Appendix 1). The Tackling Racism Taskforce would underline the importance to the City Corporation to show its commitment by acting quickly, radically and with determination to tackle racism in all its forms.

Appendices

- Appendix 1 – Table of Recommendations
- Appendix 2 – Terms of Reference of Tackling Racism Taskforce
- Appendix 3 – Guidance for Chairs, Members & Officers
- Appendix 4 – Information from the Members Diversity Working Party
- Appendix 5 - External Experts
- Appendix 6 - Public Summaries
- Appendix 7 - Governance - Livery Diversity Charter & Best Practice Guide
- Appendix 8 - Education – Independent Schools Race Equality Review

Background Papers

- *'Interim Report of the Tackling Racism Taskforce'* – Report of the Tackling Racism Taskforce to the Establishment Committee (17 September 2020) and to the Policy & Resources Committee (24 September 2020).

Emma Cunnington

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Appendix 1

Staffing Workstream Key Recommendations

	<u>Objective</u>	<u>Recommendation</u>
1	Recruitment	<ul style="list-style-type: none"> Anonymised recruitment across all grades (not just at senior levels) be introduced at the City Corporation. (Already approved at Establishment Committee in September 2020)
2	Mentoring	<ul style="list-style-type: none"> Mentoring and reverse mentoring schemes be developed at the City Corporation. (Already approved at Establishment Committee in September 2020)
3	Training	<ul style="list-style-type: none"> All local training budgets at the City Corporation are amalgamated to HR, and professional and technical training, which supports service delivery, is funded from local risk. (Already approved at Policy & Resources Committee in September 2020.)
4	Staff Support	<ul style="list-style-type: none"> A scheme be developed at the City Corporation 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. (Already approved at Establishment Committee in September 2020) Training be given to key individuals across the organisation who will provide support and guidance for staff on an individual and confidential basis. (Already approved at Establishment Committee in September 2020)
5	Work Experience	<ul style="list-style-type: none"> Current and possible schemes that support work experience programmes with schools and young adults in the City of London be explored. (Already approved at Establishment Committee in September 2020)
6	Bullying and Harassment	<ul style="list-style-type: none"> A revised HR policy on bullying and harassment be developed at the City Corporation. (Already approved at Establishment Committee in September 2020)
7	Data	<ul style="list-style-type: none"> 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).

Governance Workstream
Key Recommendations

	<u>Objective</u>	<u>Recommendation</u>
1	Member Diversity	<ul style="list-style-type: none"> • Remuneration of Members should be reviewed and resolved, mindful of improving diversity and inclusion. • A series of promotional activities in the lead up to the 2022 Common Council Elections should take place to encourage a diverse range of candidates to consider standing for election. • A dedicated senior Officer responsible for Member diversity and inclusion needs to be appointed.
2	Events	<ul style="list-style-type: none"> • More needs to be done to review diversity of events (this is also covered in the business workstream).
3	Livery	<ul style="list-style-type: none"> • The Tackling Racism Taskforce want to underline the importance of the Diversity Charter and would encourage Liveries to sign up to it. • The Tackling Racism Taskforce would also encourage a strong diversity and inclusion process for new guilds and liveries when they are being set up. • Where possible, and in other areas of the Taskforce's work, there has been importance placed on collecting and reporting data on ethnicity to improve monitoring and auditing on diversity. The Tackling Racism Taskforce advise that this might be something that individual Livery Companies might like to consider.
4	Talking about racism & diversity	<ul style="list-style-type: none"> • Approve the guidance note for Chairs, Members and Officers when talking about equality and diversity in relation to race, outlined in Appendix 3. (Already approved by Policy & Resources Committee in September 2020).

Police Workstream
Key Recommendations

	<u>Objective</u>	<u>Recommendation</u>
1	Police Force	<ul style="list-style-type: none"> • The Tackling Racism Taskforce endorse the good work that the City of London Police are already doing in the area of improving diversity of the Force but note there are some areas where there could be improvement. • The Tackling Racism Taskforce would encourage the City of London Police to sign up to the 40% recruitment target that the Metropolitan Police had recently announced. • The Tackling Racism Taskforce would also recommend the City of London Police set a retention target of Black, Asian and Minority Ethnic officers. • It was recommended that the staffing initiatives already approved and listed in this report be adopted by the City of London Police.
2	Governance	<ul style="list-style-type: none"> • The Police Authority Board should take a particular focus on diversity and inclusion as one of its objectives.
3	Engagement	<ul style="list-style-type: none"> • The Tackling Racism Taskforce encourage better engagement between the City of London Police and Black communities, as well as schools and businesses. For example, consideration could be given as to whether the City of London Police should take part in a pilot of independent body worn video reviewers • It was noted that the City of London Police do some good work in this area, but the public do not tend to know about this. The Tackling Racism Taskforce would therefore recommend improving communications on the diversity work they do.

Education Workstream
Key Recommendations

	<u>Objective</u>	<u>Recommendation</u>
1	Staff	<ul style="list-style-type: none"> • The Schools ensure recruitment and retention of a diverse range of staff and governors, as well as career progression. Consideration should be given to the introduction of teacher apprenticeships. • Equality and inclusion training, as well as difficult conversations training, should be rolled out to all staff.
2	Curriculum	<ul style="list-style-type: none"> • The curriculum should not portray black and minority ethnic people as 'victims' but tell a positive story. As part of this, the Tackling Racism Taskforce would encourage the schools to build on its strong Continual Professional Development (CPD) offer for teachers on ways to use cultural resources in learning and to reinvigorate curriculum with culturally diverse content.
3	Partnership Working	<ul style="list-style-type: none"> • There should be more joined up partnership working, e.g. between the City of London Police and the family of schools.
4	Bursaries	<ul style="list-style-type: none"> • Bursaries at the independent schools could be advertised to academies and change the conversation, so it was less about 'class' or 'race' and more about education itself.
5	Work Experience	<ul style="list-style-type: none"> • There should be a focus on work experience placements and consider not always giving the most 'capable' student a placement, but those where there would be most impact.
6	Adult Skills / Lifelong Learning	<ul style="list-style-type: none"> • Consideration should be given as to what support could be offered to children at risk of exclusion and to offer and promote mentoring by Members and officers to young people. • The important work of the Culture Mile Learning team to help children access and be exposed to cultural institutions should be recognised
7	Governance	<ul style="list-style-type: none"> • It is recommended that the City Corporation should support the Academies by creating and promoting an alumni network, of which members could be encouraged to stand as a governor to contribute towards a more representative governing body for each of the Schools.

Business Workstream
Key Recommendations

	<u>Objective</u>	<u>Recommendation</u>
1	Socio-economic diversity taskforce	<ul style="list-style-type: none"> The Tackling Racism Taskforce support and promote the work of the Socio-Economic Diversity Taskforce
2	Charter	<ul style="list-style-type: none"> The City Corporation should formally support the Change the Race Ratio campaign and the Race Fairness Commitment (but not to become full signatories to these)
3	Events	<ul style="list-style-type: none"> The City Corporation consider offering invitations to interested groups to host 2021 Awards and Events in our venues (such as The Investing in Ethnicity Awards, the Black British Business Awards and the Empower Gala Dinner) These connections could be maintained to invite relevant and senior diverse business leaders to future City Corporation events and dinners.
4	Conferences and events	<ul style="list-style-type: none"> To actively discourage all-white panels by creating a policy for our own events to always have a diverse mix (of all protected characteristics) on panels and, when City Corporation representatives are invited to speak on panels organised by external stakeholders, to encourage others to consider adopting a similar policy. Consideration should be given to targets for diverse attendees of City Corporation conferences and events
5	#10000BlackInterns	<ul style="list-style-type: none"> The City Corporation should support the #10000BlackInterns initiative by identifying at least one area of activity that could develop and host an intern programme, committing to offer at least one paid internship

6	Black SMEs/ microbusinesses	<ul style="list-style-type: none"> • The City Corporation should encourage Black SMEs/ microbusinesses to take part in the pop-up market in the Guildhall Yard. (The current market provider, Street Food Markets, is itself a majority Black-owned, all-BAME Director led SME)
7	Data collection, disclosure and action	<ul style="list-style-type: none"> • The City Corporation should write to individual firms, promoting the ambitions of the Financial Services Skills Commission in encouraging more data collection, disclosure and reporting.
8	Investments	<ul style="list-style-type: none"> • To change our own criteria for investments to include a specific target on diversity (as we have done on climate action) • The City Corporation should write to asset managers asking them how they manage diversity within their organisation • The City Corporation should explore with the asset managers how diversity is captured within their investment process and how this can be reported.
9	Procurement	<ul style="list-style-type: none"> • The Tackling Racism Taskforce endorse City Procurement's approach to targeted advertising of contracts where there is a recognised under-representation of BAME organisations in that industry. • The Tackling Racism Taskforce endorse the new strand of work being initiated by City Procurement to assess whether targeted action (new policies and procedures) for contracts under £100,000 can be effective in increasing the proportion of under-represented minority owned SMEs, especially micros and small companies in our supply chain. • The Tackling Racism Taskforce note the approach that Chamberlain's are intending to take to improve the functionality of CBIS and the granularity of data held on our suppliers, in order to establish appropriate baselines and the ability to measure the Corporation's performance.

