

## City of London Corporation Committee Report

<b>Committee(s):</b> Equality, Diversity, & Inclusion Sub-Committee	<b>Dated:</b> 22/11/2024
<b>Subject:</b> Equity, Equality, Diversity and Inclusion (EEDI) Review Update	<b>Public report:</b> For Information
<b>This proposal:</b> <ul style="list-style-type: none"> <li>Delivers Corporate Plan 2024-29 outcomes</li> </ul>	Equalities underpin all Corporate Plan 2024-29 outcomes Equality Objectives 2024-29 People Strategy 2024-29
<b>Does this proposal require extra revenue and/or capital spending?</b>	Yes
<b>If so, how much?</b>	£20,000
<b>What is the source of Funding?</b>	Funding met through 23-34 contingency
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	Yes
<b>Report of:</b>	Dionne Corradine – Chief Strategy Officer
<b>Report author:</b>	Sacha Than – EDI Governance Lead, Corporate Strategy and Performance

### Summary

This paper outlines activities since the last meeting of the EDI Sub Committee in relation to the Equity, Equality, Diversity and Inclusion (EEDI) Review. This is activity 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.

As previously agreed with Members, the tender process was completed across September and October 2024 to procure a specialist consultancy to undertake the Review.

Following a successful tender exercise, Belonging Pioneers have been awarded the contract to lead the Review.

Work will now begin at pace to conduct a detailed analysis in order for the consultants to produce a series of outputs setting out how to drive positive change, possible approaches to achieving EEDI goals, and mechanisms through which EEDI can be embedded throughout the culture of the City Corporation internally and externally.

This work will take place from 5 November 2024 to 1 April 2025.

## **Recommendation(s)**

Members are asked to:

- Note the award of the contract to Belonging Pioneers.
- Note the next steps and process for the Review until 1 April 2025.

## **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. Throughout 2024, work has taken place at pace to stabilise the EEDI function. There is still a significant amount of work to fully realise ambitions. However, the initial phase has already made significant progress, including achieving compliance with the Equality Act 2010, mapping the EEDI officer governance function to identify key stakeholders and streamline collaboration, and achieving a respectable result in this year's Social Mobility Employer Index (a jump of 29 places – from 87 to 58).
4. At the 4 September meeting of the EDI Sub-Committee, Members endorsed the EEDI Review's Terms of Reference which provided:

- a. Confirmation of scope
  - b. Inputs to inform and shape the Review
  - c. An outline of outputs upon completion
5. It was agreed that the EEDI Review would be conducted through an internal and external lens, assessing and evaluating policies, practices, services, and culture. It will consider the City Corporation's role as a Local, Port and Police Authority and have due regard for its functions and relevant legislation.
  6. It was agreed that consultants would be appointed to conduct the Review. They would 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.

### **Current Position**

7. Following the September EDI Sub Committee meeting; a full tender exercise was carried out across September and October. Consultants were asked to demonstrate how they would achieve the scope of the Review within the timelines as set out in the Terms of Reference, provide examples of conducting similar projects, and outline key mechanisms to enable the City Corporation to become world class in the EEDI space.
8. Led by the Chief Strategy Officer, a review of the bids submitted took place with the EDI and Procurement Teams. Throughout this stage, the Chair and Deputy Chair of this Sub Committee were kept updated on progress.
9. Belonging Pioneers, a SME, ethnic minority, female owned business met all our requirements on responsible procurement and performed strongly across the technical exercises. They clearly set out how they would enable us to baseline and probe our current and future ambitions in the EEDI space internally and externally. It was therefore agreed to award the contract for the Review to Belonging Pioneers to begin work on 5 November 2024 until 1 April 2025; this decision was communicated to the Chair and Deputy Chair of the EDI Sub Committee for their information.

### **Proposals**

10. To meet the tight timelines of the Review, the work will be phased with funding for Phase 1 agreed with the consultants. This will consist of fact finding, data collection, baselining, identifying gaps and risks, and recommendations for next steps. This will be achieved through the following high level and comprehensive approach:

November- December 2024	Document review to capture the starting state and aspirations
December 2024	Survey of 200 respondents

December 2024	Interviews with key stakeholders
January 2025	Listening circle to better understand what works/could be better with respect to EEDI
January 2025	Workshop to synthesise findings from the work thus far into tangible outcomes
February EDI Sub Committee Meeting	Baseline assessment presentation
March 2025	Draft report for consultation with Steering Group
April 2025	Final report of findings and recommendations

11. Each of the above elements will be delivered in close collaboration with the EDI Team including the newly appointed Equalities Director. For the document review to be successful, all EEDI Leads across the City Corporation will be asked to contribute. This approach will ensure that all departments and Institutions feed into the Review.
12. A dedicated EEDI presentation will be brought to the 18 November meeting of the Executive Leadership Board. The Chief Strategy Officer will provide an update on the Review outlining the milestones and details of how the Executive Leadership Board and their departments can engage and input. A similar update will be given at the December meeting of the EEDI Forum to ensure the EEDI Leads, Staff Network Co-Chairs, Trade Union reps, and other key officer stakeholders are kept informed.
13. As per the Terms of Reference, a Steering Group has been established with key stakeholders to contribute to, inform, and guide the Review. The Steering Group will be asked to provide recommendations of who should be put forward for the survey, interviews, listening circle and workshop. Regular updates will be provided to Steering Group members with their views sought over the coming months. The group is comprised of:
- 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)

14. The final products provided by the consultants at the end of Phase 1 will be:

- a) a report of findings with insights and recommendations to drive positive change (including physical, environmental, and cultural)
- b) priorities and initial recommendations for moving forward
- c) a documented toolkit for tracking readiness and progress towards achieving Brilliant Basics and progressing on the journey towards World Class.

15. Following receipt of the Phase 1 products, a decision will need to be made by the EDI Sub Committee as to whether we should proceed to Phase 2 post April 2025. This would include the provision of training, workshops and materials to support the implementation of recommended changes.

### **Key Data**

16. Data is critical to effective delivery of this work. Data gathering will be conducted through the document review, surveys, and interviews. The data validation and alignment will be completed via the listening circle and workshop.

17. This data collection will enable the consultants to:

- successfully understand the City Corporation
- gain the perspectives of internal and external stakeholders
- identify gaps and risks
- identify areas of commonality and difference
- create opportunities for engagement
- and ultimately make recommendations as to how to embed EEDI throughout the culture of the City Corporation

### **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. A budget of £20,000 has been agreed with the consultants for work to 1 April 2025. Any additional resource and financial considerations will be discussed with Members and Chief Officers (including the Chamberlain) if required<sup>1</sup>.

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<sup>1</sup> This is separate to the FY23/24 and FY24/25 agreed with Chamberlains related to the investment required to fund transformation of the Corporate EEDI Team.

Resource implications – The resourcing of the work outlined will be carried out by consultants with support from officers within the EEDI Team and wider Chief Strategy Officer Portfolio. 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 has been 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**

18. Work on the EEDI Review continues at pace. Over the coming months, the consultants will conduct fact finding through qualitative and quantitative data collection. Their findings will be used to create a report to Members setting out their baseline assessment, recommendations to drive change, and a documented toolkit for tracking readiness and progress towards achieving our EEDI goals. A decision will then need to be made post April 2025 by this Sub Committee as to next steps in relation to workshops, training, and the implementation of recommendations outlined within the report.

## **Appendices**

EEDI Review – Terms of Reference

### **Background Papers**

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

EEDI Review – Terms of Reference, 4 September 2024 report to EDI Sub Committee [Committee Report Template](#)

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