

<b>Committee(s):</b> Equality, Diversity & Inclusion Sub-Committee	<b>Dated:</b> 26 <sup>th</sup> June 2024
<b>Subject:</b> Equity, Equality, Diversity, and Inclusion (EEDI) Work and Priorities	<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>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Dionne Corradine, Chief Strategy Officer	<b>For Information</b>
<b>Report author:</b> Sacha Than, EDI Governance & Coordination Lead, Corporate Strategy and Performance	

### Summary

This report provides an overview of current priorities and work that has taken place since the March 2024 meeting of the EDI Sub Committee to stabilise the EEDI function. Highlights include the creation of a hub and spoke governance model to engage EEDI stakeholders across the organisation, the prioritisation of a review of EEDI policies, a review of the Corporation's Equality Impact Assessment guidance and training provision, the submission of information to the Social Mobility Employer Index, and an All Staff event led by the Town Clerk focussing on Inclusion.

### Recommendation

Members are asked to note the report.

### Main Report

#### Background

1. In November 2023, organisational structural changes saw the Equity, Equality, Diversity, and Inclusion (EEDI) portfolio move to the remit of the Chief Strategy Officer, Dionne Corradine. In a confidential session at the EDI Sub Committee on 11 December 2023, Members agreed that to address immediate challenges and to prioritise activity, the corporate EDI team should focus on four areas:
  - a) Support to the EDI Team.
  - b) Ensure the Corporation is compliant in its equality duties and commitments.

- c) Take stock of and prioritise the three political EDI commitments; deliver the Equality Objectives; complete and embed the Tackling Racism Taskforce recommendations; and address EEDI data gaps.
  - d) Scope and agree the Terms of Reference with Members for an EEDI Review.
2. Four stages were subsequently identified to establish key infrastructure for the Corporation's EEDI ambitions with associated workstreams. To align with the Corporate Plan and People Strategy, these stages spread over a five-year period, from 2024-2029. We are currently in the first stage and all work taking place is intended to stabilise the function. The four stages are:
- Stabilise
  - Strengthen
  - Sustain
  - Soar

### **Current Position**

3. Activities under the stabilise banner are happening at pace, however there is still a significant amount of work to do in order to realise our ambitions. Since the Committee's meeting in March, activity has focused on:

#### EDI Team Support and Officer Governance

- Reestablishing internal EEDI connections across the City Corporation e.g. staff networks, EEDI Institutional leads, Equality Representatives.
- Mapping out EEDI officer governance structures, establishing new structures to engage all Corporation departments and Institutions.
- Presenting the new structure and associated thinking to the Town Clerk and Senior Leadership Team for their support and sign off.
- The establishment of a staff EEDI Forum with the first meeting taking place in June.
- Working with the Governance team to ensure the new Committee Report template adequately captures EEDI implications.
- The development of a forward plan for 2024/25 EDI Sub Committee agendas.
- Support to the EDI Team through the transfer of line management of the team from the previous EDI Director to the Interim EDI Director, establishing new processes and ways of working, and providing training opportunities to help the team deliver against their objectives.
- Recruitment of the Equalities Director which is now underway and due to complete end July 2024.

#### Compliance

- Publication of the Equality Information Report on the Corporation's website.
- Publication of the Equality Objectives on the Corporation's website.
- A review of our processes in relation to Equality Impact Assessments, the creation of new materials and testing those with relevant officers.

- Working with HR to develop approaches to review EEDI policies and guidance.

### Political Priorities

- Development of appropriate measures and metrics in relation to the Equality Objectives.
- Preparation and final submission of the Social Mobility Employer Index
- Consideration of reporting mechanisms for the Tackling Racism Taskforce recommendations and associated activities re race equality e.g. through corporate risk reporting, staff survey action plans,
- The creation of an All Staff event focussing on Inclusion.
- Consideration of our approach to EEDI data and initial scoping of a plan.

### EEDI Review

- The EEDI Review is closely linked to the officer governance piece. To begin work on the EEDI Review, it is crucial that the officer governance function has been stabilised. With this now in progress and officers within the EEDI Team identifying gaps and areas for improvement, a first draft of the Terms of Reference will be worked up over the summer for discussion with Members.

4. Below is a short summary of the key areas of work from March to June 2024:

### EEDI policies

5. In March, a HR Policy Manager joined the Corporation and began developing a framework for HR policy creation and review, with a focus on stakeholder engagement. In addition, the Corporation currently has 72 HR policies which are currently being assessed to develop a policy prioritisation matrix. Both the framework and prioritisation matrix will be presented to the Corporate Services Committee in September for approval. Committee approval will initiate review and updates to all HR policies, produces and guidelines with a focus on those that have the greatest impact on managers and employees.
6. In the interim, amendments were made to flexible working, paternity leave, sickness absence, redeployment, redundancy, and special leave policies to ensure legislative compliance in April 2024.
7. To complement this work, the EDI Team has identified seven EEDI-driven policies and are collaborating with HR to determine required updates, urgency, involved officer groups and Staff Networks, and industry best practice. The policies under review are:

<b>Policy</b>	<b>Last updated</b>
Health and wellbeing policy	December 2018
Carers policy	March 2019
Gender Identity Policy	June 2019
Maternity leave policy	September 2019
Paternity leave policy	October 2021
Equal opportunity policy	July 2022

### **Equality Impact Assessments**

8. A review of our current EQIA form and guidance is underway. The EDI Team have created user-friendly templates and guidance accommodating activities of varying sizes and scope, outlining the requirements for conducting an EQIA and setting out the relevant legislation such as the Public Sector Equality Duty.
9. The EDI Team is consulting with stakeholders, examining good practice from other Local Authorities and institutions for EQIAs. Officers from across the Corporation are part of a test group reviewing the new materials. They were given opportunities to provide feedback both virtually and in person. The team will work with L&D to conduct training sessions on EQIAs throughout the summer and into the autumn of 2024.

### **Officer Governance Mapping and EEDI Forum**

10. A mapping exercise took place to understand scope, identify duplication, opportunities for collaboration, and to break down siloes. Alongside the corporate initiatives, there is a significant amount of voluntary work taking place through the Staff Networks, Departmental EEDI Working Groups, and informal interdepartmental partnerships.
11. The mapping exercise revealed a lack of a unified method to bring all this activity together, for officers to showcase their work, and to collaborate on shared goals. This gap prevents identifying intersections and interconnections, determining corporate versus local initiatives and optimising time and resources. Additionally, a better mechanism is needed to work with staff on delivering and embedding the Equality Objectives throughout the departments and Institutions.
12. The EDI Team proposed a new governance structure, which was presented to the Town Clerk and Senior Leadership Team (SLT) in May. This hub and spoke model, featuring a bi-monthly officer Forum at its core, aims to capture staff input, ensure two-way communication between officers, senior leaders, and Members, and provide opportunities for engagement in EEDI work. The structure is designed to be collaborative and engaging, with clear communication channels to guide the direction of EEDI initiatives. Following SLT's support, the EDI Team has begun trialling this new structure, with the first Forum meeting scheduled for 17 June.

### **Town Clerk & Chief Executive Live: Let's talk about Equality and Inclusion**

13. In late 2023, the Town Clerk hosted an All Staff event entitled Let's Talk about Race covering racism and race inequalities. A second All Staff has been organised for 25 June to look at Inclusion more broadly.
14. The event will highlight our EEDI activities, ambitions, and areas for improvement. Sandi Wassmer, CEO of the Employers Network for Equality and Inclusion will host a fireside chat to provide an external perspective.

15. It is anticipated that this is the start of a regular series of engagements to provide staff with the opportunity to meaningfully discuss EEDI with senior leaders both internal and external to the Corporation.

### **EEDI Review**

16. At the December 2023 EDI Sub Committee, Members agreed to an EEDI Review with the Terms of Reference to be developed (July 2024). Completion of the officer governance mapping, identification of EEDI groups and practitioners across the Corporation and creation of a mechanism to engage internally, has improved understanding of EEDI challenges and good practise within and across the Corporation. This input alongside others will enable us to commence scoping the EEDI Review Terms of Reference working with Members to ensure these are relevant, proportionate and forward thinking.

### **Corporate & Strategic Implications**

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

Financial implications – Funding is required to carry out this activity. The ask is cognisant of the financial challenges facing the Corporation, balance with delivering the political EEDI priorities and meeting our statutory obligations. Work has taken place with Chamberlains to review the policy budget, and funds have been agreed to prioritise recruitment of an Equalities Director.

Resource implications – The resourcing of the work outlined has been carried out by officers within the EDI Team.

Legal implications – A compliance health check was carried out and presented to Members of the EDI Sub Committee at the March 2024 meeting. It was concluded that the Corporation is compliant with its duties under the Equality Act 2010.

Risk implications – The work taking place seeks to minimise and mitigate risks within the EEDI portfolio. Further work is being undertaken and will be advanced over the coming months to articulate and assess potential EEDI Corporate or cross cutting strategic risks.

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

Climate implications - None

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

### **Conclusion**

17. Work has continued at pace to stabilise and enhance the EEDI function within the Corporation. The review of our governance model with new processes being trialled, the creation of a new EQIA form and guidance which makes clear our responsibilities as a Local Authority whilst having due regard for the Public Sector

Equality Duty, and the commencement of work updating our EEDI policies have provided the foundations for rebuilding a portfolio that is robust, evidence-based, and compliant with legislation. As we move into the next phase, we will begin working with Members to scope out the Terms of Reference for the EEDI Review.

## **Appendices**

None

### **Sacha Than**

EDI Governance Lead, Corporate Strategy and Performance

E: [sacha.than@cityoflondon.gov.uk](mailto:sacha.than@cityoflondon.gov.uk)