Culture Workstream
Key Recommendations

	<u>Objective</u>	<u>Recommendation</u>
1	Statues	<ul style="list-style-type: none"> The Tackling Racism Taskforce recommend that the statue of William Beckford in the Great Hall be removed
2	Statues	<ul style="list-style-type: none"> The Tackling Racism Taskforce recommend that the statue of Sir John Cass in the Guildhall be given back to the Sir John Cass Foundation
3	Statues	<ul style="list-style-type: none"> The TRT recommend that a working group, which would include City Arts Initiative members, and which would report to Policy & Resources Committee and Culture, Heritage & Libraries Committee, be established to manage the transferal of these items with a recommended way forward by the end of April 2021. In the interim, the Beckford statue be covered in some way (temporarily) with an explanatory note as to why, whilst the working group consider the way forward.
4	Memorial	<ul style="list-style-type: none"> The TRT recommend that appropriate artwork be commissioned in place of where the statue of William Beckford currently resides in Great Hall. Beyond April, the aforementioned working group would scope future public realm commissions which would mark the abolition of slavery and recognise the contribution of slavery toward the growth and expansion of the City of London.
5	Street names	<ul style="list-style-type: none"> The TRT recommend that following this work, the working group consider a process to audit and consider future commissions of street names and other cultural items that are associated with historic acts of racism such as the Transatlantic Slave Trade.
6	Research	<ul style="list-style-type: none"> The TRT recommend that research be commissioned by the working group to understand and learn of notable historic Black, Asian or Minority Ethnic individuals who could be celebrated as making a positive contribution to the City.

Appendix 2

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:

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 (**Co-Chair**)
- Alderman Emma Edhem
- Shravan Joshi
- Natasha Lloyd-Owen
- Andy Mayer
- Andrien Meyers (**Co-Chair**)

Town Clerk & Chief Executive (John Barradell)

Sponsor of the BAME Staff Network (Vic Annells)

Co-Chairs of the BAME Staff Network or their representatives (Zahur Khan and Maxine Pitt, replaced with Martin Bailey and Samantha Wright in November 2020)

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)

Appendix 3



Guidance for Chairs, Members and Officers: *Talking about racial inequality*

Aim: The aim of this document is to provide Chairs, Members and Officers guidance on how to talk about diversity and racism in a way which is respectful and sensitive, avoiding racist slurs or microaggressions, particularly during formal committee meetings at the City of London Corporation.

Background: The Tackling Racism Taskforce, set up in June 2020 following the murder of George Floyd and the subsequent Black Lives Matter protests, aims to consider whether any action could be taken to tackle racism. Whilst the importance of more conversations about diversity in relation to race is recognised, it is also acknowledged that these conversations can be highly emotive, hurtful and, sometimes, racist.

Definition of racism: The Taskforce have 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.*"

Some tips to get you started:



1. Listen!

If you have not personally experienced prejudice and racism in the UK, and/or are not from a Black, Asian or Minority Ethnic (BAME) background, do not assume you know how it feels or what the experiences of BAME people might be. Ask questions and be curious. Take direction and learn from colleagues of BAME background.



2. Educate yourself.

If you have not personally experienced prejudice and racism in the UK, you might not realise that a number of our colleagues from BAME backgrounds are tired and drained from explaining their hurt and defending their pain and trauma. Remember that someone's ethnicity is not always obvious.

You can take responsibility for educating yourself on the issues facing BAME people. There are a number of resources, which may help you to see things from a different point of view, such as *Why I'm no longer talking to white people about race* by Reni Eddo-Lodge or *So you want to talk about race* by Ijeoma Olu, as well as many others.

3. Think, before you speak...



It is right and encouraged that people of all ethnic backgrounds contribute to the discussion of tackling racism. It is not just an issue for those who have suffered it to deal with – we all have a duty to play our part in the fight against racism. However, before you speak, think:

- a) Is what I am about to say accurate and relevant to the discussion?
- b) If I were of a different ethnic background, would I feel encouraged and respected by what I am about to say?
- c) Am I being influenced by pre-conceived generalisations, prejudices and stereotypes in what I am about to say?
- d) Is it necessary for me to quote racist terms to explain a point? Might these racist terms alone trigger traumatic memories for those listening?

4. Speak out!

Talking about racial inequality is difficult. But don't be silent on the topic. The fear of saying the wrong thing often keeps people from wanting to engage in a discussion about race and equality in the first place. Start by acknowledging that this is a difficult conversation and setting out why you want to have it (e.g. to understand, to solve a problem).



If, during the course of a committee meeting, you feel that someone has said something which is racist, hostile or offensive, you will want to consider how you respond. If you are the Chair of that meeting, there is a particular onus on you to shut down conversations that are offensive. You could interrupt and calmly state that you disagree with that language and that the conversation now move on. Members and officers should also feel empowered to challenge offensive language or racist behaviour. However, shaming or accusing the individual is unlikely to change the behaviour but cause defensiveness. You might feel a better course of action is to privately message the Chair and explain your concerns. The Chair, if they agree, can then respond to the individual and stop any further discussion.

Some problematic phrases used when talking about racial inequality

- **"I don't see colour"** - "When you say, 'You don't see colour,' that [can be] offensive to people of colour," Dr. Lorenzo Boyd, associate professor of criminal justice and assistant provost of diversity and inclusion at the University of New Haven said. "Because you are reducing major parts of their characteristics and their culture to nothingness."
- **"All Lives Matter"** - Boyd explained, "When I say 'Black Lives Matter' and somebody else says 'Blue Lives Matter' or 'All Lives Matter,' to me that's akin to going into a cancer hospital and screaming out, 'You know there are other diseases too.' "
- **"My life was hard too"** – If you have not personally experienced prejudice and racism in the UK, that "does not mean your life is not hard. It means that your race is not one of the things that makes it hard," Dr. Amanda Taylor, senior

adjunct professorial lecturer, School of International Service at American University explained.

- **“Where are you from?”** – “Simply put, this question is alienating. You are implying that I couldn't possibly be from Britain, so you need to know where I really come from.” While it is often used as a simple and courteous ice-breaker, be aware that it is also sometimes used as a coded way of implying a person does not belong.

Members Diversity Working Party (MDWP)

1. At its meeting on 13 December 2018, the Policy & Resources Committee considered the outcome of the work undertaken to help enhance the diversity of the Court and promote the merits of standing for office as a Common Councilman or an Alderman by its Members Diversity Working Party (MDWP). Of the 20 recommendations presented 17 were approved.
2. Whilst most of the recommendations have been progressed, a number are dependent on the appointment of a dedicated senior Officer responsible for Member diversity and inclusion such as the delivery of promotional activities, networking and engaging with other business groups. The recruitment and appointment of this post is currently on hold due to the Fundamental Review and the moratorium currently in place on recruitment.
3. Advertising the City's commitment & Comms Diversity Policy
A series of promotional activities in the lead up to the 2021 all-out Common Council Elections, which included activities specifically aimed at encouraging a diverse range of candidates to consider standing for election, was agreed by the Policy & Resources Committee earlier this year. However, the restrictions imposed by Covid-19 has meant that the activities such as the early evening reception with guests from a diverse range of backgrounds scheduled to take place during Inclusion Week (28 September – 4 October 2020) and a high-profile targeted advertising campaign has had to be put on hold.

