



QUALITY OF SERVICE & EDHR ACTION PLAN 2012

Champion

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Quality of Service & EDHR Strategy

Operational Delivery
Our People, Our Culture
Organisational Process
Local Accountability & Local Governance

13062012(9)

Commissioner's Foreword

The City of London is the world's leading financial and business centre; with an incredibly diverse day and night time population.

Achieving this vision requires a bespoke police service that recognises the unique needs of the people that the City of London Police serves; and my staff are proud to be at the forefront of reform and modernisation that focuses on service delivery. Whilst the City of London Police is a local police force, it delivers services locally, nationally and internationally especially in its lead role status for economic crime.

Delivering these quality services and achieving high levels of satisfaction is achieved by focusing on the values of the force that include respecting Equality, Diversity and Human Rights (EDHR) and ensuring these principles are enshrined in the way the force delivers high quality services. The force seeks to ensure EDHR is integral and embedded in everything that we do, so it is not something that sits within a specialist area but is a responsibility for all of our staff. However to ensure the force achieves defined priorities that will be measures of our success, the force also invests in a small specialist unit with responsibilities around EDHR and quality of service.

The City of London Police Strategy builds on the national tri-partite strategy representing: the Association of Chief Police Officers (ACPO), the Association of Police Authorities (APA), and Her Majesty's Inspectorate of Constabulary (HMIC) that sets out a "vision" for how equality, diversity and human rights are going to be delivered by the police service in the coming years. The Force Strategy goes a step further by bringing EDHR together with a specific focus on the quality of service provided by our staff.

The force cannot deliver effective services without the support of the City Population and businesses, so the strategy will have a greater emphasis on how we engage with and involve the community in our policing commitments.

Adrian Leppard MBA

Commissioner

Quality of Service & EDHR Strategy: Operational Delivery

Objective	Action Required	Action Owner	Protected Characteristics										Equality Duties		Force Priorities			Date RAG	Progress Update	
			Age	Disability	Race	Religion/Belief	Sex	Sexual Orientation	Gender reassignment	Marriage & Civil Partnership	Pregnancy & Maternity	Fostering good relations	Advancing equality of opportunity	Eliminating discrimination, harassment and victimisation	Public Disorder	Terrorism	Road Safety			Volume Crime
OD1 - Directorates develop their knowledge of local communities from a variety of sources, including partners and use it to plan and deliver services according to specific needs. ESPS I	01 - Ascertain what surveys, databases, 'local knowledge' are being utilized to inform the bank of community awareness.	DS																	Aug-12	The Ward Profiles are complete as of 31st May 2012 and will be reviewed following collection of the Census data in July 2012. A demographic database called 'MOSAIC' has been explored by the force and a business case is being developed. A total cost for this product is being forwarded to the force.
	02-Ascertain satisfaction data related to the Protected characteristics Ascertain what initiatives we have to reduce hate crime instances.																			Aug-12

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																						We have active membership of the Hate Crime Scrutiny and Involvement Panel, meets quarterly to examine prosecutions and the criminal justice response to victimised groups. This improves the level of service provided and is designed to assist in understanding the true picture and to design our response. As stated we now have LGBT trained officers to provide an excellent level of service to victims. The true vision package is now on the CoLP Internet Site to make reporting easier.
OD2 - Identify relevant EDHR Training and develop timetable for all staff to ensure protected characteristics are considered when delivering services.	01 - Recommend Quality of Service & EDHR Training Programme to ensure staff: Understand EDHR legislative requirements in the context of operational policing; allow them to understand communities' perceptions of 'quality of life issues' to better perform role; ensure they know how serious crime and organised crime affect diverse individuals and communities; what it means to deliver a quality service and how this relates to value for money and continuous improvement.	DS																			Dec-12	A TNA needs to be completed in conjunction with the EDHR Unit.
OD3 - Ensure that staff briefings are conducted in line with policy and standard operating procedure.	01 - Audit of briefing process.	DS																			Aug-12	Daily briefings are conducted in adherence to the briefing and debriefing policy, consideration is given to issues such as font size, etc. An audit process has recently been introduced whereby FIB monitor UNIFI on a monthly basis and produce a report to ensure that closing reports, debriefs and CIAs/EIAs are updated.
	02 - Report on findings of audit to Quality of Service & EDHR Board.																					Dec-12
OD4 - Ensure that staff de-briefings are conducted in line with policy and standard operating procedure by means of ...	01 - Audit of de-briefing process.	DS																			Aug-12	An audit process has recently been introduced whereby FIB monitor UNIFI on a monthly basis and produce a report to ensure that closing reports, debriefs and CIAs/EIAs are updated.

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an audit.	02 - Report on findings of audit to Quality of Service & EDHR Board.																				Dec-12	Findings will be reported to the EDHR Board in line with the December date.
OD5 - Ensure that information, intelligence and statistics (non Human Resources – see Our People, Our Culture) gathered by the force can be broken down by protected characteristics to improve service delivery.	01 - Identify where protected characteristics are not identified on force information, intelligence and statistical products with recommendations to the Board.	DS																			Aug-12	A detailed report from the PIU Researcher, submitted to PMG highlights responses to our various surveys. As stated below, respondents are asked standard diversity, (protected characteristic) questions and they also identify if they are living/working or visiting the City when taking part in the survey. Standard protected characteristic questions are asked of those responding to various surveys, the question set could be expanded to cover all characteristics.
	02 - Establish when protected characteristics are gathered how this information is used to improve service delivery.																					Aug-12
OD6 - The force obtains satisfaction data from a range of sources to monitor the way in which services are delivered with the ability to review against protected characteristics ESPS	TBC	DS																			TBC	Please see OD1

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OD7 - Information and intelligence relating to service recovery – complaints, dissatisfaction, health and safety issues to contain EDHR information to assist in the identification disparity between particular groups.	01 - Gap analysis to be conducted.	DS																		Aug-12	EDHR information is recorded on the Centurion system within PSD. Sometimes it is not completed by the complainant and sometimes the information is refused. The Form 50, (near miss) form does not include any EDHR information and needs amending to collect this data. Analysis of protected characteristics surrounding complainants can be undertaken by PSD as this information is recorded if provided by complainants, ethnicity statistics are reported to police sub-committee on a quarterly basis. It is apparent that a large number of complainants do not want to provide information concerning protected characteristics. Further work needs undertaking to alter forms to collect the required information in other instances, such as Health and Safety forms, etc.	
OD8 - Directorates and their partners engage with diverse individuals and communities to run appropriate initiatives that address their particular concerns in relation to serious and organised crime. ESPS 5	01 - Ascertain what initiatives have been run and evidence the effect the initiative has had on different communities	DS																		Aug-12	The PPU have introduced the LGBT Liason Officer's Scheme and have trained all PPU staff and two PCSO to perform the role. The PPU will concentrate on the investigative aspect while the PCSOs develop links into the City Community. The Force is rejoining Stonewall as this will assist in delivering the most appropriate message to the community at the same time as identifying who they are.	
	02 - Demonstrate what learning has been acquired and applied from the initiatives.																				Aug-12	This is a new initiative but lessons will be captured and circulated following on from process debriefing.
	03 - Ascertain any instances of community reassurance that have occurred as a result of serious crime and detail the learning from the incidents.																				Dec-12	As stated, this is a new initiative and the community reassurance will be assessed by the feedback received in due course.

