

Committee:	Date:
Police Committee- For information	24 th May 2018
Subject: Equality and Inclusion Update	Public
Report of: Commissioner of Police Pol 45-18	For Information
Report Author: Kam Dhaliwal, Equality and Inclusion Manager	

Summary

This paper provides your Committee with an update of Equality and Inclusion related activities conducted by the Force since the previous report to your Committee. Due to the Equality & Inclusion Manager post being vacant for a few months. The City of London Police has not been in a position to provide a regular update on such matters. This report will cover the future plans and actions. The areas covered by this report are:

1. **A new Equality & Inclusion Manager** – was appointed in October 2017. A civilian member staff who started her role on 2nd January 2018. The Equality & Inclusion quarterly board meetings recommenced in May 2018.
2. **The Men's Network** – The Men's Network will be introduced in May 2018 and it is the first Men's Network that focuses on every part of a man's life. The aim is to create an inclusive work environment so all staff can relate to at least one Staff Support Network. We want to support all our staff in every aspect of their lives.
3. **Staff Support Networks (SSN) & Diversity Champions** – The City of London Police currently has 6 main SSNs and with the Men's Network, there will be 7. SSNs will be encouraged to attend an Equality & Inclusion Forum to deal with any overlap and work together as a united group. The Diversity Champion roles was introduced a few years ago and the E&I Board will be asked to review the new recommended changes and review how effective the roles have been.
4. **Employers Network for Equality and Inclusion (ENEI) Network Membership** – ENEI specialise in Equality and Inclusion and how to implement practices in the workplace. We were previously a member of the ENEI Network but our membership has since lapsed and it is to be renewed yearly. A membership will provide us with access to developmental workshops for our staff.
5. **Training & Development** – We have trained a new batch of Custody Managers and introduced new 'Transgender in Custody' videos to the

training. A new full-featured police records management system called Niche was introduced in October 2018.

6. **NPCC Workforce Plan 2017 – 2025** – A draft copy of the National Police Chiefs Council (NPCC) Workforce Plan has been circulated to all Police Forces in the UK and they have asked for feedback.
7. **Community Engagement** –As a Force we are looking to increase the diversity of our Community Engagement Groups. The Equality & Inclusion Manager has been reaching out to community groups to promote our community engagement and to also use it as a tool to build positive relationships and contacts.

Recommendation

It is recommended that this report be received and its content noted.

Main Report

Background

At a previous Committee meeting the Commissioner undertook to provide Members with a quarterly written update on matters relating to the Equality, Diversity and Inclusion Portfolio. This report highlights the work that is being carried out across the Force in relation to the above and it provides an update since the last report to your Committee.

1. New Equality & Inclusion Manager (E&I Manager)

The new Equality & Inclusion Manager (E&I Manager) started her role on the 2nd January 2018. She previously worked in Immigration and Customs, where she gained operational enforcement experience and managed arrest teams. During the 16 years with the Home Office she gained valuable experience working as a union representative and as a Diversity Lead, working with senior management on recruitment processes, policies, grievances, staff surveys and staff relations. Below is a summary of some of the work that has been progressed since the last report to your Committee.

- 1.1 **Operational visits** – The E&I Manager is visiting operational teams to gain a better understanding of their role and to engage with staff independently. As an example, in February, she attended a property search with one of the Insurance Fraud Economic Directorate (IFED) teams. The visit was to apprehend a male who was suspected of submitting a false home insurance claim for his elderly parents. His 86 years old parents resided with his 104 year old grandmother at the address. During the team briefing after risk assessing the situation, the team collectively decided that due to the ages of the parties concerned and level of crime, use of force would not be necessary and they considered how best to handle the search and perform their policing

role, whilst showing respect to the family and their home. Full consideration was given to the ages, religious beliefs, cultural difference and health & safety and a full risk assessment was undertaken. During the briefing all the officers had an opportunity to ask questions and put forward suggestions. The visit was executed professionally and decisions were made by using the National Decision Making Model. The suspect's father, a Sikh community leader in Bristol, was very impressed with how the officers conducted the visit and he thanked the team for their professionalism.