The Director of Communications continues to ensure that messages on diversity are included in all communications. Social media training for Members now covers diversity and inclusion and the respective policy states that:- *No photos that undermine our efforts to promote diversity should be published, including via social media except in exceptional circumstances. All group photos (meetings, panels, events etc) of more than two people should include both men and women and ideally not be all white, so that we reflect our colleagues and the communities we that work in and represent.*

4. Events
Whilst it was acknowledged that the Remembrancers Department had already taken the issue of diversity on board when organising events, the MDWP felt more could be done regarding diversifying events with more consistency needed across all events, particularly big and well publicised events (e.g. Lord Mayor's Banquet). The MDWP has asked the Hospitality Working Party to address the issue.
5. Appointing a dedicated senior Officer responsible for Member diversity and inclusion
The MDWP asked for consideration to be given to appoint a dedicated Senior Officer with overarching responsibility for promoting Member diversity and inclusion, with a budget. It was envisaged that the role would be responsible for the development of new diversity initiatives such as Citizen Ceremonies, as well as other elements of work that it was anticipated would be pursued, such as diversity network engagement; the merits of developing a Member-level

mentoring scheme, ownership of annual events such as celebrating Pride, Black History Month, International Women's day and Eid .

The recruitment moratorium imposed whilst the Fundamental Review and Governance Review are being carried out has put this on hold. Notwithstanding this, the MDWP has asked for alternative ways of delivering some of the activities it was envisaged the postholder would progress to be explored, such as use of a temporary contract or using existing resources, for example, by way of a secondment or through some of the community outreach work or business engagement activities already being undertaken by relevant City Corporation Officers. The scope of this is currently being explored and will be reported to the next meeting of the MDWP.

92. Recommendations that have already been reconsidered and fully approved by the Policy & Resources Committee are as follows:-

a. Set aspirations for diversity representation on the Court of Common Council by 2021 and 2025 elections

At its meeting in March 2019, the Policy & Resources Committee set aspirations for representation on the Court of Common Council by the 2021 and 2025 elections and agreed that these should be 30% female and 15% BAME by 2021, and 42% female and 22% BAME by 2025. In addition, Members requested an analysis of the outcome following the two elections.

b. Voluntary Members' Diversity Charter

In March 2019, the Policy & Resources Committee approved the introduction of a voluntary Diversity Charter for Members to consider signing up to as a public show of commitment and to help drive the debate internally on diversity and inclusion. This Charter was subsequently circulated to the Court of Common Council and a further reminder about the Charter was sent to Members in January. When new Members are elected to the Court, they are also invited to sign the Charter as part of their induction.

To date, 98 Members have elected to sign it. A number of Members have also updated their biographies on the City Corporation's website to state that they are signatories of the Diversity Charter.

c. Nomenclature

In March 2019, the Policy & Resources Committee agreed that the gender-neutral title of "Common Councillor" be used in all communications and documents in place of "Common Councilman", with the exception of documents intended to have legal effect. This change has been implemented. The Committee also supported the title "Chairman" remaining as the default but with Members having the option of being referred to as "Chair" if they so wish.

d. Unconscious Bias Training

Support was given to the inclusion of unconscious bias training in the Member Development Programme. A bespoke equalities and inclusion training course for Members was developed, which included unconscious bias and utilised a new interactive tool called "Equally Yours". Its purpose was to assist in providing Members with deeper understanding, competence and confidence in relation to

equality, inclusion and diversity. Whilst the first of the physical sessions took place earlier this year in March, the programme has since been adapted as a result of Covid-19 and the recent death of George Floyd. It will now take place virtually and be delivered jointly by our learning and development Officers and one of the highly skilled and accredited facilitators from the designers of Equally Yours, who has lived experiences on these matters. The two sessions planned for July are now fully booked and further sessions are planned for September/October. In addition to this:-

- Members also have access to online Equality Training through CityLearning;
- The Members' Diversity Charter also includes a commitment to undertake unconscious bias training;
- Chief Officers are required to undertake the same training and their first virtual training session took place on 6 July;
- A seminar by an external solicitor was held on 25 October 2019 for Members of the Licensing Committee regarding Public Sector Equality Duty and how biases (conscious and unconscious) could affect licensing hearing decisions.

e. Meeting timings and technology

In November 2018, the Policy & Resources Committee noted that the legislation at that time did not allow Members to participate fully in local government meetings via audio or video link. Nevertheless, it was keen to support the principle of Officers and Members participating in non-local government meetings and agreed to the use of video link at meetings of the Board of Governors of the City of London Freemen's School on a trial basis. Since then, funding has been agreed to upgrade all meeting rooms within Guildhall including the Committee rooms, with relevant technology to allow remote meetings to take place. This work is currently underway. As a result of Covid-19, the Government has also introduced temporary legislation permitting formal decision-making meetings to be undertaken virtually until May 2021. All meetings now take place in this manner.

In terms of the timing of meetings, whilst the previous desire of the majority of Members was to maintain the status quo, Committees remain free to change the times of their meetings should they wish to do so. Chairs have been reminded of this and have been asked to be mindful that altering the time could have wider resource implications.

f. Committee election system

As recommended by the MDWP, the First Past the Post voting system for committee elections was reviewed to ascertain whether it would help to improve diversity. Members noted that Court had given consideration to voting systems in early 2016 and introduced an Alternative Vote system for elections to single vacancies. The arrangements seemed to be working well and it was agreed that the status quo should be retained.

g. Ballot Paper Statistics

The Policy & Resources Committee agreed that statistics of a committee's breakdown in terms of gender and race should be added to ballot papers to help keep diversity at the forefront of Members' minds. In order to do this, a voluntary survey was carried out to understand the demographics of the current composition of the Court of Common Council in terms of sex and ethnicity. Data was collected and securely stored by the Committee and Members Services team. Although there was only a 46% response rate to the survey, breakdown statistics are now added to ballot papers for Committee vacancies.

h. Encouraging diversity in partner organisations – including Livery

The Chair of the MDWP wrote to the Town Clerk and Lord Mayor earlier this year highlighting the importance of the admission of women in Livery Companies. The Town Clerk and Lord Mayor were urged to provide targeted messaging concerning diversity and inclusion in their remarks to Livery Masters and Clerks in order to encourage greater diversity.

i. Ancillary support to Members

The MDWP was keen that, as a minimum, a support system similar to that available for staff should be available for Members. As a result of this, the Director of HR has been able to extend the Employee Assistance Programme to Members. The programme offers free and confidential support on personal (e.g. debt, alcohol, drug and gambling issues), legal, financial and other practical issues. In addition, to maximise wellbeing during the flu season, Members are now able to reclaim the cost of a private flu vaccination (up to the maximum of £15 per member).

j. Co-opted / Non-Executive / External Members

The MDWP felt that a clear process was needed by which co-opted Members are appointed. Whilst it was acknowledged that many Chairs already used appointments to external positions (co-opted Non-Executive Members) to improve diversity on committees, a centralised process with clear guidelines would ensure these positions were carefully considered rather than 'friends of Chairmen'. The Governance Review will include looking at appointments to external positions and assist with developing a clear process by which co-opted Members are appointed.

k. Appointed panels – diversity imperative

The MDWP requested that a conscious effort be made to ensure the composition of all City Corporation appointed panels/groups are diverse, i.e. not all male (or female) or all white. Officers reviewed all of its panels including interview panels, licensing hearings, standards/assessment sub hearings, staff appeals, teachers disciplinary committee panels and Independent Schools complaints panels to find out how diverse they have been in the last year. A spreadsheet based on the tracker for licensing hearings recording which Members sat on each hearing panel have since been introduced for all of our panels so diversity can be tracked going forward. Chairs are reminded by Clerks to keep diversity in mind when selecting panels; however, this is not always possible as a decision can only be based on the availability of Members.

I. Better guidance for selecting voters

The Director of Communications was asked to ensure that material sent to companies regarding voter registration encouraged them to select a diverse representation of their workforce. We now include a message to businesses urging them to reflect the diversity of their employees when nominating voters. This message is repeated in a letter from the Town Clerk reminding businesses to register to vote and it has been agreed to make these messages more prominent in future years.

Appendix 4

External expert	Date of meeting	Workstream focus
Lord Lisvane re: Governance Review	30 June 2020	Governance
Wendy Garcia, Chief Diversity Officer, New York City Comptroller	15 July 2020	Business
Dominic Burris-North, London Blue Badge Guide all staff event	12 August 2020	Culture
Justine Simons, Deputy Mayor for Culture & Creative Industries: Commissioning Diversity in the Public Realm	3 September 2020	Culture
Trevor Phillips	21 September 2020	Governance, Culture
Harry Matovu QC ref Charter for Black Talent in Finance and the Professions	28 September 2020	Business
Head of Corporate Affairs at London Stock Exchange	5 October 2020	Culture
Head of Corporate Affairs at UK Finance	23 October 2020	Business
Deborah Oliver, Co-opted Member of the Police Authority Board	23 October 2020	Police
Caroline Wright, Lord Mayor's Appeal		Governance
Leslie Thomas QC	11 December 2020	Police

In addition, the Co-Chairs have met with various Member stakeholders to help inform the work of the Taskforce, as follows:

Individual	Workstream
Chair, Police Authority Board	Police
Chair, Education Board	Education
Deputy Chair, Education Board	Education
Chair, City of London Academies Trust	Education
Chief Executive Officer, City of London Academies Trust	Education
Chair, Livery Committee	Governance
Deputy Chair, Livery Committee	Governance
Chair, Magistracy and Livery Sub-Committee (General Purposes Committee of Aldermen)	Governance
The Rt Hon the Lord Mayor	Governance
BAME Staff Network	Staffing

Appendix 5

Tackling Racism Taskforce

A public summary of the Tackling Racism Taskforce's meeting held on 26 June 2020.

