

City of London Corporation Committee Report

Committee(s): - Equality, Diversity and Inclusion Sub Committee – for decision - Corporate Services Committee – for information	Dated: 25/09/2025 22/10/2025
Subject: (Draft) Equity, Equality, Diversity & Inclusion (EEDI) Strategic Framework	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	Public Sector Equality Duty Corporate Plan People Strategy City Corporation's Equality Objectives
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Dionne Corradine, Chief Strategy Officer
Report author	Sarah Guerra, Equalities Director, with Helena Mattingley, Senior EEDI Change Partner Arfan Bhatti, Senior EEDI Change Partner

Summary

This paper outlines the City of London Corporation's (draft) Equity, Equality, Diversity & Inclusion (EEDI) Strategic Framework, which is shaped by the Corporate Plan 2024-2029, the People Strategy 2024-2029, the 2025 EEDI Review and political priorities.

The (draft) EEDI Strategic Framework aims to enhance accountability and deliver a proactive, transparent EEDI service through the components outlined in this paper.

Designed to be flexible, scalable and adaptable to City of London Corporation's (CoLC) diverse needs, the Framework supports the delivery of City Corporation's Equality Objectives, equipping the organisation with tools for transparency,

accountability and cultural transformation across the City of London Corporation and its Institutions (via a federated model).

The proposed components of the (draft) EEDI Strategic Framework are:

- A) City of London Corporation EEDI Theory of Change.
- B) EEDI Roadmap.
- C) City of London Corporation bespoke EEDI Maturity Matrix.
- D) EEDI Operating Model.
- E) Staff Network operating model.

The finalised EEDI Strategic Framework and accompanying implementation plan will be shared at the November EDI sub-Committee meeting for final agreement.

Thereafter, annual updates will be scheduled for the EDI Sub-Committee to monitor progress and guide its continued implementation.

Recommendation(s)

Members are asked to:

- 1a) Agree the (draft) EEDI Strategic Framework in principle.
- 1b) Suggest feedback on the (draft) EEDI Strategic Framework and its components.
- 1c) Suggest further engagement the Framework requires.

Main Report

Background

1. In late 2023, accountability for EEDI was assigned to the Chief Strategy Officer. An initial evaluation revealed areas requiring immediate action.
2. At that point the EDI Sub-Committee agreed the following EEDI development model to complement the Corporate Plan 2024-2029, which consisted of 'four S's', namely: Stabilise, Strengthen, Sustain, Soar.¹

¹ STABILISE: recruit; agree EEDI Review Terms of reference

3. The EDI Sub-Committee also commissioned a comprehensive independent EEDI Review of City Corporation. The Review was completed in 2025 and provided insight on potential aspirations alongside a high-level diagnostic.
4. The Corporate EEDI function has used the EEDI Review's findings to inform a coherent, diagnostic-driven sustainable yet ambitious framework that defines what 'World Class' EEDI looks like and how it connects across City Corporation.
5. This includes the following three foundational pillars to enable success:
 - Vision: clear direction with strategic insight and measurable objectives.
 - Connection: authentic engagement fostering trust, respect and belonging.
 - Delivery: translating commitments into tangible outcomes and accountability.
6. A dedicated Corporate EEDI function based in Guildhall has been established to lead the implementation of the EEDI Strategic Framework across the City Corporation. This is in addition to EEDI practitioners embedded within three of the Corporation's Institutions. The aim is for the Corporate team to establish strong foundations for inclusive practice through collaboration with institutions and close working on complementary EEDI activities. The various practitioner teams will operate within a federated model, as recommended by the EEDI Review; enabling shared standards, aligned priorities and collaborative implementation of EEDI objectives.

The (draft) EEDI Strategic Framework

7. Overview

The (draft) EEDI Strategic Framework articulates an outcomes led approach and aims to address systemic and cultural EEDI challenges via continuous improvement and long-term change.