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OD9 - Directorates and their partners engage with diverse individuals and communities to run appropriate initiatives that address their particular concerns in relation to terrorism and domestic extremism. ESPS 6	01 - Ascertain initiatives that have been run that have produced an effect on different communities. Ascertain what listening and response to local concerns from all communities has arisen in response to the PREVENT agenda.	DS																		Dec-12	<p>Bengali Women's Group (BWG) and Mansell Street Estate</p> <p>The City of London Police Prevent Team have engaged with the BWG regarding Prevent. The engagement related to presenting an overview of the governments strategy on Prevent, although this is a difficult topic for Muslim communities. The presentation was received with interest and resulted in a further meeting with the same group where Act Now, (Paper Fed Exercise where members of the community take on the role Counter Terrorism officers in charge of a CT operation), was presented. The Act Now presentation was also very successful a stimulated a great deal of discussion around the Prevent Agenda and raise the profile of Prevent with the group.</p> <p>Business Prevent Engagement</p> <p>A focus group has been established with a leading City business to evaluate Prevent and how this would affect businesses in general. This group has looked at the implications of referring employees who have displayed behaviour of concern to the Police. There has also been a Prevent presentation to the Wards Community Forum to raise awareness of the Prevent Agenda and to encourage further engagement of businesses regarding Prevent. It is clear that the engagement with businesses has been thought provoking and created substantial interest. However there are very real concerns regarding the legal consequences of passing</p>
OD10- Directorates use community profiles to develop innovative community engagement practices. ESPS 7	01 - Review the Community Engagement Strategy to ensure it is fit for purpose. 02- -Ascertain if there are mechanisms for the community to make suggestions on operational delivery. 03- -Detail how the suggestions shape service improvement.	DS																		Jan-13	<p>The Community Engagement Strategy has been reviewed and awaits a plain English test currently being undertaken by Corporate Communications. A Talkback facility is being developed by Corporate Communications, this will enable community feedback to be secured and acted upon.</p>

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OD 11 - The CoLP carries out equality analysis and ensures that it implements learning to address negative and positive outcomes. ESPS 2	01- -Ascertain what activities are undertaken to engage with diverse communities (Link with li1) and address adverse perceptions of the Police Service.	DS																Aug-12 *	Wards Polcing are mindful of engagement methods when dealing with the City Community. Around 20% of City residents are over 60 years old, therefore consideration is given to mail drops in support of email contact and force website use. Much work has been done building confidence with the Bengali Women's Network and Muslim groups on the Mansell Street Estate, this includes a recent joint visit to the Hajj Exhibition at the British Museum.	
	02 - Identify % compliance of CIAs and ensure that CIAs are used for organisational learning where appropriate.																		Aug-12 *	This will be monitored by FIB now that a new process is in place and both the CIA form and CIA Policy have been reviewed and renewed. It is believed a review will be undertaken in six months which should enable proper analysis and embedding of the new process.
	03 - Ensure any actions arising from EIAs and CIAs are monitored and Action Plans completed to address any matters highlighted																			Aug-12 *
OD 12- -BCUs, working with partners and key stakeholders, plan and shape services that meet the specific needs of children and young persons. ESPS 4	01 - Ascertain how children and young people are consulted and how they can help shape their communities.	DS																	Aug-12 *	CoLP run football tournaments on the estates to engage with youth, these are well supported. A number of young residents have been recruited to the City of London Police Volunteer Cadet Scheme and PCSOs visit and assist in local schools in support of the CoLP force youth and schools involvement officer. The CoLP runs a boxing team for local deprived youth on a weekly basis.
	02 - Ascertain the initiatives or targeted interventions to reduce the likelihood of children/young persons becoming offenders or victims of crime.																			Aug-12 *

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	03 - Ascertain the diversity training provided for community engagement with children/young people and identify any gaps.																			Aug-12 *	TNA to be conducted in conjunction with EDHR Unit to identify training issues.		
OD13 - To support victims and witnesses to improve their satisfaction levels and increase offences brought to justice.	01 - Report victim and witness satisfaction rates to the Board.	DS																		Aug-12 *	Victim and witness satisfaction rates are recorded by various means in the PIU. This information will be made available to the board and is capable of being broken down into the main protected characteristics where required.		
	02 - The force applies existing frameworks and guidance effectively to deliver improved services to meet the needs of diverse victims and witnesses.																				Aug-12 *	The above data from surveys is used to tailor service delivery through PMG actions. The revised Critical Incident Policy and new processes introduced in FIB will ensure, when fully embedded, that information and feedback from operational debriefs and closing reports is fed into the Organisational Learning Forum and then disseminated to staff through the Daily Briefing system. A library of indexed reports will also be centrally available to assist learning and planning for future operations.	
	03 - Identify or establish mechanisms to capture learning from protecting diverse people in vulnerable situations to ensure it is shared with colleagues and partners to improve wider quality of service.																					Aug-12 *	The DI PPU is a member of the London Hate Crime and Scrutiny Involvement Panel that meets on a quarterly basis at CPS HQ to review crimes of this nature that have gone through the Criminal Justice System. We have active engagement with a number of NGOs (Victim Support, CAADV, Coporate Alliance against domestic violence and Outreach).
	04 - Identify gaps in partnership working around victims and witnesses																					Aug-12 *	The management of the Courts Victim Care Unit has changed and new relationships are being built with them. The CPS representative for victim care within the CJU has been removed, this has meant that the CJU have reviewed their processes to ensure the gap is filled and victim care is properly considered.