The Tackling Racism Working Party held its first meeting on 26 June 2020, co-chaired by Caroline Addy and Andrien Meyers.

Its first decision was to rename itself as the Tackling Racism Taskforce to show its commitment to act quickly, radically and with determination.

The Tackling Racism Taskforce agreed to structure its workstreams around the following themes:-

- Staffing
- Internal governance
- Education
- Police
- Business
- Culture
- Health & Wellbeing

There was a wide-ranging discussion that centred around the 7 workstreams listed above, and it was agreed that, going forward, each meeting would focus on a particular theme. The next meeting, in a fortnight's time, will focus on the impact of racism on the City Corporation's own staff.

In the lead-up to the next meeting, the Co-Chairs will attend and listen to the thoughts and concerns of the BAME Staff Network at its next meeting. Work will also be undertaken to:-

- provide the Taskforce with information about policies and initiatives already in place at the City Corporation to support and develop our BAME staff,
- define what the Taskforce means by 'racism', and
- review the recommendations of the Members Diversity Working Party, previously considered by the Policy and Resources Committee, which sought to improve the diversity of Members of the Court of Common Council.

In addition, the Taskforce discussed the importance of including external expertise and advice to the group on tackling racism.

The Taskforce has committed to working at pace, meeting fortnightly, to develop recommendations around the 7 workstreams for consideration by the Policy & Resources and the Establishment Committees.

For any enquiries to the Tackling Racism Taskforce, please contact emma.cunnington@cityoflondon.gov.uk

Tackling Racism Taskforce

A public summary of the Tackling Racism Taskforce's meeting held on 13 July 2020.

The Tackling Racism Taskforce held its second meeting on 13 July 2020. The key focus of this meeting was on **staffing**.

At the beginning of the 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 diversity of the workforce and to enable a better sense of inclusion for BAME employees.

Some of the key recommendations that came out of the discussion were as follows:-

- To introduce anonymised recruitment across the board (not just at senior levels)
- To develop mentoring and reverse mentoring schemes
- To ensure that all departments allocate budgets for all employees to access for their personal development (this is separate from and in addition to budgets for professional and technical training)
- To provide and define a “safe space” for staff and provide clarity on the terms of reference(s) for meetings convened to discuss tackling racism with staff
- To train key individuals across the organisation who will provide support and guidance for staff on an individual and confidential basis
- To support work experience programmes with schools and young adults
- To update HR policies on harassment and bullying
- To consider how the diversity of the City Corporation’s leadership (especially Members) may impact on a culture of inclusion
- To consider how the City Corporation could better collect and publish data and information on diversity of its workforce at all levels.

These recommendations will now be formalised by the Taskforce at its next meeting and, following approvals from the Establishment Committee and the Policy and Resources Committee, will be progressed by the HR department.

In addition, 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.”*

The Taskforce briefly discussed some of the recommendations that were not implemented from the Members Diversity working Party, including the subject of pay to remove barriers for individuals of diverse groups, who may be considering standing for election. Whilst it was felt that Member remuneration was an important matter to discuss at an early opportunity, the majority of the Taskforce felt that a more urgent aspect of the Taskforce’s workstreams should be to engage with current debates surrounding the viability of historic landmarks and street names that are associated with Britain’s role in the slave trade, colonial history and historic racist acts, and consider those landmarks and street names under the jurisdiction of the City of London

Corporation. A report on this matter will be coming to the next meeting of the Taskforce for consideration.

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Tackling Racism Taskforce

A public summary of the Tackling Racism Taskforce's meeting held on 24 July 2020.

The Tackling Racism Taskforce held its third meeting on 24 July 2020. The key focus of this meeting was on **culture**, and specifically on historic landmarks within the City of London.

The Taskforce considered a report concerning historic landmarks within the City of London with a proposal for a consultative exercise to be undertaken to help inform the Taskforce's recommendation 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.

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 they would like to undertake a consultative exercise to capture more views to help inform their recommendation to the Policy and Resources Committee. Working closely with the Mayor's commission to review the diversity of its public realm, this consultative exercise will aim to begin in September and will run for three months. Further work will be undertaken over the Summer to develop the scope, governance and mechanism of the consultation. The Taskforce urged that the work on this matter be carried out at pace.

In addition, the Taskforce agreed to the formal recommendations relating to staffing, which will be considered by the Establishment and Policy & Resources Committee in September. These recommendations were set out in the public summary of the 13 July 2020.

There was also a suggestion that this Taskforce put together some guidance for Chairs, as well as Members and Officers, to help with conversations about diversity in Committee meetings. This would complement the Equally Yours unconscious bias training which all Members and Officers are asked to complete. The Taskforce agreed to look at some proposed guidance at its meeting focused on governance and civic issues in September.

Finally, an elected Member of the Taskforce raised a concern that the balance of discussion during these Taskforce meetings tended to be weighted on the elected Members' side. Officers were encouraged to feel free to challenge and disagree with Members, and the Clerk was asked to consider mechanisms to allow for more discussion from everyone, such as the use of breakout rooms, which had worked well for the staffing session previously.

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Tackling Racism Taskforce

A public summary of the Tackling Racism Taskforce's meeting held on 4 September 2020.

The Tackling Racism Taskforce held its fourth meeting on 4 September 2020. The key focus of this meeting was on **governance**, and specifically on the interim report that the Taskforce were submitting to the Policy and Resources and the Establishment Committees in September.

As the Taskforce considered the interim report, they received an update from the Diversity and Engagement Lead Officer on some of the HR recommendations:

- Anonymised recruitment is still in testing stage, but it has been implemented at interview stage using mixed panels.
- The Bullying and Harassment Procedure is out for consultation and is being linked to the Grievance Policy.
- Piloting for mentoring and reverse mentoring has started, and senior Members and Officers (such as the Lord Mayor, Chair of Policy and Town Clerk) have been part of this.
- Work experience schemes are being reviewed to ensure they are fit for purpose.

Following an update on the launch of the consultative exercise on historic items with links to racism and slavery, the Taskforce reviewed – in detail – the guidance for Members, Chairs and Officers when discussing racial injustice. There was some discussion relating to the term ‘microaggression’ and whether this had become a politicised word. The Taskforce also debated the pros and cons of listing (or recommending) particular books for individuals to educate themselves on the issue, such as *Why I'm no longer talking to white people about race* by Reni Eddo-Lodge or *White Fragility* by Robin DiAngelo.

The Taskforce also briefly discussed a report of the Members Diversity Working Party concerning recommendations relating to improving the diversity of the Court of Common Council. In particular, Members discussed recommendations around nomenclature (i.e. that the City Corporation had changed Standing Orders to allow for Committee Chairs to officially call themselves ‘Chairs’ rather than ‘Chairmen’, if they wished to) and ensuring that the nominated electorate from businesses were a diverse representation of their workforce.

There was also a discussion relating to whether the City Corporation should sign up to particular Charters on improving ethnic diversity. It was agreed that some Charters, such as the *Charter for Black Representation in Finance and the Professions*, could be supported by the City of London Corporation, without the organisation being signatories.

Finally, the Co-Chair suggested that the next meeting should focus on asking Members of the wider Court of Common Council to attend (or submit views in advance) to input into what the Taskforce are doing. This would be a private meeting.

Following this meeting, the Taskforce would then focus on its workstreams of police, education and business.

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Tackling Racism Taskforce

A public summary of the Tackling Racism Taskforce's meeting held on 17 September 2020.

The Tackling Racism Taskforce held its fifth meeting on 17 September 2020. It invited the wider Members of the Court of Common Council to the meeting for them to input into the work. This was a private meeting and so some comments are not included in this public summary.