The components aim to support City Corporation departments understand their roles at enterprise, unit, and individual levels; clarifying expectations and accountability. The Corporate EEDI function will provide induction and ongoing support to build confidence and capability.

STRENGTHEN: Complete EEDI Review; recruit (and align) remaining team TBC; develop EEDI measures and metrics in conjunction with HR and others, in line with Corporate Plan MI and dashboard development

SUSTAIN: Alignment with and through EEDI reps across the CoLC including the Institutions.

SOAR: *Internal* - colleagues leading on cross-cutting corporate strategies
External to enhance knowledge sharing and boost skills transfer.

The components are outlined below. More detail in relation to three of the components are included in the Appendices of this paper.

8. Component A: City of London Corporation EEDI Theory of Change

This methodology maps how EEDI change is expected to happen across City Corporation by linking activities and outputs to short and long-term outcomes framed around key themes such as culture, strategy, data, leadership and engagement; thereby ensuring resources are focused on what drives meaningful impact. More information is included in Appendix A.

9. Component B: EEDI Roadmap and Delivery Plan

A Delivery Plan which forecasts workstreams between 2025 and 2029 (as well as initial costings) to deliver the EEDI Theory of Change is currently in development. This Component will be shared with the EDI Sub-Committee.

10. Component C: EEDI Maturity Matrix

A structured framework that assesses City Corporation's EEDI capabilities and processes within a specific area to determine its level of maturity or advancement. The Framework also utilises best practice, following successful implementation at the Barbican Centre of a similar approach. More information is included in Appendix B.

11. Component D: EEDI Operating Model

This EEDI Operating Model sets out how City Corporation will strategically deploy its EEDI resources to deliver meaningful impact across the organisation. The Model includes a 3-line service model, a professional competency framework alongside the intended work allocation and distribution across roles. A high-level summary is included in Appendix C.

12. Component E: EEDI Staff Diversity Network Theory of Change

This work seeks to clarify the purpose, role, expectations as well as support for Staff Diversity Network's. The theory of change is being informed by stakeholder engagement. An update will be provided at November's EDI Sub-Committee meeting.

Corporate & Strategic Implications

13. Strategic implications

The EEDI Strategic Framework aligns with Corporate Plan 2024-2029, Equality Objectives 2024-2029 as well as national policy commitments.

14. Resource implications

None – but resource implications will be monitored during the EEDI Strategic Framework implementation phase.

15. Risk implications

Implementation of the EEDI Strategic Framework strengthens our ability to horizon scan and anticipate challenges, helping to mitigate reputational, legal, and operational risks. Any emerging risks will be reported to future EDI Sub-Committees for oversight and action

16. Equalities implications

This framework will enable us to better understand differing needs and more consistently address those needs. It will also enable better assurance across all equalities spheres.

17. Climate and Security implications

None.

Conclusion

18. The (draft) EEDI Strategic Framework marks a shift towards a unified, strategic approach, aligned to the Corporate Plan 2024-2029, City Corporation's Equality Objectives 2024-2029 and People Strategy 2024-2029.

19. It's designed to embed EEDI principles across all functions and aims to provide diagnostic clarity, accountability while offering a credible, flexible and sustainable service model.

20. Members are invited to agree the (draft) EEDI Strategic Framework in principle, recommend any further engagement the Framework requires and provide feedback on the (draft) EEDI Strategic Framework and its components.

21. The final EEDI Strategic Framework will then be shared with the EDI Sub-Committee in November 2025.

Appendices

Document Title	Appendix Reference
City of London Corporation EEDI Theory of Change	A
City of London Corporation EEDI Maturity Matrix	B
EEDI Operating Model Summary	C

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Background Papers

- EEDI Work and Priorities – 26 June 2024 report to
- EEDI Review – Terms of Reference, 4 September 2024 report to
- EEDI Review Update – 22 November 2024
- EEDI Review Update – 5 February 2025
- EEDI Review Update – 16 June 2025

Sarah Guerra

Equalities Director

E: sarah.guerra@cityoflondon.gov.uk