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OD 14 - CoLP Staff, working with partners and key stakeholders, plan and shape services that meet the specific needs of diverse people in vulnerable situations.ESPS 3	01 - Ascertain evidence that the needs of specific communities are addressed within custody and identify any gaps in this area.	DS																	Aug-12	Dietary requirements are considered in the Custody area with access to Halal, Vegetarian and Kosher meals being available. Immediate access to a Koran is also available. Access to washing facilities is available prior to praying times. Advice on searching Transgender people is also present in the custody block.	
	02 - Ascertain and detail how domestic violence, hate crime, LGBT, disability, race and mental health are considered within vulnerable situations.																		Dec-12	We have a diverse Public Protection Unit who are fully trained and cognisant of the diverse needs of our community. The Unit prides itself in high standards of sensitive and confidential victim and witness care provision (Phoenix Suite, a dedicated and suitably maintained vehicle and Softroom provision). This is evidenced in thematic inspections.	
	03 - Ascertain any initiatives developed to enhance the understanding of staff working in these areas and in custody and identify any gaps in training.																			Dec-12	Custody staff receive input on these issues on custody staff courses. The content is regularly reviewed as a result of feedback from staff and alterations made as necessary.
	04 - Ascertain how processes are being shared amongst partners who work with vulnerable communities and vulnerable individuals and identify any gaps																			Dec-12	As a result of close partnership working and proximity to the Local Authority at Guildhall we have a number of well established groups and forums including the ASB forum, Domestic Abuse forum, the Safeguarding Panel, the Childrens Improvement Board and the Health and well-being Board. This list is not exhaustive. All meetings are minuted with associated action plan logs, these ensure continuing improvement and consistency.

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<p>OD15 - a) Launch a Talkback page within our Force website, capturing on-line views. This page should include the dates, times and venues of consultation events to be held in 2012 – signposting City workers, businesses and residents to the most appropriate forum to express their views.</p> <p>b) Update Talkback pages, following each consultation activity – feeding back to communities what concerns they have raised around high level priorities and the Force's plan to address these.ESPS 1,2,3,4, 7</p>	<p>01 - Break down into priority groups ensuring ongoing relevance. Detail how feedback is given, when and conduct dynamic assessment as to any further progress which may be needed.</p>	DS																	Aug-12	<p>This action involves a large volume of work assessing how the force will actively seek feedback directly from the website. There are a number of disparate sections of the website where members of the public can submit feedback in different formats. The Talkback page will require constant monitoring and swift responses being made to the public. The ability to collect information on protected characteristic data will also be required. Work is ongoing with Corporate Communications to complete this task.</p>
<p>OD 16 - Produce a plan to meet new legal obligations established under the 2011 Police and Social Responsibility Act. This work should include:</p> <p>a) Defining communities served by the Force. b) Devising a means of regularly consulting such groups about short-term priorities (and issues). c) Devising a means of feeding back the results of operational activity aimed at addressing priorities and concerns. ESPS 1,2,3,4,5,6,7</p>	<p>01 - List all communities (Residents/Business community/Visiting community/ etc).</p> <p>02 - Use the list from head of Strategic planning for meetings and forums where consultation is undertaken.</p> <p>03 Decide how feedback should be given (e.g website/letters/face to face etc)</p>	DS																	Aug-12	<p>Defining Communities work was completed during the 2010 work on Citizen Focus. Ward profiles have also just been reviewed and are available. The Wards profiles are to be amalgamated to reduce the number.</p> <p>Community Partnership Meetings with residential and business communities set Local Policing Priorities.</p> <p>Feedback is provided utilising a variety of methods (including email and force website). A "You said: we did" SARA results model is used.</p>

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<p>OD 17 - Review and edit the Community Engagement Strategy document to ensure that pledges about access (use of plain English, availability of translation material, access for visually and hearing impaired) have been implemented and ensure that it meets corporate standards on presentation, structure and content.</p> <p>b) Once edited, to upload the Community Engagement Strategy document to the Force's external website. ESPS 1, 3, 7</p>	01 - As per objective	DS																		Aug-12	The Community Engagement Strategy review is now complete and awaits update from Corporate Communications.
	02 - Context and plain English checks																				Aug-12

Quality of Service & EDHR Strategy: Our People, Our Culture

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			Age	Disability	Race	Religion/Belief	Sex	Sexual Orientation	Gender reassignment	Marriage & Civil Partnership	Pregnancy & Maternity	Fostering good relations	Advancing equality of opportunity		
OC1 - Develop specific guidelines around support for progression (promotion or specialism) and attachments to supplement the new SOP (LOKAHI).	01 - Review the policy to ensure that it supports the progression of all staff with protected characteristics by undertaking a further EIA.	Phil Pepper												May-12	The current EIA is being reviewed in order to allow the Force to comply with the Equality Act. A quality assurance process, critical challenge and sign off mechanism need's to be agreed as well as training for all key staff undertaking EIAs. Staff in HR and EDHR were trained in March 2012. A revised EIA form has been introduced which meets necessary requirements. Guidance, which will be issued Force wide, is being finalised. The temporary promotion (TP) SOP has been reviewed and updated as it was identified that this was an area where more guidelines were required to ensure equality of opportunity. Managers are now required to meet objective criteria in any decisions regarding TP.
OC2 - Ensure transferees' skills are positively used. A skills audit to be undertaken at the stage when transferees join the force. Consideration needs to be given to how these skills can supplement or enhance the current skill-set of the organisation or of specific teams (LOKAHI).	01 To consider how to provide a mechanism to capture the voice and views of transferees, so that their skills and experience can be used to enhance the Force.	PP												Jul-12	The EDHR manager has undertaken an audit of the Self Service updates. As a result of this work a report will be run which details all skills, it is then anticipated that this information can be managed so as to assist the Force more proactively. As part of the CityFirst engagement process workshops were held to gather the views of the Force. Specific workshops for transferees were run as part of this wave of engagement. Similar engagement is planned as part of the continued implementation of CityFirst. This will allow the Force to continue to specifically capture the learning of officers from other Forces.

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	02 - Undertake review of induction processes. (April 2012)														
OC3 - Ensure visible minorities have access to high-level support – not just from their minority group, but importantly from senior white male colleagues as well. The support and mentoring for visible minorities should combine same-minority mentors to allow for specific issues to be discussed and addressed using similar personal experiences, and senior white male officers (from the perceived 'Old Boys Club') who can offer the support needed from the 'ones with power' (LOKAHI, ESPS 9)	01 - An evaluation of the existing mentoring opportunities should be carried out to monitor their impact & effectiveness. The findings will be fed into the Talent Management Strategy, with specific reference to mentoring for visible minority staff and officers.	PP												Jun-12	A draft talent management strategy was presented to Hr Strategic Committee in March 2012, it has been re-named the People Plan and further work is currently being undertaken following feedback and this will be taken to the next HR Strategic meeting in June. Further work is being undertaken regarding mentoring and an independent evaluation has been commissioned to review the services available. Recommendations will then be provided as to the most suitable option.
	02 - Under full evaluation of current support schemes, e.g. Springboard etc														

