

<b>Committee(s):</b> Equality, Diversity & Inclusion Sub Committee	<b>Dated:</b> 21 March 2024
<b>Subject:</b> Tackling Racism Taskforce Update	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	All Corporate Plan outcomes
<b>Does this proposal require extra revenue and/or capital spending?</b>	N/A
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	N/A
<b>Report of:</b> Chief Strategy Officer	<b>For Decision</b>
<b>Report authors:</b> Shelagh Prosser, Interim Director of EDI & Micah Maclean, EDI Officer	

### **Summary**

The Tackling Racism Taskforce (TRT) was a Member and Officer led group active between June 2020 and December 2021. A final report with recommendations to be implemented was approved by the Policy and Resources Committee in January 2021. The TRT was dissolved and overseeing progress against its recommendations passed to the Equality, Diversity and Inclusion (EDI) Sub-Committee - four progress reports on the TRT recommendations have been received to date.

This report provides a further update and recommendations to close the TRT recommendations that remained outstanding. Chief Officers have confirmed recommendations are completed, now ‘business as usual’, or have been integrated into work across the Corporation to tackle racism and advance race equality.

The TRT provided a call to action in 2020 for the Corporation to focus attention on racism in all its forms and its legacy will be taken forward through the ongoing commitment to ensure the Corporation is an anti-racist and inclusive organisation. Closure of the TRT would not signal a weakening of the Corporation’s commitment to tackle race equality. This remains a priority for all departments and institutions and members will be updated as and when appropriate.

### **Recommendation**

Members of the Equality, Diversity, & Inclusion Sub-Committee are asked to:

- Endorse the recommendation to close the TRT as a discreet activity as all recommendations have been completed or progressed by departments as part of wider activities to advance race equality.

## Main Report

### Background

1. The Tackling Racism Taskforce (TRT) was established in June 2021 following the murder of George Floyd and the Black Lives Matter protests with a remit to tackle racism in all its forms and assess action to further promote economic, educational, and social inclusion. Member and Officer led, it originally had 6 workstreams: Business; Culture; Education; Governance; Police; Staffing. A final report with recommendations was approved by the Policy and Resources Committee in January 2021 with an agreement to implement these recommendations.
2. A report to the Policy and Resources Committee in February 2021 on the recommendations within the Culture workstream, led to this workstream being subsumed into a member-led Statues Working Group. The TRT meet until December 2021. At the Policy & Resources Committee in March 2022, it was agreed to dissolve TRT and recommendations overseen by the Equality, Diversity and Inclusion (EDI) Sub-Committee. The Sub-Committee has received four progress reports on the TRT recommendations.
3. At the EDI subcommittee in December 2023 members requested that outstanding TRT recommendations be raised with the relevant Chief Officers and an update be provided at the March subcommittee meeting.

### Current Position

4. As of January 2024, of the 30 recommendations agreed for the 5 remaining TRT workstreams, 15 were completed, 10 TRT remained in progress and 6 required updates.
5. Chief Officers advised on whether the outstanding recommendations should:
  - remain open and/or replaced with an action that reflected the current situation.
  - close because it had been implemented.
  - close because the recommendation had been integrated into activities and interventions focusing on advancing race equality.
6. Where a recommendation was integrated into another programme of activity Chief Officers were asked to summarise the mechanism for delivery and reporting.
7. The outstanding recommendations were discussed at the Executive Leadership Board in February. Progress on the 6 recommendations requiring updates is below:
  - i. **To formally support the Change the Race Ratio campaign and the Race Fairness Commitment (but not to become full signatories to these) – Business Workstream.**

This will form part of the review of EDI and action previously requested by members to reflect on the rationale and purpose related to charters and accreditations that City Corporation is or plans to be a signatory to. A paper will be presented to EDI Sub-Committee later in 2024.

