City of London Corporation Committee Report

Committee(s): Equity, Equality, Diversity and Inclusion Sub-Committee	Dated: 18/2/2026
Subject: Equity, Equality, Diversity and Inclusion Strategic Framework: Delivery Roadmap	**Public report:** For Decision
This proposal: • **delivers Corporate Plan 2024-29 outcomes** • **provides statutory duties** • **provides business enabling functions**	Supports all the Corporate Plan outcomes Statutory duties in Equality Act 2010 and various aspects of employment law. EEDI is by nature an enabling function.
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
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Summary

In September 2025 the Equity, Equality, Diversity and Inclusion Sub-Committee approved (in principle) the development of the EEDI strategic framework.

The Framework sets out the tools and approach to embed equity, equality, diversity and inclusion across all functions of City Corporation, ensuring City Corporation is a fair and inclusive space for all who live, work, study and visit. The Framework includes:

- three strategic pillars: Vision, Connection and Delivery;
- five component parts.

Three components were discussed in detail and approved in September 2025: Theory of Change, Maturity Matrix and Service Model.

Following September's EEDI Sub Committee the Corporate EEDI team conducted widespread engagement across the City Corporation (including Institutions) to socialise and strengthen the Framework.

This report provides more detailed information on the two final components for the Committee's consideration (Delivery Roadmap 2026-2029 and the Staff Network Approach).

The Delivery Roadmap 2026-2029 sets the EEDI vision for the City of London Corporation and outlines the priority workstreams and sequencing required to realise the impact and outcomes we seek. The Delivery Roadmap 2026-2029 incorporates steers from the EEDI Review, Tackling Racism Taskforce and Members. It aligns with the Corporate Plan and statutory duties. It is informed by the extensive engagement undertaken across staff, stakeholders, and institutional partners in relation to the EEDI strategic framework.

The Delivery Roadmap 2026-2029 seeks to strengthen Staff Networks as supported and sustainable drivers of EEDI by refreshing their purpose, governance and resource; supporting a shared, consistent and transparent understanding with confident leadership of high-impact networks that embed lived experience insight appropriately into decision-making. This will enhance organisational culture and EEDI reputation.

Recommendation(s)

Members are asked to:

- Agree the proposed Delivery Roadmap 2026-2029
- Agree annual progress reporting for the EEDI Strategic Framework to EEDI Sub Committee from 2027/8.
- Feedback on potential outcome and impact progress metrics and key performance indicators.
- Note the proposed workstreams in the Delivery Roadmap 2026-2029 and the federated operating model.

Main Report

Background

1. The EEDI Strategic Framework was developed with City Corporation's ambitions to be 'world-class' in its outcomes and impacts across all its spheres. The framework aids us being impact and outcome focused in EEDI implementation. It is flexible, scalable, and adaptable to the diverse needs of City Corporation, including its Institutions. It will enable us to identify, agree and track performance.

2. The EEDI Strategic Framework comprise five components: Theory of Change, Delivery Roadmap, Maturity Matrix, EEDI Function Model, and Staff Network Approach. The Framework was agreed in principle at the September 2025 EEDI Sub-Committee. (A governance overview is in Appendix 1). Extensive Officer engagement has been undertaken since then (see Appendix 2).

3. The EEDI Strategic Framework is also grounded in external insight and evidence drawn from:
   - community and stakeholder conversations, including via the City Belonging Project and Faith in the City;
   - public feedback gathered through City Question Time and independent consultations, such as the internal City Corporation EEDI Review 2025;
   - professional bodies, such as the Chartered Institute of Personnel and Development;
   - partnerships with a specialist organisations, such as the Sutton Trust (social mobility);
   - sector wide best practice via engagement with the Local Government Association;
   - academic research, such as the More in Common (2025) report on British public attitudes toward equality, diversity and inclusion.