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OC4 -. Restore confidence in the complaints procedure regarding human relationships and working practices. An internal working group could be formed to harness employees' ideas, experience and energy. We do not recommend the use of outside consultants (exclusively) or a top-down approach to fixing it. The perception that needs to be explored is that complaints are not dealt with effectively or result in those making a complaint being 'punished'. Explore mediation approaches where issues are resolved satisfactorily without being escalated to a formal grievance status (LOKAHI).	01 - The force should consider publishing the number of fairness at work issues and the outcomes. The perception that complaints/ grievances are not dealt with effectively needs to be reality checked and this also needs to be communicated to staff.	PP												Aug-12	The Force published this data as part of the compliance requirement of the Public Sector Duties and will need to provide at minimum annual reports of this information. The Force is producing quarterly statistics and these have been published on the Intranet, Internet and submitted to PMG, they will also be taken to the next Performance and Resource Sub Committee as part of the HR monitoring report. The data was also taken to the Quality of Service and EDHR board on 3 may 2012. The number of grievances and the reasons they are submitted is also now discussed at the OLF, where lessons learned can be implemented. In addition to the a Gold Group has been introduced which will monitor and manage all employee relations cases to ensure that all actions are necessary and appropriate.
	02 - Review of mediation schemes to support staff in resolving issues in the workplace.	PP													Aug-12

Our People, Our Culture

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OC5 - Examine practices as well as policies about flexible working and childcare arrangements to ensure that the perception about limited progression opportunities for female officers with childcare responsibilities is addressed. Support the Women's Network to further harness the positive examples of officers who have evidenced outstanding work (LOKAH, ESPS 10).	01 - HR - To continue to monitor situation and ensure managers formally record informal arrangements. City First to review resilience within new structure - particularly around popular 4 day working patterns and staff availability on Mondays/Fridays.	PP												When city First proposals are implemented.	City First will review staff availability when defining new Force structure and all flexible working patterns will be reviewed as part of the individual consultation process, this will also allow HR to capture details of those staff that have local arrangements so that these can be formalised and recorded which will improve data accuracy. To support this piece of work staff and managers will again be required to detail flexible working patterns as part of the annual PDR process. The flexible working policy has been reviewed and updated and has been submitted for consultation. An EIA has been completed for this policy. All staff that work flexibly have been identified in preparation for the next stage of CityFirst. The EIA for the current Sergeants promotion process took into consideration flexible working to ensure that staff that work flexibly were not disadvantage at any stage of the process. L&D have introduced on line training packages which support flexible learning, particularly helpful to staff working more flexibly.
OC6 - Explain during induction the support systems available for new staff, including transferees. Introduce a 'plus-one' in addition to one's line manager (e.g. mentor, advocate or supporter) which is a recognized role, optional but strongly advised, as an alternative support (LOKAHI).	01 - Review of induction scheme to ensure that it is consistently used for all with NCALT activities.	PP											Jul-12	The review of the Induction processes is part of the wider People Plan.	

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OC7 - Ensure informal communication is complemented by a transparent, prompt, formal one. For example, ensure that the broadcast email system is used to disseminate messages from all relevant departments, including HR (LOKAHI) .	01 - The EIA timetable is due to be published (March 2012) Feedback from 2011 SAS to be included as an "Inforce" article (April 2012)	PP											Jun-12	A specific communication strategy has been introduced to support the CityFirst change programme; this includes rumour mill, Q&A, staff suggestions and regular briefings and updates. To support this and also to improve communication in the future 'team briefing' will begin in June 2012, this consists of an approved communication from ACPO being disseminated to the Force via line managers who will be required to undertake a dialogue with their teams by way of Q&A and obtaining feedback Road shows are taking place, which provides two-way communication for officers and staff to question ACPO about the forthcoming changes with CityFirst. HR has produced FAQ, which have been published on the Intranet, they have also provided training to all managers in how to manage the implementation of CityFirst and how to communicate with their staff. An Employee Guidance Document is being produced which will also answer a number of questions and concerns by staff and officers.
OC8 - Emphasis should be placed on rewarding outstanding work. The reward system should recognise a broad area of professional contributions and not be limited to job-specific performance measures (e.g. number of arrests). It should take into account interpersonal skills and contributions to cultural changes, such as mentoring, conflict resolution, leadership and innovation (LOKAHI). Adopt clear systems for success so	01 - Ensure that promotion and selection processes remain robust and test competence rather than technique.	PP											Jun-12	The recent Sergeants promotion process was carefully planned and structured to ensure fairness. An EIA assessment was produced and external verification provided by the EDHR manager. The process has been evaluated and a report provided to DoCS. A revised EIA will be completed for the reward and recognition policy and data relating to how this is applied to those with protected characteristics will be submitted to the Quality of Service and EDHR Board.

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that competent colleagues are recognised. This will tackle the perception that those who know how to 'play the system' but are not competent will progress in their careers.	02 - Ensure that the reward and recognition policy is applied fairly and consistently.													Jul-12	Work included as part of the People Plan
	03 -Run a dip sample to completed PDRs and use evidence to prepare CoLP requirements for the new PDR system (2013/14)														Aug-12
OC9 - Introduce independence into the promotion panels/boards. This could be achieved by either involving a member of the Committee, by inviting representatives of the same rank from a similar size force with an appreciation of the challenges faced by the City of London Police officers, or by involving someone from the Met with cognate experience in issues of policing (Greater) London (LOKAHI).	01 - The Force to consider the use of some form of independent validation process, particularly in relation to promotion. After CityFirst HR will look to gain information from other Forces and organisations about their protocols	PP												May - 12	The recently appointed EDHR Manager provided moderation on the recent Sgt promotion boards. A number of checks & measures were introduced to ensure fairness in the process. The process was equality impact assessed & evaluated, with a report submitted to DoCs. One result is that the policy is being reviewed and the inclusion of independence in selection processes has been included. .

Objective	Action Required	Action Owner	Protected Characteristics									Equality Duties			Date RAG	Progress Update	
			Age	Disability	Race	Religion/Belief	Sex	Sexual Orientation	Gender reassignment	Marriage & Civil Partnership	Pregnancy & Maternity	Fostering good relations	Advancing equality of opportunity	Eliminating discrimination, harassment and victimisation			
OC10 - In future decisions around recruitment, retention and potential redundancy, make clear the senior commitment to 'fairness and excellence'. Clarify what is expected of excellent officers and those likely to succeed (LOKAHI, ESPS 10)	TBC	PP														May - 12	Following on from the recent Sergeant's promotion process all recruitment, promotion and selection processes will require data analysis against the 9 protected categories & follow the recommendations of the EIA for that process. Quarterly figures will be taken to the Quality of Service and EDHR board starting with the meeting on 3 May. An EIA has also been completed for the CityFirst project
OC 11 - Ensure support is available to those with low confidence to enable them to better prepare for situations where they need to project the evidence of their work in front of promotion boards. The existing support networks and the expanding mentoring arrangements could play a key role in supporting these officers (LOKAHI, ESPS 8)	01 - An evaluation of the existing opportunities to be carried out to monitor the impact & effectiveness of the current arrangements. The findings will be fed into the Talent Management Strategy, with specific reference to positive action activities.	PP														Jun-12	The People Plan activities includes reference to how CoLP will support all staff through promotion processes and Boards. SMB have also agreed to a support package being taken forward, which will assist the development of officers and staff in under represented groups. It is hoped that this will be taken forward with the assistance of the Support Networks, Federation and Trade Unions.
OC12 - Make available training for line managers, all senior officers and those who want to be mentors in how to support their staff across the board. Raise awareness of the impact of the perceived 'Old Boys Network' in this training (LOKAH, ESPS 8,9)	01 - An evaluation of the existing mentoring opportunities should be carried out to monitor their impact & effectiveness. The findings will be fed into the Talent Management Strategy, with specific reference to mentoring for visible minority staff and officers.	PP														Aug-12	Work included as part of the People Plan