Ideas from the wider Court were raised as follows:-

Education

- The City's family of schools are already doing some excellent work with programmes and initiatives using the PSHE curriculum. These are initiatives the Taskforce can use and recommend rollout more widely.
- It was recommended that the Co-Chairs meet with the Chairs of Governors.
- The Taskforce should consider the independent review on how the Corporation should balance its resources across the family of schools.
- Christ's Hospital are also doing some work which should be included in the audit of initiatives tackling racism in education.

Police

- The City of London Police is looking at initiatives around improving diversity and inclusion for its own BAME staff and it is important this is shared across with this Taskforce.
- There is an opportunity for the City of London Police to be leaders in this sphere.
- The Taskforce should look at statistics behind Stop and Search powers as well as COVID powers and any disproportionately towards BAME individuals.
- It might be useful for Members to shadow City of London Police officers on duty so they can see first-hand how they operate.

Governance

- It is important that the Taskforce are aware of all the work that is being carried out within other committees in this area and to bring it all together
- External Members are very important in the process of developing work such as this.
- We must ensure that any internal restructures do not indirectly disproportionately disadvantage particular ethnic groups.
- The Taskforce should consider recommending "mandatory" (or as close as possible) unconscious bias training for elected Members (rather than voluntary).

The next meeting of the Taskforce will consider areas connected to its workstream on police.

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Tackling Racism Taskforce

A public summary of the Tackling Racism Taskforce's meeting held on 2 October 2020.

The Tackling Racism Taskforce held its sixth meeting on 2 October 2020 with a focus on **policing**. The Assistant Commissioner of the City of London Police presented to Members initiatives in regards to diversifying the force, engaging with BAME communities, as well as statistics around Stop and Search.

The Taskforce heard how work had been undertaken in the recruitment, retention and training of police officers to ensure that the Force was attracting under-represented groups. New initiatives had also been brought in for current staff, such as reverse mentoring, job shadowing and bespoke development plans.

In addition, there was focus on statistics around complaints as well as the diversity of scrutiny and oversight bodies of the City of London Police. Members discussed how the proportion of BAME individuals in London stood at around 44% and the Assistant Commissioner explained that it would take the CoLP 10 to 15 years to match this in its own Force.

Many questions were asked around community engagement and especially the Force's relationship with young people and BAME Communities. There was also discussion around the figures on Stop and Search and particularly, the 36% who had not declared their ethnicity when surveyed. It was explained by another Taskforce Member that a large number of the non-declared 36% were perceived to be black.

The Co-Chair thanked the Assistant Commissioner for his time and asked that for the next meeting regarding policing, he produce a report that covers:-

- Statistics on diversity of scrutiny and oversight boards
- Details on initiatives around recruitment, retention and training
- Details on initiatives around community engagement, including links with BAME community
- An articulation of the outcomes the CoLP are wishing to have as a result of this work.

The Taskforce also discussed the Charter for Black Talent in Finance and the Professions and it agreed to recommend that the City Corporation publicly support the Charter. There was some discussion on the term 'BAME' and whether we should also look to make sure that all those from BAME backgrounds (not just Black) should be included when we talk about diversity in financial and professional services sector.

Finally, a presentation was given to the Taskforce on a new initiative to look at providing a digital platform on the City's links with the Transatlantic Slave Trade.

The next meeting of the Taskforce will consider areas connected to its workstream on education.

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Tackling Racism Taskforce

A public summary of the Tackling Racism Taskforce's meeting held on 16 October 2020.

The Tackling Racism Taskforce held its sixth meeting on 16 October 2020 with a focus on **education**.

The City Corporation's Strategic Education & Skills Director gave an overview of the areas for action that the Taskforce could focus on, such as:

- Lobbying for more inclusive forms of evaluation and assessment
- Continued research on wellbeing and adaptive practices for equalities groups
- Proactively diversify school governing bodies through recruitment practices
- Lobbying for inclusive curriculum design and addressing some recent national curriculum changes, which may have resulted in some negative changes.
- Providing greater access to pupil wellbeing, counselling and family support.

The Taskforce then had a detailed discussion where the following points were made:-

- Overall, the schools were doing a really good job in this area but there was no room for complacency.
- It would be useful to have the demographic statistics of pupils in the City Corporation's selective schools.
- It was important to consider the language used when advertising for school governors to attract diverse candidates with the right skills. The alumni community could be an important source of candidates for school governor roles. Age diversity for school governors was also important.
- Black writers needed to be embedded across the curriculum – this was something the City Corporation could lobby for. One Member suggested that the curriculum be devolved to reflect the diversity of London. The CEO of the City of London Academies Trust (CoLAT) explained that, despite the constraints of the National Curriculum, the academies had been teaching about the role of BAME individuals in English Literature, Science and History.
- There was a disparity in funding from the City of London Corporation to the independent schools in comparison to the academies, as highlighted in the Tomlinson Review. This should be looked at.
- Generally, across the country, there seemed to be disproportionate impact on black Caribbean boys and white, working-class boys in terms of exclusions. Following a further discussion on exclusions, it was noted that any exclusion was always a last resort and also had to be taken when considering other pupils' ability to learn without distraction.
- There should be better partnership working in this area between the independent schools and the academies.
- High stakes examinations induced anxiety for pupils and this may affect their wellbeing.
- Raising standards and aspirations was the only real way to increase outcomes.
- Whilst some Members felt it was important that schools be left to concentrate on getting through the fallout of the pandemic, others felt that it was important to keep shining a spotlight on this area to ensure that all pupils, whatever their ethnicity, recover from the pandemic, equally.

- It was important to look at what other initiatives were in place, such as the Financial Services Skills Commission, and see where the City of London Corporation could add value.
- The role of bursaries, philanthropy and endowments should not be underestimated in helping educational outcomes. The City Corporation may be able to do more to financially support the academies, such as a City Giving Day.

Members of the Taskforce requested that the most recent exclusion data report be sent to the Taskforce for information.

The Taskforce also acknowledged that there were other governing bodies, such as the Education Board and the Board of Governors for the independent schools, in this space and so the Taskforce should not overstep its boundaries.

The Taskforce concluded that it would focus on:

- Bringing together initiatives on tackling racism across the family of schools
- Drawing together some common themes, including clear outcomes and timelines, such as:
 - a. Data on exclusions and diversity within schools
 - b. Governor diversity and linking schools with alumni
 - c. Curriculum – can the Taskforce support something specific
 - d. Funding – can the City Corporation support particular initiatives financially
 - e. Improve diversity and unconscious bias training for governors and staff

The Taskforce agreed to have two additional sessions on education: one to focus on independent schools and state schools, and the other to focus on cultural and creative learning and skills and adult learning.

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Tackling Racism Taskforce

A public summary of the Tackling Racism Taskforce's meeting held on 30 October 2020.

The Tackling Racism Taskforce held its eighth meeting on 30 October 2020 with a focus on **adult skills and cultural and creative learning (education)**.

Firstly, the City Corporation's Strategic Education & Skills Director directed the Taskforce with the paper's section on adult skills, which suggested that consideration be given to the following areas:

- a) Providing accessible work experience opportunities in the City and beyond
- b) Increase efforts to encourage apprenticeship applications from BAME learners and ensure these convert in proportion to appointments.
- c) Continued 'reach-out' offers for community learning, using community engagement and family learning to support children and their families.
- d) Continued development around fusion skills for all across lifelong learning.

The Taskforce heard about some of the work (both accredited and non-accredited) that the City Corporation had provided, such as food hygiene courses for Bangladeshi women. There was also some discussion on the Family Learning Festival which helped the whole family (both children and parents) with a range of learning activities.

Similarly, the City Corporation had a particular focus on apprenticeships in recent years with BAME representation in 2020/21 cohort of 41%. The Taskforce heard how the London Careers Festival, which connected individuals to a range of apprenticeship opportunities, had been very successful.

The Chief Executive Officer of the City of London Academies Trust also presented information on a new pre-Apprenticeship Academy for young people who may otherwise have been permanently excluded. He added that the Taskforce may wish to consider whether they could recommend that the City Corporation provide financial support to this initiative, as this is currently being funded by the Schools directly (and match-funded by pupil premium). On the whole, Members were enthusiastic about the scheme and, following questions, it was clear that this programme was different from a Pupil Referral Unit.

It was also suggested that the Taskforce should encourage Members and senior officers to volunteer with mentoring of these children.