- 1.2 **Common Purpose:** Common Purpose UK is an organisation that specialises in tackling issues around Equality and Inclusion. Equality & Diversity leaders from public and private organisations meet once a month to discuss the strategies their organisations have used to create an inclusive environment. Common Purpose provides us with opportunities to network with other organisations and gain a better understanding of how to implement strategies successfully. The E and I Manager attended this meeting in March, where TATA international presented to the group on how they engaged with staff who are stationed around the world and work in a variety of cultures and industries. The attendees learnt how TATA international used social media to create an inclusive working environment and empower millennials. The E and I Manager has brought this knowledge back to force with a view to embedding any good practice identified throughout the organisation.
- 1.3 **Cyber Fraud:** The Cyber Fraud team have connected with the Home Office (HO) Nationality Leads who engage with diverse communities from India, Pakistan, Bangladesh, Albania and China on immigration and community issues. They use various diverse television channels, radio stations, charities, community leaders, religious leaders and social media outlets to reach ethnic communities to promote their message. By working with the HO we will reach a more diverse audience when educating the community about Fraud and Cyber Crime. This relationship will help us gain a better understanding of issues effecting minority cultures, identify new patterns of fraud and it will help us to reach these communities with our Cyber Fraud safeguarding campaigns.
- 1.4 **Prayer Room:** CoLP has reviewed the Prayer rooms and a Pregnancy Room facilities. It was noted that there were some improvement that could be made in terms of signage and accessibility. The Force will be promoting the Prayer and Pregnancy Room around the buildings using signs and symbols. A Diversity Library with books on well-being, religion and mindfulness will be made available to all staff to aid learning and development.
- 1.5 **Networking:** The E and I Manager is facilitating networking with the Equality Leads from other Police Forces and law enforcement agencies. The Metropolitan Police Service (MPS), British Transport Police (BTP) and the Home Officer Diversity Team have all agreed to work with the City of London Police on Equality & Inclusion issues. In April the E and I Manager met with the Equality Team from Thames Valley Police (TVP) to discuss working together and sharing processes. The E&I Manager has been liaising with the Police Committee Lead Member for Equality and Inclusion on a regular basis to ensure transparency, oversight and scrutiny. An E&I work plan will be

implemented for the E&I Manager to help maintain a fair and balanced approach to internal and external processes.

- 1.6 **Apprenticeships:** Apprentices have joined CoLP and they are currently working in various roles including the Stables and our HR department. We will be requesting an Apprentice to work with the E&I Manager because this role will provide the apprentice with good learning opportunities and skills. It will also be a perfect opportunity for E&I Manager to learn from the Apprentice and share ideas and thoughts.
- 1.7 **Measuring:** It is important to measure how our services are being used and how effective they are. We have a number of schemes in place to support our staff. It is important to follow up on our initiatives to ensure they are cost effective in terms of time and resources. Measuring will help us understand our staff and community better and meet their needs. The intention is to monitor uptake of certain services such as Occupational Health for example and analyse any trends on usage. By analysing data we will be able to see what works in terms of promoting services for example and if and how we could do this better by looking at other forces.
- 1.8 **Equality & Inclusion Forum:** The E&I Manager has implemented a new Equality & Inclusion Forum that she will be chairing for the Staff Support Networks (SSN) and the Unions. The aim of this forum is to inform the group about the work the E and I Manager has been doing and to hear from each SSN and Union representative on their areas of work. Each Representative will be asked to share the current issues they are dealing with and the work that they have done. This will allow the group to recognise any emerging patterns, behaviours or issues and to collectively strategise on ways to resolve or escalate the issues. The Forum will not only be open to internal departments but the intention is to also open it up to external departments such as City of London Corporation and other partners who help to deliver services, to promote or share the work that they are doing with the group.
- 1.9 **Equality & Inclusion Board Meeting:** The Equality & Inclusion Board meeting took place on the 15th May 2018. This meeting brought the Board up to speed on current work streams; a proposal for a new Staff Support Network, the Men's Network, was introduced and a request for funding was considered. The changes to the Force Diversity Champions was put forward as an action for discussion. The aforementioned Equality & Inclusion Forum was introduced and the collective views from the Forum were put forward. Membership for the Employers Network for Equality and Inclusion (ENEI)¹ was put forward for discussion and funding was requested. More detail on some of the work streams can be found below paras 1.11-1.15.
- 1.10 **Gender Pay Gap Data:** Published recently, this data compares hourly rates of pay and any bonuses staff may receive by gender, seeking to expose any imbalance. The national Gender Pay Gap data for Police Civilian Support Staff

¹ <https://www.enei.org.uk/>

was prepared by City of London Corporation HR². A request has been made to the City of London Corporation for the Gender Pay Gap data for Police Civilian Support Staff to enable us to measure ourselves against *other Police Forces*. Out of 46 Police Forces, we had the second lowest gender pay gap for *Police Officers* (medium hourly rate of 0.3%) after Cleveland Police Force. We will use our report results to understand levels of gender equality in our Force, balance of male and female employees at different levels and how effectively talent is being maximised and rewarded.