Objective	Action Required	Action Owner	Protected Characteristics							Equality Duties			Date RAG	Progress Update	
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OC13 - Encourage line managers to apply consistency in their personnel development and use an evidence-based approach to the support given to their teams in preparation for the promotion exams. Ensure that good managerial and mentoring practices are rewarded and encouraged (LOKAH, ESPS 9)	01 - A piece of work was undertaken to explore why pass rates in OSPRE have fallen with CoLP. This resulted in proposals to SMB in March 2012.	PP												Jul-12	March SMB agreed to support officers to undertake OSPRE by providing some financial assistance and 2 days study time. Further work is also being undertaken and reported back to July SMB.
OC14 - Ensure that, where adopted, positive action takes an informal route of access to mentoring and support. The formal and wide 'advertising' should be avoided as it is divisive and creates perceptions of unfair promotion (LOKAHI, ESPS 9)	01 - Work needs to be undertaken which will make positive action a continual process within the Force rather than a response to a process.	PP												Oct-12	The People Plan will also include how under represented groups can be developed and supported; this will cover Force wide initiatives as well as individual needs. The work agreed by SMB and detailed in action 10 will also consider this recommendation
OC15 - Make better use of its officers to promote a positive image of the excellent work undertaken by the force. For example, in future recruitment drives, use existing outstanding officers with the right background experience to encourage those in their communities to join the force. Investigate the possibility of personal support from the same minority group during the recruitment process (LOKAHI, ESPS 10)	01 - The MPS had a scheme whereby officers and staff volunteered to become positive action representatives. When a positive action initiative took place these volunteers could be called upon to attend and they were given time by line management to do so. The CoLP could consider adopting this approach by utilising the support networks and their members.	PP												Sep-12	. Work in developing the use of 'recruitment champions' will commence during the summer.

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OC16 - Ensure that people with strong skills, interests or expertise in a specific area are encouraged to mentor or pass on their knowledge. Furthermore, ensure that they are given a fair opportunity to work in roles which make the best use of their expertise (LOKAHI, ESPS 8)	01 - To look at all ways officers with specialist skills can use them and to introduce a mentoring scheme.	PP												Oct-12	Following on from the recent Sergeants promotion process a postings panel took place, which allocated the newly promoted officers a post, there was also an opportunity for existing Sergeants to move role. These decisions were based on skills, interest and expertise and overseen by ACPO and HR.
OC17 - Further support female officers coming back from maternity leave and ensure prompt clarity prior to their return to work over job responsibilities (LOKAHI).	01 - Ensure that any guidance given to managers supports the recommendation. Regular survey of "maternity returners" to be undertaken.	PP												Jul-12	A post maternity check list exists which requires line managers to tick off actions that need to be completed, this has been updated to ensure that any change to role is checked with HR to ensure legislative compliance and then identified and discussed in ample time prior to the return date.

Quality of Service & EDHR Strategy: Organisational Process

Objective	Action Required	Action Owner	Protected Characteristics										Equality Duties		Date RAG	Progress Update		
			Age	Disability	Race	Religion/Belief	Sex	Sexual Orientation	Gender reassignment	Marriage & Civil Partnership	Pregnancy & Maternity	Fostering good relations	Advancing equality of opportunity	Eliminating discrimination, harassment and victimisation				
OP1 – Manage and update the QS & EDHR Action Plan and identify priorities (ESPS).	01 - Ensure that the QS & EDHR Action Plan is maintained.	LC														Ongoing (quarterly review)	The QoS/EDHR Action Plan was circulated in April to the nominated champions. Due to City First changes, Superintendent postings are likely to occur in June. This means that the current champions are likely to change, with the exception of Mr. Phil Pepper (HR). Until the new champions are confirmed, it is considered that the nominated champions should take ownership at this stage but not implement any working groups, until moves have been confirmed and new champions identified. The new champions can then identify how they wish to drive forward their areas of responsibility across the organisation.	
	02 - Establish priorities.																Aug-12	Once the new champions are confirmed, Head of SRP will meet with the nominated champions to discuss if there are any priorities in each of the areas that need specific focus.
	03 - Review priorities– ongoing (quarterly review).																	Ongoing (quarterly)
OP2 – Ensure that our policies, procedures and practices are fair, ethical, avoid institutional discrimination and are responsive to diverse needs (QS & EDHR Strategy, Lokahil, ESPS 11).	01 - Policies and SOPs are contained within one area of the intranet to enable staff access and this area is maintained.	LC	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Complete	All policies and SOP are maintained in one place on City Net. Staff access is direct from the front page. The Head of Strategic Planning is responsible for ensuring that policy and SOPs are placed on the site.	
	02 - Policies and SOPs that are not protectively marked are available on the external site.		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Complete	All Policies (unrestricted) are already contained on the external website. The majority of SOPs contain tactical detail and are restricted. A strategic decision was made not to publish unrestricted SOPs.
	03 - Policy and SOP for Equality Impact Assessments (EIAs).		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Complete	The policy and SOP for Equality Impact Assessment has now been signed off by ACPO and is available on the intranet for all staff to access
	04 - Policy and SOP for Community Impact Assessments (CIAs).		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Complete	The policy and SOP for CIA has recently been reviewed and is available on the intranet for all staff to access.