Following this, the Taskforce then heard about the Cultural and Creative Learning work and watched a YouTube video giving a small idea of what initiatives were being undertaken during Black History Month, where a Black Londoner responded to one of our cultural items. It was reported that many teachers did not feel confident teaching on Black or ethnic minority curriculum and asked that the Taskforce consider what they could do to improve professional development for teachers. Similarly, it was noted that not all children were able to visit the cultural institutions and the Culture Mile Schools Visits Fund aimed to overcome this.

Members of the Taskforce then had separate conversations into breakout rooms and fed back the following points:

- Apprenticeships are extremely important, and there is sometimes still resistance as universities hold a certain status. Working and learning, however, is important for children that have outgrown school.
- There is a need to increase mentoring for students.
- The dots need to be connected between the work that the Barbican are doing and Culture Mile learning
- Continual Professional Development (CPD) is an important aspect for teachers alongside peer mentoring groups.
- The Fusion Skills work, encouraging parents and parental engagement in education is vital.

The Co-Chair concluded the discussion to underline how the Taskforce will build on a fantastic foundation of work in this area. In particular, the Taskforce could look at what financial support could be offered to the pre-Apprenticeship Academy and to offer and promote mentoring by Members and officers to young people. The Taskforce also highlighted the important work of the Culture Mile Learning team to help children access and be exposed to cultural institutions.

Separately, the Taskforce also briefly discussed the use of the term BAME and concluded that it should be used in the final report as it is the term used and recognised nationwide. The report should, however, address that the term is not cohesive and must be broken down into the separate groups when necessary.

Finally, the Taskforce considered a report listing the external experts that the Co-Chairs and Members of the Taskforce had liaised with, and noted that due to the amount of sessions remaining, the final report would be submitted to the January 2021 meetings of the Policy and Resources Committee and Establishment Committee, rather than December 2020.

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Tackling Racism Taskforce

A public summary of the Tackling Racism Taskforce's meeting held on 6 November 2020.

The Tackling Racism Taskforce held its ninth meeting on 6 November 2020 with a focus on **independent and state schools (education)**.

The Taskforce considered a report of the Strategic Education & Skills Director and heard from representatives from the City of London School, the City of London School for Girls and the City of London Freeman's School on the work they were doing to tackle racism and where there were still issues that required the help of the Taskforce.

Members of the Taskforce then discussed how important it was for everyone to understand the mental health burden on students on tackling racism. The Co-Chairs also asked for more detail on data and particularly on what success would look like for the schools. A Member of the Taskforce also suggested that each governing body had a lead Member responsible for diversity and inclusion.

The Taskforce and external guests then discussed this topic further in breakout rooms and fed back the following points:-

- The key area that the Taskforce should focus on is recruitment and retention of a diverse range of staff and governors, as well as career progression. Consideration should be given to the introduction of teacher apprenticeships.
- It was important that the curriculum did not portray black and minority ethnic people as 'victims' but tell a positive story.
- The Taskforce could encourage more joined up partnership working, e.g. between the City of London Police and the family of schools
- One group felt that bursaries at the independent schools could be advertised to academies and change the conversation, so it was less about 'class' or 'race' and more about education itself.
- It was also felt important to ensure that equality and inclusion training, as well as difficult conversations training, was rolled out to all staff.
- There should be a focus on work experience placements and consider not always giving the most 'capable' student a placement, but those where there would be most impact.

In the final wrap up discussions, it was underlined again how important it was to recognise that coming from a BAME background did not automatically mean you would be disadvantaged in the education world, and it was important that social mobility work was not ignored as part of this work.

There was also a brief conversation about the importance of having these sorts of conversations about race, even though they can sometimes feel uncomfortable.

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Tackling Racism Taskforce

A public summary of the Tackling Racism Taskforce's meeting held on 13 November 2020.

The Tackling Racism Taskforce held its tenth meeting on 13 November 2020 with a focus on **police**.

The Tackling Racism Taskforce considered a report of the Commissioner of the City of London Police (CoLP) regarding work of the CoLP in relation to equality and diversity. This included:

- An invitation for all BAME employees to express their experiences of racial injustice with the Assistant Commissioner directly.
- Diversity considerations had been included in annual appraisals
- Development of HR systems to allow for diversity characteristics to be inputted and staff being actively encouraged to provide data
- The introduction of an Ally Scheme
- Members of the Independent Advisory Scrutiny Group had been invited to sit in on interview boards to address perception of unfairness in interviewing process
- A workshop had been facilitated to review the exit process including exit interviews and later contact with former officers
- Creation of Champion Leads for areas that were not previously addressed and consultation with colleagues to find appropriate individuals for such positions
- Introduction of mandatory unconscious bias training
- Consideration of role modelling in senior positions
- Offer of further support to staff networks, including meetings with himself and the Assistant Commissioner to identify valuable ways to support
- Engagement with wider forces including the British Transport Police and Metropolitan Police and consideration of creating a cross-force advisory committee.

Members of the Taskforce then raised several questions to the Commander. This included reference to the fact that the Metropolitan Police (Met) had recently announced that they were aiming to recruit 40% police officers from BAME backgrounds by 2022 and whether the City of London Police would be taking forward a similar initiative. The Commander committed to look closely at the Met's announcement and would look to ensure that the City of London Police targets reflected the ethnicity of the population. Members also asked for more detail on the cross partnership working between the CoLP, the Met and the British Transport Police (BTP) in this area.

The Taskforce also discussed how it would be important for the Police Authority Board to have a specific diversity and inclusion objective that could be audited in the long term. The Taskforce were keen to ensure that the Diversity and Inclusion officers at the City Corporation and the CoLP were coordinated in their work.

The Taskforce also encouraged the CoLP to continue its engagement with local communities, the family of schools and businesses in the Square Mile.

Members were given a short update on the media interventions recently undertaken around the activities of the Taskforce and were reminded of the looming deadline of the [Consultative Exercise on Historic Items](#), which will close on 24 November 2020.

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Tackling Racism Taskforce

A public summary of the Tackling Racism Taskforce's meeting held on 27 November 2020.

The Tackling Racism Taskforce held its eleventh meeting on 27 November 2020 with a focus on **business**.

The Taskforce received a presentation from officers in Innovation & Growth, Procurement and Investment concerning recommendations around the business workstreams.

In particular, points were made as follows:-

- There was a flooded field of Charters for businesses to sign on racial diversity - it is not recommended the Corporation develops its own Charter, but offers public support for those in existence.
- The research undertaken by the City Corporation on socio-economic diversity in UK Financial and Professional Services (FPS) industry in eight firms found that employees from lower socio-economic backgrounds took 25% longer to progress through grades, despite no statistical evidence to link this with job performance. This rises to 32% for those that are also Black.
- Very few firms publish detailed data on ethnic diversity of employees and if they do, the tendency is to report the percentage of BAME employees as a whole rather than a breakdown of every ethnicity, of which some are severely under-represented.
- The City Corporation's Procurement team can provide guidance and skills training to support SMEs and social enterprises that have a diversity ethos.
- The City Corporation's Investment team can look at how asset managers manage diversity in their own firms and how diversity is captured within their investment processes and how this can be reported.

Following a question on the taskforce for socio-economic diversity in UK FPS, Members heard how businesses were fully aware and acknowledged there was a problem and wanted to do something about this.

The Taskforce then discussed in further details in breakout rooms, where the following points were made:-

- Investment is a key area where the City Corporation can make a difference and there would be a huge reputational risk for not taking action. It might be worth asking for some external advice on taking this recommendation forward.
- There may be specific industries, which may have a lower level of diversity, to focus on in the procurement recommendation.
- There is a general fear amongst firms about reporting negative information (i.e. lack of diversity) but the more that firms do this the data will become more anonymised and this will increase firms' confidence to report.
- The changes that will be brought in by the new Target Operating Model (TOM) in the City Corporation may impact the delivery of this work and we must not lose sight of the changes that this Taskforce is recommending.

- The perception of the City Corporation is an issue and is reinforced when we have all white male events – we need to be reaching a wider audience and sowing visible diversity at events and banquets.
- Whilst there is a recommendation to set targets on event guest lists on diversity, we need to be cognisant that guest lists are not always entirely in the City Corporation's control.

The Co-Chair summarised the discussion, particularly on events, by confirming that we need to look at targets with a clear timeline on when this might come into play to help improve the City Corporation's reputation in this area.