**It is therefore requested that this TRT recommendation be closed.**

- ii. **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.**

This is now 'business as usual' for the City Events team and is being advanced through an EDI and Events Officer working group which will:

- work across the Corporation identifying opportunities to enhance and develop an approach to EDI and events that is inclusive across all protected and unprotected characteristics (e.g. socio-economic diversity).
- agree best practice for the development and implementation of inclusive events.
- recommend enhancements to existing events and event planning policies and procedures to ensure events are as inclusive as possible.
- evaluate events to help inform and continuously improve EDI policies and procedures.

A verbal update on EDI and Events is planned at the Civic Affairs Sub-Committee in April with a follow-up paper in July. Updates will be shared with EDI Sub-Committee for information where relevant.

**It is requested that this TRT recommendation be closed as it has been actioned and is now integrated into wider work.**

- iii. **The City Corporation should support the #10000Black Interns 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.**

Attracting talent from a diverse pool is priority across the organisation and is at the heart of the People Strategy. HR & People are integrating this recommendation into the work planned on internships. When the People Strategy 2024-2029 is effective (1 April 2024), progress will be reported as part of the People Strategy implementation overseen by Corporate Services Committee. Updates will be shared with EDI Sub-Committee for information where relevant.

**It is requested that this TRT recommendation be closed as internships will be progressed as part of the People Strategy.**

- iv. **The City Corporation should write to individual firms, promoting the ambitions of the Financial Services Skills Commission (FSSC) in encouraging more data collection, disclosure and reporting.**

The then Chair of Policy and Resources, Catherine McGuinness, wrote a joint letter with the Chairman of the FSSC, Mark Hoban, in October 2021 following the TRT recommendations to both support the work of the Socio-Economic Diversity Taskforce and, to promote the ambitions of the FSSC in encouraging more data collection, and reporting. The joint letter was an example of the Corporation working closely with the FSSC to improve the measurement of inclusion across the financial services sector and to driving tangible, practical

actions that will help firms to attract, retain, and progress the skilled people needed for the sector. The letter specifically asked firms to create the UK's first baseline for socio-economic diversity, to enable employees to progress according to performance, not background.

The correlation between low socio-economic status and race inequality had been evidenced in Bridge Group research and so, although the letter did not specifically ask firms to record ethnicity data it was acknowledged that improving socio-economic outcomes would very likely lead to an uplift in racial equity in senior levels.

The Socio-economic diversity taskforce (SED) aimed to respond to the recommendations laid out in a [Bridge Group report](#) (that we need more data, accountable leadership, more role models, to fix processes not people and to work collaboratively). Over 100 organisations across a range of sub sectors and regions were involved. Launching two landmark reports, [Breaking the Class Barrier Recommendations Report](#) and [Who Gets Ahead: The Business Case](#). In 2022 the SED Taskforce launched Membership body Progress Together, Chaired by Alderman Vincent Keaveny, focusing on progression, retention and socio-economic diversity in the financial services sector. This key relationship with FSSC, and now Progress Together, is embedded in ongoing work and stakeholder engagement. Members are therefore asked to agree that this recommendation be closed and that its aims be taken forward through Innovation and Growth's ongoing relationship with the FSSC. Updates on how the FSSC and Progress Together are advancing EDI within the sector will be shared with EDI Sub-Committee for information where relevant.  
**It is requested that this recommendation be closed noted that IG continues to support FSSC in its EDI agenda.**

- v. **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.**

School Governing Bodies/committees are responsible for their individual staff recruitment policies and processes. Work has been done to help the City Family of Schools in recruiting and retaining diverse and skilled governors. For example, as part of the Tackling Racism Taskforce Action training on equality and inclusion, as well as difficult conversations training, was provided by the Education Strategy Unit in 2021 across the City Family of Schools and was repeated on February 22 based on demand from governors and senior leadership in schools.