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	05 - Research and evaluate the need to scrutinise EIAs and CIAs reporting to Board.												Aug-12	It is considered good practice to quality assure EIA and CIA completion. The new independent Diversity Manager employed by the Force will be tasked to undertake regular quality assurance and feed back any issues to Organisational Learning Board. The manager will also be tasked to identify any gaps where CIA and EIAs should have been completed. A Citynet article will also be published to raise awareness of staff around CIA and EIA completion, linking to the relevant policies and SOPs.
	06 - Procurement/ resource activity reports are published and set out how equality and diversity issues were considered and acted on furthering objectives. (ESPS 13).	Patrick Theseira											Nov-12	The City of London Police are now required to work within the City of London Corporation Procurement Framework. LC will make enquiries to establish the position regarding this requirement. Update 29.05.12 The Force is now part of the City of London Corporation PP2P procurement process. For high value procurements, PT has sight of all documentation and is reassured that an impact assessment is completed. For low value procurement, PT is not sighted on documentation, however, the impact assessment is woven into procedures. There is no quality assurance that this is occurring though. PT is working with the CoL Corporation to improve working practices and will ensure that equality and diversity issues are considered during his work on process mapping.
OP3 – Publish force data that relates to the objectives of the Strategy and Action Plan. (QS & EDHR Strategy)	01 - Establish an EDHR data set for the QS & EDHR Board and PMG.	LC											Sep-12	Quarterly data is published on the CoLP external website, which the Force considers is relevant to community interest. This data will be scrutinised at QS & EDHR Board. Existing HR data is scrutinised at PMG. LC has asked PP to include the ethnicity and gender of staff leavers in the data set – to be able to monitor potential retention issues. Good practice is being sought from other Forces on the types of data that could be monitored, (over and above the general HR data) – that would provide additional value to this area of work. Further data requirements will be considered and discussed with HR.
	02 - Internal and external publication of EDHR data.												Ongoing (quarterly review)	The Force currently publishes data in line with the Equality Duty on a quarterly basis, which is above the requirement to publish data once a year.

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	03 - Identify any EDHR data gaps and provide cost/ benefit analysis to the Board.															Sep-12	The data provided both internally and externally will be reviewed in line with the QoS/EDHR plan and any gaps will be reported to the board.
	04 - Provide mechanism for community feedback/comment.															Dec-12	http://www.cityoflondon.police.uk/CityPolice/Departments/CorporateServices/Commitments/EqualityDiversity/esps.htm contains a link for the community to contact the Diversity Unit in order to provide feedback. There is also a generic 'contact us' area on the City of London Police website.
OP4 – Identify QS and EDHR performance indicators. (ESPS 11)	01 - Recommend QS and EDHR performance indicators to Board and PMG.	LC														Sep-12	Same as for OP3 01 – considering performance data.
	02 - Publish internally and externally performance information.															Dec-12	Once data sets agreed, this information will be published both internally and externally.
	03 - Report to SMB every 6 months.															Ongoing	Next report due to go to SMB for June 2012.
	04 - Report to Police Committee every 6 months.															Ongoing	Next report due to go to Police Committee July 2012
OP5 – Business plans relating to clothing and equipment address equality and diversity considerations (ESPS 12)	01 - Establish current process of assessment around clothing, equipment and police estate and report to Board with findings/ recommendations.	LC														Sep-12	Previous process recommended by Chair of the Women's Network to clothing stores (clothing/equipment purchase) to ensure that an impact assessment was considered for all new purchases. LC to quality assure process. Estate was never considered. LC will research position and report back to the Board.
	02 - Questions on annual staff survey to identify issues with clothing, equipment and accessibility.															Dec-12	Force survey will be conducted in October 2012. Survey will include a question regarding clothing, equipment and accessibility. AR dealing.
OP6- Reports on CoLP procurement and resourcing activities are published and show how equality and diversity issues are considered and acted on (ESPS 13)	TBC	LC														Jan-13	The City of London Police now work together with the City of London Corporation who have a procurement framework. Therefore all procurement processes now accord to the City of London Corporation procurement strategy. LC to contact Patrick Theseira to consider the question.

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OP-7 Business plans relating to buildings, infrastructure and fleet address equality and diversity considerations (ESPS 14)	01 - User survey of police estate.	LC															Sep-12	The City of London Police are currently looking at an accommodation strategy for the Force and its requirements moving forward. LC to check with RAR re equality and diversity considerations.
OP8 – Enable the City community to have a greater say in how services are provided. (ESPS 11)	01 - Residential Community Engagement Meetings Stage 1 - Review current position and report recommendations	LC															Dec-12	Review underway. Community meetings to be mapped to avoid duplication with other CoLP organised meetings and CoL Corporation meetings. <i>Under City First the Force is re-structuring and staff numbers within Wards Policing Team will be reviewed and likely reduced. The new Head of Operational Policing, will need to review and consider how to deliver residential / business community engagement meetings moving forward. It is unlikely that the new structure will be implemented during the Olympic period, so this piece of work is ongoing. Currently, the City area is split into four areas (north, east, south & west) and 26 Wards. A number of meetings are held within each area to engage with residents and businesses (sometimes together, sometimes separately – depending on variance of issues), identifying community concerns and issues which has a subsequent impact on resource tasking. The Force also conducts a regular street survey every quarter to find out what people in the street (residents/business/visitors) think about the City of London Police. 81.3% street pop over the 2011/12</i>
	02 - Business Community Engagement Meetings Stage 1 - Review current position and report recommendations																	Dec-12

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			Age	Disability	Race	Religion/Belief	Sex	Sexual Orientation	Gender reassignment	Marriage & Civil Partnership	Pregnancy & Maternity			Fostering good relations
	03 - Transient and visitor engagement. Stage 1 - Review current position and report recommendations												Dec-12	Review underway. Methodology being formulated to give an accurate overview of transient community and visitor patterns. This will inform the most appropriate method to engage with hard-to-reach groups. Visitors and transient community are currently monitored through the street survey (mentioned in 01). The new Supt Community will need to consider this area of work and report back to LC
	04 - Establish how the force identifies community issues or priorities associated to defined characteristics. (elderly concerned around ASB...)												Aug-12	Work ongoing to map current prioritising of ASB Response (Gold, Silver, Bronze) to define characteristics including Mental Health (refs: 'Hidden in Plain Sight', 'Getting Away With Murder', 'Another Assault') This is mainly linked to ASB reporting. Wards Policing and the Communications Centre are currently reviewing working practice as a result of 2 HMIC inspections. Part of the focus is on defining characteristics. The ASB Action Plan will pick up this action.
	05 - Monitor satisfaction and dissatisfaction levels and ensure that the results of satisfaction surveys and similar activities are discussed and addressed at each quarterly Organisational Learning Forum meeting.												Complete	Currently the Quarterly surveys (crime victims, street population and ASB victims) are all reported to PMG. PMG is the strategic meeting to monitor performance. Any issues of 'service recovery' or emerging trends will be actioned from PMG to OLF. This was established at the PMG meeting dated 24.5.12 – minutes of meeting reflect decision.
	06- Analyse responses from strategic consultation events/surveys and produce related management reports (to assist the ACPO team, senior managers and Police Committee members to identify key priorities). This work should ensure that it is possible to identify priorities by community segment, any emerging trends and deficiencies in the response rate for different communities (specifically hard-to-reach groups) Break Responses down into specific priority community areas e.g. Business, Residential, Visiting Community												Sept 12 onwards	The new 'Supt Community' post-holder, once appointed, will consider the wider range of engagement activity and be responsible for this area of work. To be discussed with the new post-holder once appointed.