It was agreed that in the final report, the Taskforce will recommend to the Policy & Resources Committee and the Establishment Committee:-

- to support and promote the work of the Socio-Economic Diversity Taskforce
- to formally support the Change the Race Ratio campaign and the Race Fairness Commitment (but not to become full signatories to these)
- to consider offering invitations to interested groups to host 2021 Awards and Events in our venues (such as The Investing in Ethnicity Awards, the Black British Business Awards and the Empower Gala Dinner). These connections could be maintained to invite relevant and senior diverse business leaders to future City Corporation events and dinners.
- to actively discourage all-white panels (but not to establish a formal policy on this)
- to consider targets for diverse attendees of City Corporation conferences and events
- to support the #10000BlackInterns initiative by identifying at least one area of activity that could develop and host an intern programme, committing to offer at least one paid internship
- to encourage Black SMEs/ microbusinesses to take part in the pop-up market in the Guildhall Yard. (The current market provider, Street Food Markets, is itself a majority Black-owned, all-BAME Director led SME)
- to write to individual firms, promoting the ambitions of the Financial Services Skills Commission in encouraging more data collection, disclosure and reporting.
- to write to asset managers asking them how they manage diversity within their organisation
- to explore with the asset managers how diversity is captured within their investment process and how this can be reported.
- to endorse City Procurement's approach to targeted advertising of contracts where there is a recognised under-representation of BAME organisations in that industry and to recommend such industries to prioritise for future work.
- to endorse the new strand of work being initiated by City Procurement to assess whether targeted action (new policies and procedures) for contracts under £100,000 can be effective in increasing the proportion of under-represented minority owned SMEs, especially micros and small companies in our supply chain.
- to note the approach that Chamberlain's are intending to take to improve the functionality of CBIS and the granularity of data held on our suppliers, in order

to establish appropriate baselines and the ability to measure the City Corporation's performance.

The Taskforce also received a report including anonymised anecdotes that staff had shared on their experience of racism and microaggression at the City Corporation. The Taskforce were shocked by the stories and questioned whether the recommendations under the staffing workstream went far enough to avoid a repeat of any of these kinds of stories.

For any enquiries to the Tackling Racism Taskforce, please contact emma.cunnington@cityoflondon.gov.uk

Tackling Racism Taskforce

A public summary of the Tackling Racism Taskforce's meeting held on 11 December 2020.

The Tackling Racism Taskforce held its twelfth meeting on 11 December 2020 with a focus on **culture**.

The Taskforce received a report from the Director of Communications regarding the results of the consultative exercise looking at historic items within the City of London. Members heard how the City Corporation had received 1580 individual responses to the consultative exercise, which presented the Taskforce with four options of varying actions to take regarding historic landmarks.

Following extensive discussion, the Taskforce were unanimous in agreeing the following recommendations to put forward to the Policy & Resources Committee in their final report:

- It is recommended that the statue of William Beckford be removed from the Great Hall and contextualised.
- It is recommended that the statue of Sir John Cass in the Guildhall be returned to the Sir John Cass Foundation.
- It is recommended that a working group, which would be led by City Arts Initiative members, and which would report to Culture, Heritage & Libraries Committee and any decision ratified by the Policy & Resources Committee, should be established to manage the transferal of these items with a recommended way forward reported by the end of April 2021.
- A new installation be commissioned in place of where the statue of William Beckford currently resides in Great Hall. The aforementioned working group would scope options for replacing the Beckford statue and future public realm commissions which would mark the abolition of slavery and recognise the contribution of slavery toward the growth and expansion of the City of London.
- Following this work, the working group consider a process to audit and consider future commissions of street names and other cultural items that are associated with historic acts of racism such as the Transatlantic Slave Trade.
- A memorial to the Transatlantic Slave Trade be commissioned in a prominent position within the City of London.
- Research be commissioned by the working group to understand and learn of notable historic Black, Asian or Minority Ethnic individuals who could be celebrated as making a positive contribution to the City.
- The Taskforce inform external stakeholders of their decisions in the hope that it encourages others to review any problematic items they own.

The Taskforce also received a report updating Members on recent work of the Cultural and Visitor Development Team including Black History Month and Google Arts & Culture. During this discussion, it came to light that cultural programming could potentially include celebrations on Stephen Lawrence day, taking place on Thursday 22nd April 2021 with the BAME Network keen to support such initiatives. It was agreed that the Co-Chairs of the BAME Network would liaise with the Culture team to discuss this possibility.

The Taskforce will now have one more meeting to discuss the final report before it is submitted to the Policy & Resources Committee (21 January) and the Establishment Committee (27 January).

For any enquiries to the Tackling Racism Taskforce, please contact emma.cunnington@cityoflondon.gov.uk

Appendix 7

Livery Committee Diversity Charter for Livery Companies/Guilds

We believe that attracting a wider pool of talent to engage with our Livery Company/Guild will assist in building a City of London fit for the future.

To support this, We, the Court of the _____ will:

- 1) Whilst being conscious of capabilities, consider the gender (sex) and ethnic mix of the Court, when voting on appointments to the Court.
- 2) Whilst being conscious of capabilities, consider the gender (sex) and ethnic mix of committees when voting on appointments to committees.
- 3) Consider how the public image of the Company/Guild is perceived in photographs and on social media, when attending City or Livery Company events.
- 4) Seek to introduce new people, from diverse backgrounds, to the Company/Guild, for example, through invitations to functions, as speakers or guests etc.
- 5) Consider the diversity of candidates when proposing them for the Freedom of the Company.
- 6) Look out for talented people, from diverse backgrounds, who could make a contribution to the work of the Company/Guild and encourage them to consider joining.

Signed by the Master: _____

Date: _____

Guidance note - Formation of new guilds/Companies

Background to the formation of new Livery Companies

1. The ethos of the Livery Companies of the City of London is the same today as it was when the various Companies emerged from the early Guilds which were formed to foster and protect crafts and trade in the Metropolis, and to dispense charity in a wide variety of forms where it was most needed. The Livery Companies are therefore not antiquated survivals from the past but institutions

full of vitality, whose activities have received commendation by successive Royal Commissions. The constituent liverymen, assembled in Common Hall, carry out a significant function in the election to Office of the City's most important dignitaries, including certain of its officers. The combined effect of the Livery Companies' strengthens the corporate life of the City, and it follows that a new Livery Company must be prepared to play its part without reservation.

2. Livery Companies have always been staunch supporters and sponsors of charities. On the educational side, the Livery Companies' contribution to the country's welfare is not only academic but also commercial and practical to a degree which cannot be overstated.
3. It is certainly true that Livery Companies have collectively influenced the tide of history in the City of London and beyond.
4. The coming into being of a new Livery Company must not be confused with the formation of a Club, which, in time, could cease to exist through lack of interest and the necessary support, or be wound up at the will of the members from the time being. One of the main characteristics of a Livery Company is continuity, and if a Petition for recognition as a City Company or for Grant of Livery Status is to be successful, the Court of Aldermen will require sufficient length of time to justify the purpose that it is intended to be permanent in nature, and that the members are not already represented by an existing Guild or Company of the City of London.
5. It is very important that the interest and intentions of the petitioning body should not conflict with those of an existing Livery Company. The trade, craft or profession of the persons comprising the potential Company must not already be represented among the existing Companies. It is essential that new Guilds consult with existing Companies with a potential overlap in membership prior to seeking Company status. It is normal for the petition to be accompanied by letters of support from existing Companies/Livery Companies.
6. The Constitution and Ordinances annexed to the Petition to the Court of Aldermen must conform in all respects with the Custom of London. This, among other things, requires the jurisdiction of the Court of Aldermen to be accepted in all matters affecting the Livery of the City of London. The proposed objects, constitution and ordinances when petitioning for recognition must be appropriately updated to reflect the relevant status. It is also normal for byelaws to be submitted although these should be separate to the Ordinances as any changes to the Ordinances require the approval of the Court of Aldermen (but this is not required for the bye-laws which essentially deal with the day to day running of the Company).
7. The evolution of the square mile from being a manufacturing and trading centre into a modern commercial and financial metropolis of international predominance has resulted in certain institutions, which represent the professions throughout the country, becoming increasingly involved within the City of London.

8. The professional activities of some of these bodies have had a considerable degree of participation in the affairs of the commercial City. Where this has happened an interest has been proved in the formation of a Livery Company by more than one representative professional institution.
9. The principle of seeking recognition of City Company and Livery status is a serious matter and it should not be embarked upon by any applicant except after mature consideration, and with full support from the Petitioning Body's membership.

