

Terms of Reference

Review of the City of London Corporation's Equity, Equality, Diversity, and Inclusion (EEDI) practices

1. Rationale

- 1.1 Our ambition is to be world-class, starting with building brilliant basics. Establishing this solid foundation is crucial for our success. The Review should provide recommendations on how to achieve and move beyond brilliant basics.
- 1.2 Getting EEDI right is integral to achieving both, explicitly through delivery of the Equality Objectives and implicitly through the Corporate Plan, People Strategy and wider transformation
- 1.3 We require a coherent, evidence-led approach that helps articulate our priorities and desired impact. Pockets of good practise exist but these are inconsistent, leading to criticisms re inequity and unfairness.

2. Scope:

- 2.1 We need to clarify and agree what exists, what we are seeking to achieve internally and externally, what should be prioritised, and where the gaps and risks are. Embedding EEDI throughout the culture of the organisation and creating opportunities for engagement needs to underpin this work.
- 2.2 At a granular level, the Review should assess and evaluate current practices, policies, and culture related to EEDI. We have a hub and spoke governance model; in some instances, the Institutions may have different priorities and urgencies to the corporate centre. The intention for the Review is to consider the mechanisms in place, areas of commonality and difference (with rationales) and how to facilitate greater collaboration. The Review must take into account that we are a Local, Port, and Police Authority and therefore have due regard for our functions and relevant legislation. It should have an internal and external lens, considering staff, Members, and service users.
- 2.3 Scope to include:
 - Resources (people, money, materials)
 - Policy & guidance (reflecting modern day society now and in the future)
 - EEDI Learning & Development
 - Infrastructure (processes, systems, governance, benchmarking)
 - Services (advice, comms & engagement, tools, accessibility, equity)
 - Data (measures, success criteria)
- 2.4 Out of scope to include:
 - Pay, reward, and T&Cs
 - Ambition 25 (e.g. EEDI career paths and or job families)
 - HR policies
 - Lord Mayor's Show and Lord Mayor's Programme
 - Member / Committee governance
 - Elections

3. Inputs/Insights

3.1 The following should be used to inform and shape the Review:

- To have due regard for our obligations under the Public Sector Equality Duty: <https://www.gov.uk/government/groups/review-of-public-sector-equality-duty-steering-group>
- The Equality Objectives 2024-2029: [Equality and inclusion - City of London](#)
- Your Voice Matters 2024 Staff Survey results
- Corporate Plan 2024-2029: [Our Corporate Plan 2024-29 - City of London](#)
- People Strategy 2024-2029: [Our People Strategy 2024-29 - City of London](#)
- Ambition 25: [What is Ambition 25? \(sharepoint.com\)](#)
- City Belonging: [The City Belonging Project](#)
- Institution EDI Strategies e.g. City of London Police: [City of London Police - Our People - Equity, Diversity and Inclusion Strategy 2024-2027](#)
- [Destination City Review](#)
- [Internal and external audits, consultations and surveys relating to, or recommendations on City Corporation EEDI activities and practises](#)

4. Deliverables

4.1 The Review should provide recommendations to drive positive change (physical, environmental and cultural) and set out approaches to ensure that the Corporation achieves its intended goals related to EEDI.

4.2 Outputs should be informed by and designed to sit alongside and complement relevant strategies such as the Corporate Plan and People Strategy 2024-29, and current workstreams such as City Belonging Project. Upon completion of the Review, we would expect:

4.3 Final Outputs:

- Produce a report with insights and recommendations e.g.
 - assessment of starting state (qualitative and quantitative)
 - suggested approaches and areas where the Corporation could lead, enable, sponsor/convene, deliver through others etc
 - success measures/criteria (quantitative and qualitative)
 - a methodology to prioritise EEDI activities to achieve maximum impact/ value
 - a maturity model that others can use to self-assess where they are and what steps could be taken to become more inclusive, equitable and actions moving forward
- Toolkit with templates and materials re good practise, benchmarking, sign-posting to suggested experts in the field on topics relevant to Corporation areas of interest and delivery

4.4 Activities to complement the outputs:

- Presentation of findings to relevant stakeholders, including:
 - Members via EDI Sub Committee, Policy and Resources Committee, Corporate Services Committee
 - Staff through the Senior Leadership Team, Executive Leadership Board, EEDI Forum (Departmental Equality Reps, Corporate enablers, Trade Unions, Staff Network Co-Chairs), Staff Networks (Sponsors and Co-Chairs)

- Training sessions, workshops and materials to support the implementation of recommended changes

5. Budget

5.1 £20,000 to fund the Review has been agreed with Chamberlain's.

6. Stakeholders

6.1 Decision making:

- Chief Strategy Officer – sponsor & SRO
- EDI Team (Sacha Than) Project manager
- EDI Sub Committee to approve the Terms of Reference, receive progress reports, and consider, discuss and approve next steps for recommendations.
- SLT
- ELB to receive a copy of the Terms of Reference via email for their input.

6.2 Proposed steering group:

- Chair and Deputy Chair of EDI Sub Committee
- Chief Commoner
- Chief Strategy Officer
- Representative from Comptrollers
- Service Delivery Chief Officer
- Representative from an Institution
- Representative from Remembrancers
- Representative from HR
- Governance Representative
- Neutral Representative / Critical friend (to provide an objective and critical perspective on discussions and decisions, ensuring balanced and thorough consideration of all viewpoints)

6.3 Reference group:

- EEDI Forum (Membership includes Trade Unions, Departmental Equality Reps, Staff Network Co-Chairs, and representatives from the Institutions).
- Staff Network Co-Chairs and Sponsors
- Institution Heads and/or their nominees
- People & Human Resources
- Comptrollers
- City Belonging
- Member Services

7 Timeline and approval

7.1 The timeline for the Review is as follows:

- August – October 2024: Mini tender exercise appointing a consultant with the Chair and Deputy Chair of EDI Sub as part of the panel
- September 2024: Terms of Reference to be endorsed by EDI Sub Committee
- September 2024: Discussion on the EEDI Review to take place at the EEDI Forum
- October-November 2024: EEDI Review contract awarded

Draft Terms of Reference



- November 2024 (latest) – January 2025: Consultants conduct fact finding exercises
- November 2024: Update on appointment of consultants to EDI Sub Committee
- January – February 2025: Consultants to develop recommendations
 - Early findings shared with EDI Sub Committee (January)
 - Comments from Members invited by correspondence in advance of the pre-election period (February)
- March 2025: Chief Officer engagement on consultation recommendations
- April 2025: Implementation planning (2025 and beyond)
- May 2025: Agree recommendations and implementation plan with EDI Sub Committee and other relevant committees (Committee dates tbc at the time of writing)

Contact

- **Sacha Than, EDI Governance and Coordination Lead, Corporate Strategy & Performance Team**