Current Position

4. The City Corporation has made significant progress since transferring EEDI to the remit of the Chief Strategy Officer, including establishing a dedicated EEDI function, strengthening staff diversity networks, and embedding EEDI principles into governance and service delivery. We have assured basic compliance with our statutory responsibilities.

5. Chief Officer Risk Management Group (CORMG) assessed that corporate level risks are minimal due to the stable corporate EEDI function and ongoing work which act as effective mitigating controls. Department and service level risks have been identified and will continue to be monitored and managed.

6. However, there remain variable levels of EEDI maturity. We know service users and staff have inconsistent experiences and that there are ongoing challenges around data, psychological safety, accessibility and a perceived cultural resistance to change.

7. Our vision is to create a truly inclusive and trusted City of London Corporation. Our five Equity, Equality, Diversity and Inclusion Objectives shape our focus for change until 2029. Delivery requires strategic and tactical activity that is connected across the breadth of the City of London Corporation.

8. This will be delivered by implementing the overall strategic framework, key elements include:

- A federated model to enable reach and scale, balancing flexibility and consistency.
- Identifying and agreeing key performance indicators.
- An approach that embeds EEDI fluency and operational capacity into enabling functions and services.
- Developing and maintaining robust dialogue, engagement and feedback loops with all stakeholders to enable co-development and co-creation.
- Phasing of delivery as per the Delivery Roadmap 2026-2029.

Delivery Roadmap 2026-2029

9. The Delivery Roadmap 2026-2029 (see Appendix 3) is designed to support the multiple functions of the City Corporation in mind - using the 'GSECT' (Governor, Service Provider, Employer, Convenor, Trustee) lenses. It sets out a four-year phased approach to take us from our current position towards our ambitions to be world-class:

   2026: Assessment and design:

   - solidifying EEDI function establishing our partnering and consultancy services
   - develop appropriate infrastructure including agreeing and aligning EEDI metrics and performance measures
   - scope improvement workstreams using EEDI maturity matrix
   - map dependencies and opportunities to embed in pre-existing City Corporation workstreams and programmes
   - maintain established workstreams

   2027: Stabilise and strengthen:

   - consistent EEDI function delivery
   - commence improvement workstreams
   - establish annual reporting

   2028: Sustain and build:

   - continue consistent delivery and improvement workstreams to build cultural competency
   - scope new equality objectives

   2029: Evaluate and evolve:

   - review progress, identify steps to enable world class recognition

10. Whilst we present these stages sequentially, practical delivery will be iterative and responsive to emerging needs.

11. Nine core workstreams are identified to focus EEDI delivery. User experience, compliance and Equality Objectives are at the core of our strategy. The

composition of the Delivery Roadmap will allow us to ensure clear accountability and build the necessary capacity and capability in relevant parts of the organisation. The workstreams were devised with our goal being to assure the equitable and inclusive experience and outcomes for staff, partners and the complete range of end service users including residents, students and workers of the City.

1.	Enabling the Enablers	Partnering to embed EEDI fluency into services and behaviours across the City 's enabling functions such as HR, Chamberlain's and Comptrollers.
2.	Data, Reporting and Insight	Developing a robust, transparent and outcome-focused EEDI data model to inform decision-making, monitor progress and drive evidence-led interventions.
3.	Dialogue and Connection	Creating structured opportunities for meaningful engagement, listening and relationship building across communities, staff and stakeholders to strengthen trust, belonging and inclusion.
4.	Staff Network Approach	Enhancing the role, visibility and impact of Staff Networks as expert partners, ensuring they are supported, resourced and aligned to organisational priorities.
5.	Accessibility	Embedding inclusive design and addressing physical, digital and systemic barriers to ensure that all people can fully access COLC spaces, services and opportunities.
6.	EEDI Service Development	Integrating EEDI principles into service design, delivery and evaluation to improve fairness, quality and reach across all City Corporation services.
7.	EEDI Learning Curriculum	Delivering a coherent learning offer that builds organisation-wide capability, strengthens inclusive behaviours and supports members, leaders and staff to apply EEDI in practice.
8.	EQIA Integration	Embedding Equality Impact Assessment into everyday decision-making to ensure policies, projects and services proactively consider and mitigate impacts.
9.	Socio-Economic Inclusion	Addressing socio-economic inequality, improving access, opportunity and outcomes for people from lower-income and disadvantaged backgrounds.