Procedure – City Guild Status

10. There is no formal procedure for a prospective guild or representative professional institution seeking to become a recognised City Guild, and it is not until such an organisation seeks City Company status that it is required formally to petition the Court of Aldermen. However, to avoid raising false expectation, it is recommended that any such organisation wishing ultimately to be a City Livery Company should seek the views of the Magistracy and Livery Sub-Committee regarding its intention. A letter of intent is then submitted to the Court of Aldermen giving background information; details of membership, *both men and women*; aims and objectives; and finances. However, the letter of intent should only be submitted once the views of the Magistracy and Livery Sub-Committee have been sought and a Sponsoring Alderman identified.
11. Once the letter of intent is approved by the Court of Aldermen, the body becomes a formally recognised guild of the City of London and can then proceed to the next stage of becoming a company without Livery.
12. The prospective guild or representative professional institution must have adequate finances. The financial requirements at each stage are as follows:

	Charitable Fund	General Fund
Recognition by the Court as a Guild	Nil	£10,000
Company without Livery Status	£150,000	£30,000
Livery Status	£300,000	£60,000

Procedure – Moving to City Company without Livery

13. A recognised guild seeking to be recognised as a City Company without Livery should have functioned satisfactorily for at least four years and satisfy the following conditions:
 - (i) its trade, craft or profession must not already be represented among the Livery Companies (*previously demonstrated at Guild stage*);
 - (ii) it must demonstrate a commitment to the Civic City and, where relevant, wider London; as well as demonstrating its commitment or future plans in respect of charity, education and finance;
 - (iii) the majority of members of the Company must always be persons engaged in the trade, craft or profession of the Company. Evidence of its efforts to foster the trade, craft or profession must show beneficial results. The petition

should be accompanied by a list of members, *showing that the membership of the Company is demonstrably reflective of the composition of the trade, craft or profession of the Company by criteria such as age, gender, ethnicity and any other relevant personal characteristics*;

- (iv) its meetings should be held within the City of London boundaries but it is not necessary for their office to be based in the City;
 - (v) it must consist of a body of persons fit and proper to be created a City Company and which normally can show that it has some City connections. The reason for the strong City connection is that they are expected eventually to be recognised as Livery Companies which still form a vital part of the civic constitution as it is their liverymen who participate in Common Hall and form the electorate for the election of the Lord Mayor and Sheriffs and other City officers;
 - (vi) it must have a total membership of not less than one hundred;
 - (vii) its annual corporate income and invested charitable and educational funds must be adequate to enable the Guild to foster its trade, craft or profession effectively (see figures below);
 - (viii) it must supply satisfactory evidence that its efforts to foster the trade, craft or profession (in addition to furthering technical education) have produced beneficial results; and
 - (ix) a comprehensive business plan must be presented when petitioning for Company status with four years' audited accounts (this should be updated when seeking full Livery status).
14. A Guild must formally petition the Court of Aldermen to be recognised as a City Company without Livery. All of the above criteria will be taken into consideration by the Court of Aldermen, as well as the views of the Sponsoring Alderman.
15. Again, the financial requirements at this stage will also be scrutinised (*paragraph 12*).

Procedure – Moving to City Company with Livery Status

16. A City Company (recognised as a City Company without Livery) may after four years of operation as a City Company seek a Grant of Livery.
17. After the interval of four years from recognition as a City Company, it may further Petition the Court of Aldermen for the grant of Livery Status. All discussions with the Corporation's officers on matters of form and procedure are invariably conducted on an unofficial basis, thus preserving the independence of the Court of Aldermen. There is no objection to the appropriate officers being consulted by either the Sponsoring Aldermen or a Petitioning Body, provided that this is done to obtain informal advice and assistance required in the course of preparations leading up to the submission of a Petition and associated documents in accordance with the Petitioning Body's own resolution to that effect.

18. Again, the financial requirements at this stage will also be scrutinised (*paragraph 12*).

Key contact List

19. Further information regarding how an organisation can seek approval to become a recognised Guild of the City of London or a fully-fledged Livery Company of the City of London can be sought from the following officers:

The first point of contact is Murray Craig, Clerk to the Chamberlain's Court who can provide general and overall guidance on the process. Whilst the Clerk to the Chamberlain's Court will provide comprehensive guidance during his preliminary discussions with prospective guilds, the organisations are also encouraged to seek guidance from the Clerks of newly established Companies.

Murray Craig

Clerk of the Chamberlain's Court

020 7332 3055 / murray.craig@cityoflondon.gov.uk

Paul Double

The Remembrancer

020 7332 1207 / Paul.Double@cityoflondon.gov.uk

Anne Pietsch

Comptroller and City Solicitor's Department

020 7332 1633 / anne.pietsch@cityoflondon.gov.uk

Anne can provide specific advice relating to legal issues.

Elizabeth Scudder

Principal Archivist, London Metropolitan Archive

020 7332 3822 / elizabeth.scudder@cityoflondon.gov.uk

Elizabeth's area of expertise is in the format of the formal petitions to be submitted to the Court of Aldermen.

Rhiannon Leary

Executive Officer to the Court of Aldermen

Town Clerk's Department

020 7332 1434

rhiannon.leary@cityoflondon.gov.uk

Appendix 8

City of London Schools Race Equality Review

In the wake of the Black Lives Matters protests and in recognition of the ongoing challenges that students of colour face in education, City of London School and City of London School for Girls have commissioned a joint race equality review to examine all aspects of race at the schools. The review will give staff, students and alumni an opportunity to contribute their views and experiences. The review will build on work already underway by staff and make recommendations for further changes. The leadership of both schools are committed to building an anti-racist school community and believe the review will foster diversity and inclusivity for current and future generations of students and staff.

The review will explore the following areas:

- (i) Admissions and attainment
 - Diversity of the current student body, including monitoring of student diversity
 - Schools' admissions policies, including bursaries and widening access initiatives
 - Attainment for students of colour
- (ii) Recruitment and retention
 - Diversity of current school staff, including monitoring of staff diversity
 - Recruitment and retention policies and practice
 - Staff experience of inclusivity
- (iii) Behaviour and discipline
 - Schools' behaviour policies and the potential for discriminatory impact
 - How the schools tackle allegations of racism
 - Connections between safeguarding and anti-racism
- (iv) Curriculum
 - Teaching of Black history, literature and culture
 - How the schools study and celebrate leaders, artists and scholars of colour
 - How anti-racism is taught as part of the curriculum
- (v) Beyond the curriculum
 - Diversity of extra-curricular activities, including drama, music, art and school clubs
 - What symbols, art and monuments feature in the schools
 - How the schools commemorate and celebrate their alumni
 - Diversity of external speakers and topics
- (vi) School culture
 - How students of colour experience school life, including experiences of racism
 - How well understood, included and integrated students of colour feel in school

- Diversity of student leadership and representation of students of colour in student bodies
- (vii) School communications
- Accessibility and inclusivity of the school's internal and external communications, including on its website
- (viii) Challenging racism
- Adequacy of the schools' policies on reporting race discrimination
 - Understanding and identification of racism in school
 - How confident staff and students feel that concerns about racism will be addressed
 - How the schools strike the balance between permitting freedom of expression and intellectual discovery and protecting students from harm
- (ix) Community engagement
- How the school engages with the wider school community, including parents and alumni of colour
 - How the schools develop relationships with other schools and organisations to increase awareness of race

The Review team

The Review team includes:

- Elizabeth Prochaska is a barrister specialising in equality and human rights law and founder of a human rights NGO. She was recently Legal Director of the Equality and Human Rights Commission where she led investigations into discrimination in the workplace and developed guidance on discrimination for schools. She has also been Deputy Counsel at the Independent Inquiry into Child Sexual Abuse, where she led the investigation into abuse in schools.
- Katie Fudakowski is a barrister and now partner of Farrers with a decade of litigation experience in employment and safeguarding law built up while a tenant of Old Square Chambers. Katie has been instructed by employers and employees in every type of employment case, in particular multi-day discrimination and whistleblowing cases in the education sector. Katie has acted in personal injury abuse claims in the county court, Teaching Regulation Authority prosecutions, the Independent Inquiry into Child Sex Abuse (IICSA) and Special Educational Needs and discrimination cases brought before the First Tier Tribunal.
- Shehnal Amin is an Associate at Farrer & Co. Shehnal acts for both employees and employers on a wide range of employment matters, both contentious and non-contentious. Shehnal advises a variety of clients, including schools, universities, charities, businesses and individuals. Shehnal is also a member of the firm's Safeguarding Unit and has experience in advising on a number of issues linked to safeguarding for a range of clients. She also advises clients involved in the Independent Inquiry into Child Sexual Abuse (IICSA), clients

facing discrimination claims in the Special Educational Needs and Disability in the First Tier Tribunal, and clients involved in the Teaching Regulatory Authority process.