

Committee(s): Equality, Diversity & Inclusion Sub Committee	Dated: 4 th September 2024
Subject: Equity, Equality, Diversity, and Inclusion (EEDI) Review – Terms of Reference	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	All Corporate Plan outcomes
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	£20,000
What is the source of Funding?	Funding met through 23-24 contingency
Has this Funding Source been agreed with the Chamberlain’s Department?	Y
Report of: Dionne Corradine, Chief Strategy Officer	For Decision
Report author: Sacha Than, EDI Governance & Coordination Lead, Corporate Strategy and Performance	

Summary

This paper outlines the context and draft Terms of Reference for the Equity, Equality, Diversity, and Inclusion (EEDI) Review. This activity was requested by Members to better understand and baseline the current position re EEDI and make recommendations regarding activity to realise our ambitions to become world class. The Review will:

- Deliver a system review of EEDI through internal and external lenses, assessing and evaluating policies, practices, services, and culture, cognisant of the corporate EEDI hub and spoke model¹.
- Consider and reflect the multiple roles undertaken by City Corporation (including discharging Local Authority Functions) and compliance with relevant legislation.
- Make recommendations to drive positive change and set out approaches to ensure the Corporation achieves its goals related to EEDI including public commitments, accreditation and delivery of the Equality Objectives 2024-2029.

As previously agreed with Members, a tender process will be completed in autumn 2024 to procure a specialist consultancy, to complete the Review by 1 April 2025.

Recommendation

Members are asked to endorse the Terms of Reference of the EEDI Review.

¹ EEDI operating model comprises of a small central corporate EEDI function working closely with business embedded EEDI leads, reps and EEDI specialists across City Corporation including the Institutions.

Main Report

Background

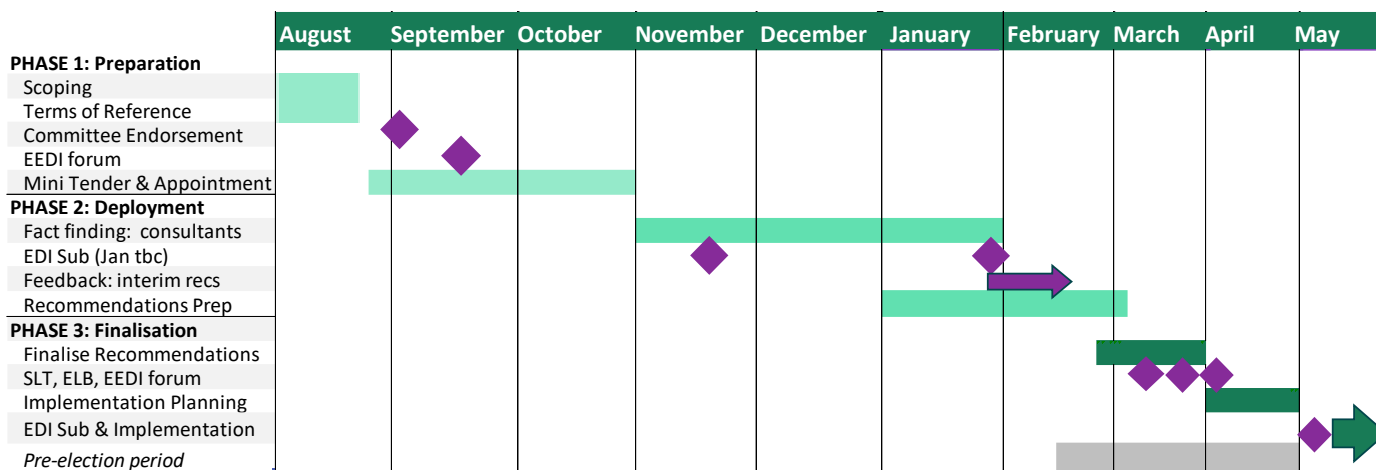
1. In November 2023, organisational structural changes saw the EEDI portfolio move to the remit of the Chief Strategy Officer. Gaps, duplication, and a lack of direction in the EEDI space resulted in piecemeal interventions, many delivered without clear outcomes, impact, or success measures. In a confidential session at the December 2023 EDI Sub Committee, Members agreed to address the immediate challenges through four priority areas:
 - a. Support to the EDI Team
 - b. Ensure the Corporation is compliant in its equality duties and commitments
 - c. Take stock of and prioritise three political EEDI commitments (the Equality Objectives, Tackling Racism Taskforce recommendations, and address EEDI data gaps
 - d. Scope and agree the Terms of Reference with Members for an EEDI Review
2. Four stages were identified to establish key infrastructure for the Corporation's EEDI ambitions with associated workstreams. These are spread over a five-year period, from 2024-2029 aligned to aid delivery of the Corporate Plan, People Strategy and Equality Objectives all running during the same period. We are currently in the first stage, with the EEDI Team working with others to stabilise the function. The four stages are:
 - a. Stabilise
 - b. Strengthen
 - c. Sustain
 - d. Soar
3. During 2024, work has taken place at pace to stabilise the EEDI function. There is a significant amount of work to fully realise ambitions, however, the compliance health check conducted in March concluded that the Corporation is compliant with its duties under the Equality Act 2010.
4. In mid-July 2024, the EEDI Review scope was discussed and informed by staff across City Corporation including by the Senior Leadership Team (SLT). Draft Terms of Reference were then circulated to SLT and the Executive Leadership Board (ELB) for further input and review.