12. EEDI will take a dual approach. The first five workstreams are services and programmes which involve collaboration between EEDI and other areas within City Corporation, the remaining four workstreams are predominantly EEDI led.

13. The EEDI Sub Committee were clear in interrogating the new EEDI strategic framework that the setting of metrics and key performance indicators would be key to success. We will prioritise identifying the measures in the first year. Following that we will produce annual reports for the EEDI Sub Committee. We will incorporate assessments and updates on organisational readiness and capacity as part of the annual reporting cycle. This will enable us to collectively identify any barriers to progress and address them. This assurance process will enable the EEDI Sub Committee to monitor the organisation's progress and intervene if additional support or adjustments are required. A range of potential measures are included at Appendix 4. We will develop these in more detail and would welcome input from the committee.

14. EEDI is often described as a 'golden thread' that needs to be woven throughout the organisation. These nine workstreams are the warp to the weft of the three principles of Vision, Connection and Delivery. We have designed our approach to fit with the existing budget envelope. Resource sufficiency will be kept under review. We will ensure the EEDI Sub Committee is kept informed of any emerging challenges so timely action can be taken to ensure successful implementation. Appendix 3 provides a visual summary of the workstreams and Delivery Roadmap trajectory.

Staff Network Approach

15. The EEDI Delivery Roadmap will seek to strengthen Staff Networks as supported and sustainable drivers of equity, equality, diversity and inclusion (EEDI) by refreshing their purpose, governance and resource. We have worked in collaboration and partnership with HR colleagues and Network leaders and will continue to do so.

16. Intended outcomes in 2026 include: a shared understanding of Staff Networks, improved consistency, transparency and greater confidence among Co-Chairs, Sponsors and Network leads.

17. Intended outcomes from 2027 onwards include: sustainable, inclusive and high-impact Staff Networks, stronger integration of lived experience into decision-making and enhanced internal culture and external EEDI reputation. More detail can be found in Appendix 5.

18. Corporate & Strategic Implications

Strategic implications: Directly supports Corporate Plan 2024–2029, People Strategy 2024-2029, statutory duties, and Equality Objectives 2024-2029.

Financial implications: Within existing budget envelope.

Resource implications: Delivery dependent on current EEDI staffing and support from enabling functions.

Legal implications: Enables compliance with Equality Act 2010 and Public Sector Equality Duty.

Risk implications: Ongoing monitoring of change readiness, fatigue, and resource constraints.

Equalities implications: Positive impact on all protected characteristics; EQIA integration is a core workstream.

Climate implications: No direct implications – improving service delivery enables better understanding and deployment of resources.

Security implications: Improved EEDI speaks directly to community cohesion and psychological safety – both of which support a secure work culture.

Conclusion

18. The EEDI Strategic Framework is designed to enable the Sub Committee to fulfil its governance responsibilities by providing a clear, high-level structure for oversight and assurance. The Framework sets out the strategic vision, objectives, and phased Delivery Roadmap for EEDI across the City Corporation, ensuring alignment with statutory duties and corporate priorities. Through annual progress reporting and regular updates, the Sub-Committee will be able to monitor delivery, assess impact, and provide strategic steer as required.