At the Education Board in October 2022, a report provided guidance and recommendations for Local Governing Boards (LGBs) across the City Family of Schools on recruiting skilled and diverse governors. As part of the guidance, the report highlighted national guidance on recruiting skilled and diverse governors whilst also putting forward recommendations for LGBs to adopt to ensure there remains strong governance frameworks and appointment processes across the City Family of Schools. Guidance on recruiting diverse and skilled governors was also highlighted in several Forums, hosted by the Education Strategy Unit attended by staff and governors across the City Family

of Schools, and further signposted Chairs of Governors as well as Headteachers to relevant bodies and organisations who specialise in the recruitment of governors from a diverse range of backgrounds. More recently, the Education Strategy Unit's offer to support CoLAT with governor recruitment has been accepted in part (putting together a recruitment brochure).

Schools and Department for Community and Children's Services have integrated the TRT recommendations into wider EDI work and are continuing to work in this area by following best practice. A new Education Strategy is currently being developed and will agree priorities and outcome measures to ensure that we promote EDI, tackle disproportionality, and promote inclusion. **It is requested that this recommendation be closed.**

**vi. A revised HR policy on bullying and harassment be developed at the City Corporation. (Already approved at Establishment Committee in September 2020)**

Harassment and bullying guidance for staff and an accompanying procedure is in place and available on the intranet. Policy development is a priority in the People Strategy (Theme 3 Talent and Development and Theme 5 Building Brilliant Basics). In recognition of the need to have robust up to date policies, a new senior Policy Manager role has been created to lead on this work and a person appointed who will start in late March. A specific Harassment and Bullying Policy will be considered as part of their work that is required. Progress will be reported Corporate Services Committee. Updates will be shared with the EDI subcommittee as relevant.

**It is requested that this recommendation is closed as it is integrated into the People Strategy.**

**8. Regarding the 10 recommendations previously recorded as 'in progress', departments have confirmed action was taken, or recommendations have been subsumed into wider strategic activity. A summary is provided below:**

**i. 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.**

The City Events team has continued to deliver an events programme that appeals to a wide demographic of people that reflects current society. In addition, since 2021 they have increased Black, Asian and Minority Ethnic focused events for example, Black History Month Breakfasts and religious festivals. The team work in collaboration with the City Belonging Project to broaden access to diverse groups including City businesses. The team work in collaboration with this Committee and the CLEAR Network to identify potential guest speakers and attendees.

**It is requested that this recommendation be noted as business and usual and closed.**

**ii. To change our own criteria for investments to include a specific target on diversity (as we have done on climate action).**

This recommendation was not pursued by the TRT and the Chamberlain has confirmed is not compatible with our policies and processes regarding investments. City Bridge Foundation define their own investment strategy and the Pension Fund is tied by regulation. The City Corporation has an Ethical Policy agreed at Court of Common Council and tests are applied including to investments.

**The recommendation therefore should be removed.**

**iii. To write to asset managers asking them how they manage diversity within their organisation and to explore with the asset managers how diversity is captured within their investment process and how this can be reported.**

In 2021 the Chamberlain's department wrote to all equity and multi asset managers within the financial investment portfolio seeking information around how they manage diversity within their organisation and how they capture this within their investment process. Responses were received and evaluated at the time. Whilst fund managers reported efforts to attract and retain a diverse staff base and promote diversity at Board level, it was patchier when it came to investment decisions. It was clear that any standards applied within the sector were embryonic compared to climate action targets. The 2022 Finance for Impact: Industry-led recommendations to advance finance for social impact, produced jointly by KPMG and City of London, identified that fund managers were struggling to measure the social impact. Social impact (S) has been split into two areas:

- People: Delivering a positive impact for people by creating a diverse and safe environment, and a workforce fit for the future; and
- Prosperity: Delivering a positive economic and societal impact for all, through innovation, positive contribution, employment and financial investments

In nearly all of the cases reviewed for the study, the S was reliant on measures from the people side. The People side included Inclusion, Diversity and Equality. Until S targets have been identified it will be difficult to set diversity targets. Chamberlain's and IG are working together to influence in this space.