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OP9 – CoLP provides an accessible and inclusive procedure for making complaints which is fair and transparent and for which we are held accountable. (ESPS 22)	01- Board Agenda Item- Update from Organisational Learning Forum (initial report to include how diversity, equality and human rights monitoring is conducted)	LC															Dec-12	The City of London Police website http://www.cityoflondon.police.uk/CityPolice/Contact/MakeAComplaint/Make+a+complaint.htm contains comprehensive detail on how a member of the community can make a complaint against a member of staff. All front office staff are trained to deal with people attending the front office wishing to make a complaint. The City of London Police Control Room also has a procedure in place, if someone phones the switchboard, they will refer the person immediately to the Control Centre Inspector who will decide how the matter should be dealt with. PSD will monitor diversity data regarding complainants. This data should be discussed at QoS/EDHR Board as a standing agenda item. LC to contact PSD to set up process for regular reporting to Board.
OP10 – Identify quality of service and EDHR activity beyond the scope of the Action Plan that is delivering positive outcomes. (ESPS 11)	01 - Create intranet database for staff to inform the force of quality of service and EDHR activity that has brought about a positive outcome(s).	LC															Sep-12	LC to discuss with Diversity Unit how this action could be achieved by using a link on the front page of CityNet
	02 - Establish process of organisational learning and knowledge sharing.		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Complete	OLF has been established to identify org learning and share knowledge. Any reports received by Diversity Unit identifying positive or negative lessons, will automatically be referred to OLF.

Quality of Service & EDHR Strategy: Local Accountability & Local Governance

Objective	Action Required	Action Owner	Protected Characteristics										Equality Duties			Date RAG	Progress Update		
			Age	Disability	Race	Religion/Belief	Sex	Sexual Orientation	Gender reassignment	Partnership	Marriage & Civil Partnership	Pregnancy & Maternity	Fostering good relations	Advancing equality of opportunity	Eliminating discrimination, harassment and victimisation				
LA1 - To have a single strategy for Quality of Service and EDHR (Equality Act requirement to have equality objectives).	01 - To write a strategy for the delivery of high quality services that addresses equality, diversity and human rights (EDHR) issues.	C/Insp Ricketts															Complete		
	02 - Submission and approval of SMB.																	Complete	
	03 - Submission and approval of Police Committee.																	Complete	
	04 - Communication of Strategy to Staff.																	Complete	
	05 - Communication of Strategy to Community.																	Aug-12	Strategy has been published on Force External Internet site and through IAG. Update required re external Community Meetings.
LA2 - To develop a single action plan for Quality of Service and EDHR. The Action Plan will use S.M.A.R.T.E.R. principles with scrutiny from both Police Committee and IAG Leads (Equality Act requires EDHR objectives).	01 - Completed Action Plan combining outstanding EDHR Actions and Quality of Service Issues	C/Insp Ricketts															Complete		
	02 - Consultation of draft Action Plan with Champions, Police Committee Lead and IAG Lead.																	Complete	
	03 - Agreement of Chair of the Board.																	Complete	
	04 - Publication of Action Plan to staff with opportunity for feedback.																	Aug-12	
	05 - Provide exceptional reporting to SMB on actions that show a red RAG status.																	Aug-12	
	06 - External publication of document for increased transparency and accountability.																	Sep-12	

Objective	Action Required	Action Owner	Protected Characteristics							Equality Duties			Date RAG	Progress Update
			Age	Disability	Race	Religion/Belief	Sex	Sexual Orientation	Gender reassignment	Partnership	Pregnancy & Maternity	Fostering good relations		
LA3 - Establish a new strategic Board for Quality of Service & EDHR and supporting tactical groups (required to oversee the strategy and action plan).	01 - Establish membership of Board	Assistant Commissioner											Complete	
	02 - Agree Terms of reference of Board and link to other strategic meetings.												Complete	
	03 - Hold inaugural board												Complete	
	04 - Inform staff of membership and terms reference.												Aug-12	
	05 - Establish specific tactical/ problem solving groups to support Board when priority areas are identified.												Aug-12 *	
LA4 - Allow the Public and City community in particular to have access to policies and SOPs in line with data protection and protective marking arrangements (QS & EDHR Strategy).	01 - Review current position and report to Board findings and recommendations.	DL											Aug-12	Review of Policies and SOPs to be undertaken to ensure correct marking. Policies & SOPs to be published on external Force Internet. Ongoing
LA5 - Allow the Public and the City community in particular to have access to Force performance information (QS & EDHR Strategy).	01 - Review current position and report to Board findings and recommendations.	C/Insp Ricketts											Aug-12	Review of current information produced by PIU to be carried out to ascertain any protective marking issues. CoLP external internet site to be regularly updated with information.
LA6 - Support the IAG and promote awareness within the Force (QS & EDHR Strategy).	TBC	Insp May											Aug-12 *	

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LA7 - Develop a standardised set of questions to support Force wide strategic consultation (that which is used to inform annual Policing Plan priorities, our Control Strategy priorities and related documents).	01 - Break Responses down into specific priority community areas e.g. Business, Residential, Visiting Community. (Business could be broken down into sub groups)	DL													Aug-12 onwards	Performance Information Unit are the central Force resource for public surveys and hold the standardised wording, as approved by the Commissioner, for questioning around Policing Priorities at a Strategic Level. 'SPA Future Thinking' (formerly Mayvern Research) are contracted to conduct street surveys each quarter where question 11 is "CoLP priorities include counter terrorism and tackling violence and serious crime. What other issues do you think CoLP should prioritise?" The analysis report from this survey reports to a strategic level at the Performance Management Group, chaired by ACPO with Senior Management and Police Committee representation in attendance.
LA8 - Devise a means by which Lead Force stakeholders can influence the selection of annual fraud priorities (those which appear within our Policing Plan).	01 - Identify all key Stakeholders, assess current engagement meeting cycles, including the Regional Hubs, in order that the fraud priorities reflect local, regional and national issues.	DL													Aug-12	
LA9 - To prepare, for each six weekly Police Committee meeting, a section of the regular community engagement report detailing the results of strategic consultation activity.	01 - attending strategic consultation meetings.	DL													Aug-12	
LA10 - Coordinate a meeting, in the first quarter of each year, between the Force and Police Committee to discuss and agree priorities for inclusion in the forthcoming year's Policing Plan.	01 - Prepare key themes from each priority community area, with supporting evidence, any activity, results and impact (pre and post action) link to known threats and risk and current demand.	DL													Aug-12	