Appendices

- Appendix 1: Governance for EEDI and Delivery Model
- Appendix 2: Stakeholder Engagement and Insight Summary
- Appendix 3: EEDI Workstreams and Delivery Roadmap Overview
- Appendix 4: EEDI Metrics and Key Performance Indicators
- Appendix 5: Network Design Principles

Background Papers

- EEDI Review 2025
- Corporate Plan 2024–2029
- EEDI Strategic Framework – 25 September 2025 Draft Equity, Equality, Diversity and Inclusion Strategic Framework

- EEDI Review Update – 16 June 2025 Report - EEDI Review Public.pdf / EDI Sub Committee Report - EEDI Review NON PUBLIC - FINAL.docx
- EEDI Review Update – 5 February 2025 Report - EEDI Review.pdf
- EEDI Review Update – 22 November 2024 Report - EEDI Review Update.pdf
- EEDI Review – Terms of Reference, 4 September 2024 report to EDI Sub Committee
- EEDI Work and Priorities – 26 June 2024 report to EDI Sub Committee

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Appendix 1: Governance for EEDI and Delivery Model

Governance

EEDI Sub Committee
- Approve Strategic Framework
- Agree High Level Roadmap
- Receive Annual Progress Report

Corporate Services Committee
- Information and Feedback

ELB
- Approve and steer inflight strategic direction
- Receive Executive Reporting for EEDI Function and Programmes

Institution Boards
- For information

Corporate EEDI Team
- Day to day accountability

Cross City Corporation Engagement
- Engagement with EEDI leads, working groups
- Focused feedback from Dept SLTs
- One to one engagement with Institutions SLTs and Boards

EEDI Three Line Model

Governance
Decision making and assurance

Executive
Actions, including managing risk, to achieve corporate objectives

First Line Operational Delivery Front line engagement
CoLC Corporate, Service and Institutional Teams directly providing products and services to customers, clients and staff
Diversity Networks - providing internal peer support, engagement and feedback channels

Second Line EEDI Function Oversight and Support
EEDI advisory and consultancy second line function supporting, monitoring, advising first line operators on EEDI problem solving, compliance and strategy alignment

Third Line
Independent Assurance and Second line support

EEDI provides independent and objective assurance and advice aligned with the Corporate Plan and People Strategy

External Assurance
Benchmarking and Accreditation

15

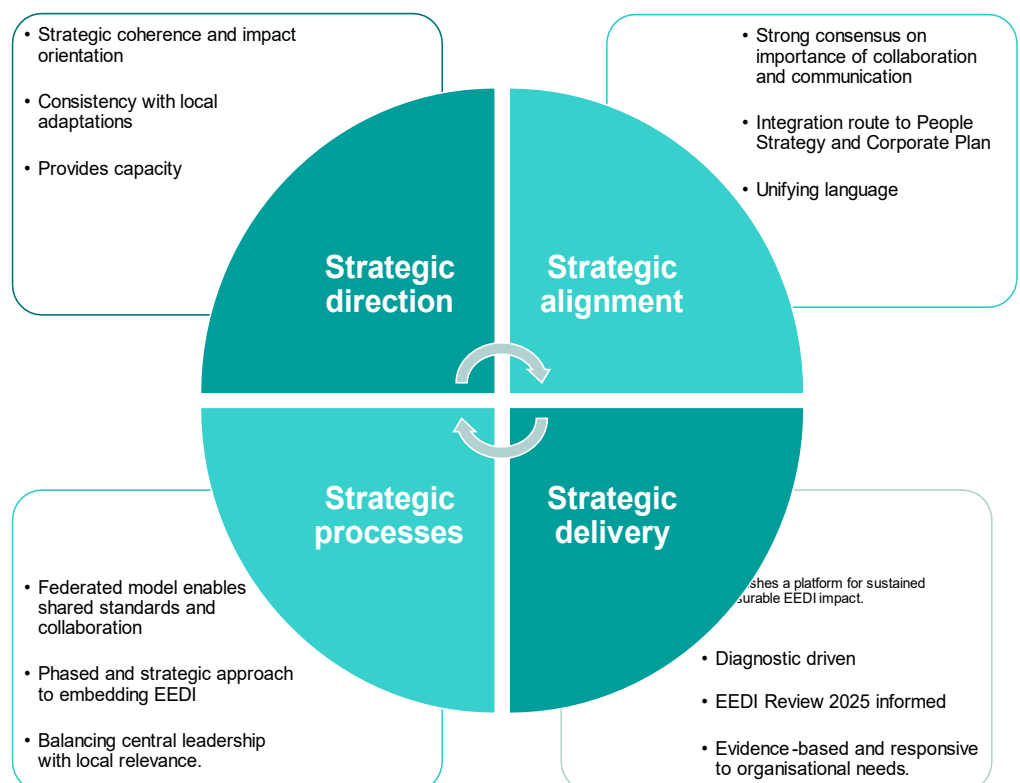**Appendix 2: Stakeholder Engagement and Insight Summary**