**This specific TRT recommendation should be noted as completed and closed.**

**iv. TRT 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. TRT would encourage the City of London Police to sign up to the 40 % recruitment target that the Metropolitan Police had recently announced. TRT 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.**

City of London Police (CoLP) has a Race Action Plan aligned to the National Police Chiefs' Council National Race Action Plan - launched in November 2023. Professionalism and Trust are taking the lead to deliver this plan within CoLP. In regard to the 40% recruitment target, the City of London Policing Plan sets out an ambition to build a diverse workforce that reflects the communities we serve. Recruitment activity to improve this is a performance measure monitored internally and through the Police Authority Board. Recent recruitment initiatives have targeted under-represented groups and include a variety of outreach and positive action initiatives. The latest intake of student officers entering the force through the degree holder entry route had a representative breakdown of 34%. City of London Police has introduced initiatives to develop and retain staff from ethnic minorities including a positive action leadership scheme, buddy scheme, sponsorship scheme, and an inclusivity programme for all staff. CoLP's overall approach to retention has been recognised as innovative practice by His Majesty's Inspectorate of Constabulary Fire & Rescue Service.

**It is requested that this TRT recommendation be closed. Work on race equality is being coordinated through the Police Race Action Plan and is integrated into the Equity, Diversity, & Inclusion Strategy.**

- v. **Anonymised recruitment across all grades (not just at senior levels) be introduced at the City Corporation. (Approved at Establishment Committee in September 2020)**

To date, anonymised recruitment has been done for senior roles and other roles recruited locally in departments. Extending this to all recruitment activity is contingent on having a new Enterprise Resource Planning (ERP) system. This will be implemented through the People Strategy, My Talent and Development' theme and implementation of the new ERP system in 2025/26.

**It is requested that this TRT recommendation be closed as the work is being taken forward under the People Strategy.**

- vi. **Mentoring and reverse mentoring schemes be developed at the City Corporation. (Already approved at Establishment Committee in September 2020)**

Mentoring and reverse mentoring pilots have been introduced in several departments and through staff networks. Corporation wide mentoring will be implemented through the People Strategy My Talent and Development to create a comprehensive EDI training offer in collaboration with the EDI team commencing 2024/25.

**It is requested that this TRT recommendation be closed as the work is being taken forward under the People Strategy.**

- vii. **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.**

This recommendation was dependent on a full review of all central and decentralised training budgets monitored by Chamberlains and in consultation with HR and Chief Officers . A comprehensive review of

training budgets will only be possible through the implementation of the ERP system which will connect people and finance data, with implementation of the system commencing in 2025/26.

**It is requested that this TRT recommendation be closed as the work is being taken forward under the People Strategy and any solution need to reflect lessons learned from the Target Operating Model about centralisation Vs departmental and institution operational independence.**

- viii. **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. Training be given to key individuals across the organisation who will provide support and guidance for staff on an individual and confidential basis.**

The Dignity at Work Advisors (DAWA) scheme was set up in June 2021 in response to this recommendation. The Andrea Adams Consultancy (AAC) has worked with the City of London Corporation on this scheme since 2021 training over a dozen DAWAs. In 2023, AAC provided refresher training for DAWAs. The DAWA scheme is currently promoted to staff via the intranet and in all staff communications.

**It is requested that this recommendation be closed as completed as it is now ‘Business as Usual’.**

- ix. **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)**

This recommendation is well underway and will continue to be progressed as part of the 2024/25 People and HR business plan through the continuing enhancements and expansion of apprenticeships, along with a new graduate scheme and work experience programme in 2024/25. This work fits broadly under the People Strategy time of My Talent and Development.