Current Position

5. To commission the Review, Members are asked to endorse the Terms of Reference which provide:
 - a. Confirmation of scope
 - b. Inputs to inform and shape the Review.
 - c. An outline of outputs upon completion.
6. Procurement have advised that a mini tender exercise should take place to appoint a consultant, this will happen in autumn 2024, and officers will be working

through the relevant procurement processes; the Chair and Deputy Chair of the EDI Sub Committee will be part of the appointing panel.

7. In line with the Terms of Reference, the consultants will be asked to review EEDI through an internal and external lens, assessing and evaluating policies, practices, services, and culture. The Review must consider the City Corporation's role as a Local, Port and Police Authority and have due regard for its functions and relevant legislation. The consultants will be asked to make recommendations to drive positive change and impact, improve corporate performance and set out approaches to ensure the City Corporation achieves its EEDI goals.
8. The EEDI Review will gather and evaluate views of Members, officers, and key stakeholders. This requires a highly consultative approach; a list of proposed stakeholders is cited in the draft Terms of Reference and includes an outline of the proposed steering group and reference group. In addition to these groups, the consultants will be asked to establish methods in which Members can feed into the review, for example 1:1 meetings, drop in sessions, or an online portal.
9. In terms of governance, updates from the consultants will be presented to EDI Sub Committee. The Chair and Deputy Chair of the EDI Sub Committee, and Chief Commoner will be invited to sit on the steering group. This group will lead on ensuring a broad range of stakeholders are consulted; quality assurance of the approach; and integrating the output into the Corporation's governance process. The Chief Strategy Officer will be the project sponsor and SRO.
10. It is intended that consultants will be appointed to begin work no later than November. Member and officer feedback will help to shape the findings from November 2024 to January 2025 and inform a set of recommendations and an update will be presented to EDI Sub in November 2024 on awarding of the contract. Critical to success will be to give the Review as much time as possible. To allow for this, interim findings will be shared with EDI Sub in early 2025, with comments invited by correspondence before the pre-election period starts. Final recommendations and a detailed implementation plan will be agreed with EDI Sub Committee and other relevant Committees following the elections (dates tbc). A provisional timetable is illustrated below. Note that although implementation will start from May 2025, full implementation is likely to take months, even years, to complete depending on the content and extent of the recommendations and changes necessary to become world class.



Corporate & Strategic Implications

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

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

Resource implications – The resourcing of the work outlined will be carried out by officers within the EDI Team. Additionally there will be a graduate supporting this work (part of the Corporate Graduate Scheme contingent) placed in the EDI team from September 2024-March 2025. Input from EEDI Officer governance through the EEDI Forum and other staff groups, as applicable e.g. corporate enablers and staff networks will be sought.

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

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

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

Climate implications - None

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

Conclusion

11. The Review represents a pivotal initiative for the City Corporation to address existing challenges and establish a robust infrastructure for EEDI. Guided by the Terms of Reference, it will assess the current policies, practices, services, and

culture through both internal and external lenses, ensuring a holistic approach to improvement. The Review will be instrumental in driving positive change, and reinforcing the City Corporation's commitment to EEDI.

12. With a structured four-stage process—Stabilise, Strengthen, Sustain, and Soar—spanning from 2024 to 2029, the Corporation is poised to enhance its EEDI function systematically. The initial phase has already made significant strides, including achieving compliance with the Equality Act 2010 and mapping the EEDI officer governance function to identify key stakeholders and streamline collaboration.
13. The recruitment of consultants in autumn 2024 and the completion of the Review by April 2025 will provide opportunities for input from Members and key stakeholders. This inclusive approach will enrich the Review's findings and recommendations, fostering a more equitable and inclusive environment within the City Corporation.
14. Members are encouraged to endorse the Terms of Reference for the EEDI Review, which will serve as the cornerstone for this transformative process, ultimately enabling the Corporation to achieve its intended EEDI objectives and uphold its responsibilities as a Local, Port and Police Authority and beyond.

Appendices

- Appendix 1 – Terms of Reference for the EEDI Review

Background Papers

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

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