The EEDI Strategic Framework is grounded in external insight and evidence drawn from:

- community and stakeholder conversations, including via the City Belonging Project and Faith in the City;

- public feedback gathered through City Question Time and independent consultations, such as the internal City Corporation EEDI Review 2025;

- professional bodies, such as the Chartered Institute of Personnel and Development;

- partnerships with a specialist organisations, such as the Sutton Trust (social mobility);

- sector-wide best practice via engagement with the Local Government Association;

- academic research, such as the More in Common (2025) report on British public attitudes toward equality, diversity and inclusion.

- Between September and November 2025, the draft EEDI Strategic Framework was socialised across a wide range of stakeholders at the City of London Corporation.

- The vast majority of key audiences have been engaged, with via meetings and correspondences as. Key audiences include: City Corporation departments Senior Leadership teams. City Corporation departments EEDI Working Groups, Trade Unions, programme boards such as Ambition 25, Executive Leadership Boards as well as Institution Boards. An outline of the audiences engaged alongside a summary of their feedback is outlined on the following page:

Audience	
Meeting	Comptroller's SLT
Executive Leadership Board	EEDI Practitioners
EEDI Sub Committee	Executive Leadership Board
Corporate Services Committee	Staff Networks and EEDI Forum
EEDI Senior Practitioner group, inc Institutions	Staff Network Sponsors
Chamberlain's SLT	Trade Unions
Remembrancer's SLT	City of London Police
City Surveyors SLT	City of London Schools
DCCS SLT	Barbican People, Culture and Inclusion Board
HR SLT	GSMD Board
Environment SLT	CBF Board* *(scheduled for 4 February 2026)*
I &G SLT	Correspondence
Communications SLT	Heads of Profession
CSPT SLT	Future Ambition 25
Deputy Town Clerk SLT	

Stakeholder engagement:
Key strengths

Emerging from stakeholders with the (draft) EEDI Strategic Framework

- Strategic coherence and impact orientation
- Consistency with local adaptations
- Provides capacity

Strategic direction

Strategic alignment

- Strong consensus on importance of collaboration and communication
- Integration route to People Strategy and Corporate Plan
- Unifying language

Strategic processes

Strategic delivery

- Federated model enables shared standards and collaboration
- Phased and strategic approach to embedding EEDI
- Balancing central leadership with local relevance.

...shes a platform for sustained ...surable EEDI impact.

- Diagnostic driven
- EEDI Review 2025 informed
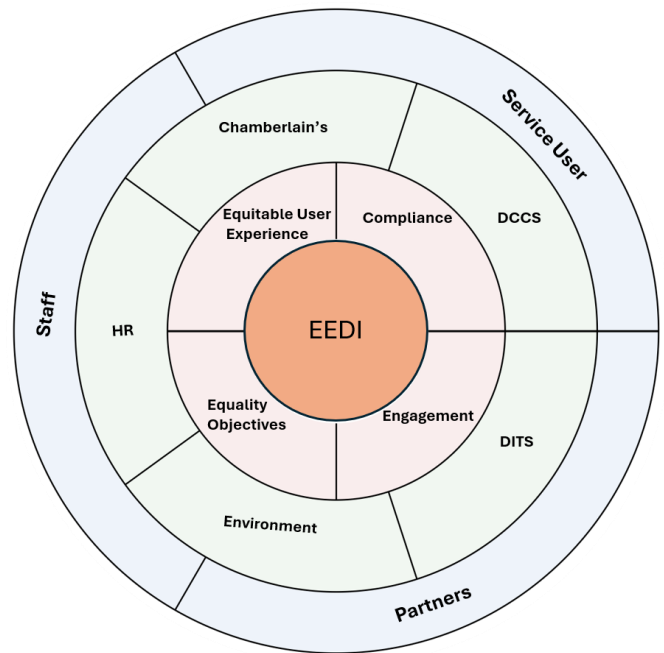- Evidence-based and responsive to organisational needs.