**It is requested that this recommendation be closed and noted as integrated into on-going People and HR work.**

- x. **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).**

This recommendation will be implemented through the People Strategy Building Brilliant Basics theme through a plan of continuing and comprehensive communications as determined in collaboration with the EDI team, and with a focus on collecting and reporting on missing EDI data, commencing in 2024/25. The introduction of a peer review was not taken forward as due to resource pressures at the time but will be revisited as part of taking forward data improvements.

**It is requested that this recommendation be closed and noted as integrated into the People Strategy.**



9. The TRT provided a foundation for tackling racism in all its forms and focus continues as demonstrated by the all-staff event 'Let's talk About Racism' (December 2023) and follow-up activities. The Executive Leadership Board led by the Town Clerk committed to four actions post event through a race lens;
  - a) review policies, processes and systems at local, Dept and cross Corp levels.
  - b) ensure seamless and consistent reporting and monitoring procedures to enable data-driven activities.
  - c) integrate race into mainstream Learning and Development programmes and review unconscious bias provision.
  - d) Identify delivery owners for actions at different levels (i.e. departmental senior teams, line managers, all staff; not all sitting with the EDI Team or HR to action) and ensuring cohesive collective ELB commitment to ELB level actions.
10. Progress will be discussed at ELB on 21<sup>st</sup> March to identify gaps and any areas of duplication. This work reinforces the commitment that building an anti-racist and inclusive organisation remains an ongoing priority.

## **Proposal**

11. Tackling racism is a City Corporation wide responsibility where functions and activities are viewed routinely through an anti-racist lens. This responsibility is on-going. Evidence shows that all of the original TRT recommendations agreed in 2021 have been delivered or have been integrated into wider activity by departments. It is therefore proposed that the Tackling Racism Taskforce Recommendations be closed as a standalone project and impact noted.
12. Updates on Corporation wide activities to advance race equality will be shared with EDI Sub-Committee for information where relevant.

## **Corporate & Strategic Implications**

**Strategic implications** – Tackling racism is integral to the effective delivery of the Corporate Plan. Activity that builds on the work of the TRT will support this aim. Equity, equality, diversity and inclusion are woven into the outcomes and themes of the Corporate Plan 2024-2029 and People Strategy 2024-2029. Activities and measures informed by evidence will be developed over the coming months in addition to work on organisation-wide values and culture change. This strategic and intersectional approach to tackling racism will enable the Corporation to make lasting change.

**Financial implications** – N/A

**Resource implications** – N/A

**Legal implications** – Race is a protected characteristic under the Equality Act 2010 and is covered by all forms of prohibited conduct set out in the Act are relevant.

**Risk implications** - A failure to tackle racism in all its forms has legal and reputational risks.

**Equalities implications** – Activities to tackle racism enables the Corporation to comply with the three aims of the Equality Act 2010 Public Sector Equality Duty 2010

**Climate implications** – N/A

**Security implications** – N/A

## **Conclusion**

1. The TRT emerged in response to the calls in 2020 for organisations to take action to tackle racism in all its forms. The TRT was dissolved in December 2021 and progress against the recommendations made has been made.
2. The recommendations were reviewed by Chief Officers and based on their feedback, the paper proposes that members agree to close the TRT in recognition that all recommendations have been delivered or are integrated into wider action on race equality.
3. Closure of the TRT would not signal a weakening of the Corporation's commitment to tackle race equality. This remains a priority for all departments and institutions and members will continue to be updated on progress.

## **Appendices**

None

## **Background Papers**

- Policy & Resources Committee 21<sup>st</sup> Jan 2021
- Corporate Services Committee 27<sup>th</sup> Jan 2021
- Policy & Resources Committee 18<sup>th</sup> February 2021
- Court of Common Council 9<sup>th</sup> December 2021
- EDI Sub-Committee 26 September 2022
- EDI Sub-Committee 7<sup>th</sup> March 2023 (verbal update)
- EDI Sub-Committee 7<sup>th</sup> July 2023
- EDI Sub-Committee 4<sup>th</sup> September 2023
- EDI Sub-Committee 11<sup>th</sup> December 2023

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