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LA11 - Devise a means of encouraging hard-to-reach groups to participate in strategic consultation (when analysis of survey results and attendance at events indicates that response rates from our various communities are not representative). This should include a plan to use the Force's IAG to support such activity.	01 - Establish which areas are represented (which estates/wards/groups) whether they are m/f and which ethnic group, in order that underrepresented groups may be identified (alongside IAG)	DL												Aug-12	Requires communities to be defined before we can start engagement This action requires work above in Strategic Engagement to have been completed before moving into this field. Work in the meantime can only explore options for engagement. Until we know (have defined) our hard-to-reach groups we cannot begin to confirm if our current tactics are correct. In the meantime work continues engagement with what we currently perceive to be our h-t-r groups (Prevent ; MCC ; BWG ; Argus ; SME, IAG, etc). Difficult to say exactly what timescale we are working to, but anticipate long delay.
LA12 - Produce and implement a means of identifying short-term stakeholder priorities and issues – to direct and inform the work of the NFIB and the deployment of Lead Force resources.	01 - Linked to Strategic engagement	DL												Aug-12	Linked to No.LA8 A Lead Force Stakeholder Group is to be created, chaired by the Stakeholders, that sits each Financial Quarter. That forum will provide an feedback and views on ECD priorities. A Stakeholder Consultation event was held in March 2012, and feedback incorporated into the ECD Strategic & Business Plan. In addition, the NFIB have initiated Regional Intelligence Meetings with stakeholders looking specifically at their work arena within ECD. Anticipate slight delay.

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<p>LA13 - Reorganise the Force's FTCG meeting agenda to ensure that short-term tactical priorities and issues, raised by communities during tactical engagement forums, are considered in the deployment of resources.</p> <p>To reorganise the NFIB's tasking meeting agenda to ensure that short-term tactical priorities and issues, raised UK stakeholders, are considered in the deployment of resources.</p>	01 - Highlight and include specific concerns from community forums, any subsequent tasking, results and feedback.	DL												Aug-12	<p>FTCG: Localised community issues & priorities (taskings and results) are discussed at Level 1 Tasking meetings. For larger tasking requirements, bids are submitted at FTCG for resources.</p> <p>NFIB: Regular meetings ensure that priorities are considered in the deployment of resources. The only change here will be where those priorities come from, which will be once the Stakeholder group is in place, and when strategic community intelligence comes in - both covered by other actions within this document.</p> <p>Therefore, this action shown complete as the framework (agenda for each meeting) is in place.</p>
LA14 - Review and update the Force's contacts directory to ensure that non-police ASB matters, reported to the Force, can be forwarded to the most appropriate agency.	01 - Record contact details, context, risk and result of referral	DL												Aug-12	<p>The Command & Control Room use the CAD system to record any new issues of ASB not already on-going. Due to the unique nature of the Force, being entirely under the one local authority, all issues for partnership referral are communicated to the City of London Corporation. The Control Room holds a list of relevant Corporation sections for particular ASB issues, but also can use the Out-Of-Hours Command Centre for passing details in quick-time. The CAD records the information that was passed, contact details, why the ASB issue was referred, who was contacted, and when. Regular ASB partnership meetings take place between the Force, Corporation, and others where any changes to contact options or procedures can be discussed.</p>

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LA15 - Agree a social media framework to ensure that relevant IT platforms and applications are exploited as an effective and low cost means of engaging with communities in the Square Mile (and UK for fraud victims).	TBC	DL												Aug-12 *	The Force uses iModus vocal email facility for widespread instant community messaging to both residents and businesses. Voice, mobile phone, SMS text, Pager, Email, or Vocal's unique PrefMail service are exploited to the full. Sign-up to the service is voluntary but due to the Force effectively marketing the project it already boasts 751 residents and 4860 people from businesses. The public Force website has been overhauled and now provides regular news stories and community updates. The Force has established Facebook and Twitter accounts, both updated regularly with news stories and encouraging engagement. Economic Crime use email as a means of providing regular investigation updates en-mass where they are dealing with cases involving many victims, and launched Action Fraud for on-line reporting and fraud prevention advice. Social Media activity is regulated by Corporate Communications and review is an ongoing process.
LA16 - Produce and update, at regular intervals, Community Tension Indicators for the Square Mile.	TBC	DL												Aug-12	FIB now produce weekly Tension Indicators. These are submitted to the National Community Tension Team, who produce weekly reports for dissemination within our organisation accordingly.
LA17 - Produce a plan, in consultation with the Special Constabulary Commandant, to increase the number of Special Officers during 2012 - 2015.	TBC	DL												Aug-12	The AC set a target to increase our Special Constabulary numbers considerably in 2011 for the 100th Anniversary of Specials. The target was 100 officers. Following this campaign in 2011 we have fallen just below 100 again. A recruitment campaign has been prepared and will launch on the 11th of June 2012 to recover numbers and maintain that increase. Further recruitment campaigns will be considered in future should numbers decline.

Objective	Action Required	Action Owner	Protected Characteristics								Equality Duties			Date RAG	Progress Update
			Age	Disability	Race	Religion/Belief	Sex	Sexual Orientation	Gender reassignment	Partnership	Pregnancy & Maternity	Fostering good relations	Advancing equality of opportunity		
LA18 - Produce a plan, in consultation with Head of the Economic Crime Directorate, to introduce a new Project Exchange scheme (recruiting Special Constables with experience and skills in financial markets.	01 - Corporate responsibility programme	DL												Complete	ECD Project Exchange has been prepared and goes live on the evening of 27th June 2012. ECD will be hosting a launch event for City businesses. This is designed to encourage them to support the Force as part of their corporate social responsibility programmes. This new project will target serving Special Constables, but also has been broadened to include suitably vetted volunteers. This action shown complete as the 'plan' is now in place.
LA19 - Roll-out the Force's Police Cadets Scheme	01 - Open day, recruitment, ongoing training, awareness and training	DL												Complete	As featured in inForce (March edition) the Volunteer Police Cadets scheme was launched in the CoLP in February 2012 with an event at the HAC. Wards Policing are working with the MPS to run the scheme and develop it further.
LA20 - To devise a framework to implement the Force's recently agreed policy on Restorative Justice	01 - Policy and SOP review, awareness and initial training, media campaign	DL												Aug-12	Scoping paper submitted to SMT in March did not go to SMB for May as further research is required. Next SMB meeting is in September. None of the other work around this Action (implementation phase) will happen until approval at SMB to move forward. Therefore, anticipate long delay to implementation. This Action concerns reporting to SMB at this stage. Therefore, anticipate slight-medium delay.