EEDI Integrated Picture

EEDI centres on
> Equitable User Experience
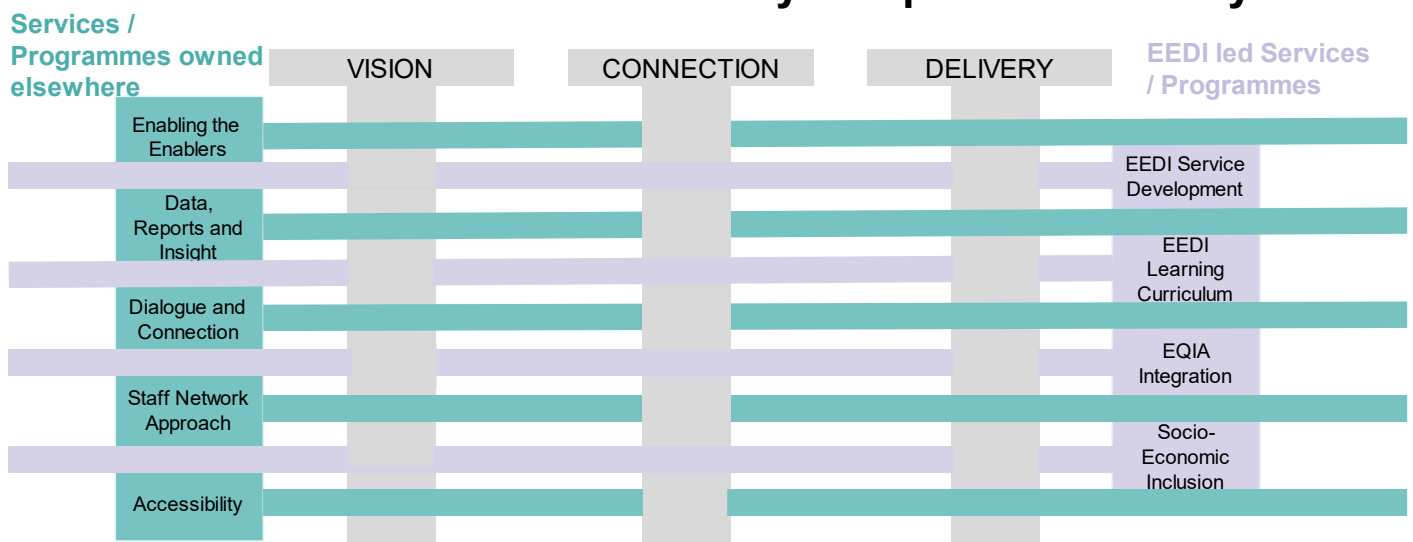> Engagement and Dialogue
> Equality Objectives
> Compliance

EEDI Enables the Enablers
> HR
> Chamberlain's
> DITS
> DCCS
> Environment

Ultimately, this impacts and benefits
> Service Users
> Partners
> Staff

Live, Work, Learn, Explore

EEDI Workstreams – direct delivery + dependent delivery

Services / Programmes owned elsewhere

| VISION | CONNECTION | DELIVERY |

EEDI led Services / Programmes

- Enabling the Enablers
- Data, Reports and Insight
- Dialogue and Connection
- Staff Network Approach
- Accessibility

- EEDI Service Development
- EEDI Learning Curriculum
- EQIA Integration
- Socio-Economic Inclusion

EEDI delivery as multiple, tightly woven strands: Vision, Connection and Delivery (EEDI Review) threads weave through EEDI led services (lilac) and programmes and services which involve collaboration through City Corporation (teal)
- Multiple interdependencies in EEDI workstreams– both services owned by EEDI and elsewhere
- Many dependencies and opportunities with wider City Corporation workstreams
- Speed and scale depends on levels of resourcing

Roadmap Overview

2026
Assessment and design
- Consolidate function and services
- Deliver regular compliance duties
- Scope improvement workstreams (resourcing/ dependencies)
- Relevant process and resource mapping
- Develop infrastructure e.g. dashboards and engagement mechanisms

2027
Stabilise and Strengthen
- Consistent delivery of function and services
- Deliver regular compliance duties
- Continue to deploy workstreams as scoped in 2026
- Commence annual reporting

2028
Sustain and build
- Continue from 2026 and 2027
- Build on Cultural Competency, Accessibility and best practice sharing
- Set new equality objectives

2029
Evaluate and Evolve
- Identify steps to Soar

Workstreams
1. Enabling the Enablers
2. Data, Report and Insights
3. Dialogue and Connection
4. Staff Network Approach
5. Accessibility
6. EEDI Service Development
7. EEDI Learning Curriculum
8. EQIA Integration
9. Socio-Economic Inclusion

Live, Work, Learn, Explore

Example EEDI Metrics and KPIs

- Senior Leadership's 360 Review Scores
- Employee Engagement Scores
- Customer Feedback Scores
- Staff Turnover, Retention Rate and Absence Rates
- Time between Disclosure to Response
- Time between Disclosure to Resolution
- # Unique Users on self service platforms (SafetyNet, HR, Diversity Dashboard)
- # EEDI Data requests to HR
- # Complaints and Tribunals
- Diversity of Candidates for Election, Members, Workforce and Service Users

- Social Value – protecting and enhancing the health and wellbeing on local people and environment, promoting local economy and building resilience through diverse supply chains

  - Community
  - Work
  - Economy
  - Planet

ROI estimation (Inclusive Employers Methodology)
- # Employees
- #Average salary
- £ EEDI spend
- Pre EEDI Strategic Framework (e.g., 2025-2026)
  - Employee Turnover
  - Employee Engagement Score
  - Sick Absence Rate
- Post EEDI intervention
  - Employee Turnover
  - Employee Engagement Score
  - Sick Absence Rate

Live, Work, Learn, Explore

Appendix 5: Network Design Principles

Staff Network Approach

The EEDI Delivery Roadmap will seek to strengthen Staff Networks as supported and sustainable drivers of equity, equality, diversity and inclusion (EEDI) by refreshing their purpose governance and resource.

The updated approach will include the following key areas of focus:

Clear purpose & role	Fit-for-Purpose Operating Model	Inclusive Membership & Leadership	Support, Sponsorship & Accountability	Enabling Infrastructure
Affirm a shared, organisation-wide understanding of what Staff Networks are, who they are for and how they contribute to EEDI and organisational priorities.	Align policies, governance, guidance and support mechanisms to create a network operating model that enables effectiveness, sustainability and impact.	Embed inclusive, transparent and fair approaches to membership, allyship and leadership, supporting succession, continuity and leadership development.	Clarify expectations for Executive Sponsors and administrative support and introduce proportionate accountability to strengthen trust, visibility and impact.	Strengthen practical enablers such as protected time, recognition and reward, demonstrating organisational commitment through fair and visible support.

Intended outcomes

By 2026: Shared understanding of Staff Networks, improved consistency and transparency and greater confidence among Co-Chairs, Sponsors and Network leads.

From 2027 onwards: Sustainable, inclusive and high-impact Staff Networks, stronger integration of lived experience into decision-making and enhanced internal culture and external EEDI reputation.