The Gender Pay Gap data for Police Officers has been prepared by HR Payroll and the data is below:

Gender Pay Gap data for City of London Police Officers only

Statutory part of template (data that must be provided under the Equalities Act)				
Pay rates		Gender pay gap - the difference between women's pay and men's pay as a percentage of men's pay		
Mean hourly rate		2.7%		
Median hourly rate		0.3%		
Pay quartiles		Women	Men	Total
Proportion of women and men in the upper quartile (paid above the 75th percentile point)		18%	82%	100%
Proportion of women and men in the upper middle quartile (paid above the median and at or below the 75th percentile point)		25%	75%	100%
Proportion of women and men in the lower middle quartile (paid above the 25th percentile point and at or below the median)		15%	85%	100%
Proportion of women and men in the lower quartile (paid below the 25th percentile point)		36%	64%	100%
Bonus pay		Bonus Gender Pay Gap - the difference between women's bonus and men's bonus as a % of men's bonus		
Mean bonus		22%		
Median bonus		0%		
Bonuses paid		Women	Men	
Who received bonus pay		1%	1%	

Possible extra data for local collection by London				
Gender pay gap - women's pay as a percentage of men's pay	Hourly rate of women	Hourly rate of men	Difference £	
102.7%	22.74	23.37	0.63	
100.3%	21.42	21.48	0.06	

- 1.11 **The Men's Network:** Men represent around 75% of Officers and 45% of our civilian staff. The City of London Police currently have Networks for LGBT, Women, Health & Well-being, Disability, Muslim, Christian/ Force Chaplin. Having engaged with a number of male staff and SSN representatives, it is recognised that some men do not identify with the current SSNs and there is reluctance to engage. By introducing a Men's Network it will provide all staff with a SSN that they could relate to and it will create a more inclusive working environment. The aim of the Men's Network is to promote the well-being of all men in every aspect of their life and provide them with a voice. It is important to the City of London Police that every staff member feels valued and represented. The Men's Network will focus on every aspect of a man's life, not just his role at work. The City of London Police recognise that its male staff

² UK Gov.UK Gender Pay Gap Reporting <https://gender-pay-gap.service.gov.uk/Viewing/employer-details?view=bonus-pay&id=RbqHA0pM2zrqgDMAAm3bCw%21%21>

may have numerous roles such as father, partner, son, carer, and co-parent. Statistics show that men are 3 times more likely to commit suicide than females. Men are less likely to recognise the signs of domestic violence, harassment and psychological abuse or abuse that is culturally associated with women. Men are also less likely to visit a doctor for any medical illness or recognise a symptom of mental illness and are less likely to talk about their issues or concerns. In light of this, the Men's Network will focus on issues that promote general well-being of all, but it will focus on areas where men might feel disadvantaged or require more support and understanding. Some issues can be sensitive and it is important to create an environment where men feel comfortable to ask questions and learn about key issues.

- 1.12 **Staff Support Networks (SSN):** The E&I Manager has met with most of the City of London Police SSNs and has asked to meet with them once a month to discuss their activities and how they can collaborate with each other on joint ventures. This meeting will give the E&I Manager an opportunity to provide an update and to discuss any issues. The E&I Manager will also network with other SSNs in other Police Forces. The aim is to develop and promote our SSNs so they feel supported and stronger when united. We do not have a Sikh, Hindu or Jewish Staff Support Network at the CoLP. The Metropolitan Police Service Sikh Association have already agreed in principle to extend their membership to City of London Police staff/officers and we will maximise opportunities to connect staff with other faith networks.
- 1.13 **Diversity Champions:** CoLP previously appointed 7 Department Heads as Diversity Champions. The roles are up for a review to maintain momentum. Only three Diversity Champions are in a position to continue in their role. The other Champions unfortunately could no longer make this commitment due to workloads and changes in roles and responsibilities. The recruitment of new Diversity Champions will be put to the E&I Board which takes place on 2nd May 2018. The E&I Board will be tasked with discussing whether it would be beneficial to recruit more than one Diversity Champion for each protected characteristic and change the criteria to an expression of interest from any grade/ rank of staff. The aim of the change is:
- To create an inclusive environment that recognises that championing equality can be achieved at any grade
 - Allows employees to work together on issues that unite them
 - Allows employees to learn about different areas of the business, which they may not normally have had an opportunity to see
 - Promotes transparency in the business. It will allow employees to understand how other business areas implement and manage equality. It will also allow staff to understand the challenges to business/ organisational need when implementing changes.
 - It will allow staff to develop objective as part of their PDR.
- 1.14 **ENEI Membership:** CoLP were previously members of the Employers Network for Equality and Inclusion (ENEI). Due to CoLP membership lapsing, a request to renew this membership will be made to the E&I Board to discuss the costs and the benefits. The membership promotes a range of benefits including advice, guidance and support on equality and inclusion issues from

expert specialists in this field. ENEI has an impressive reputation for working with its members to promote and achieve best practice on equality and inclusion in the workplace. The membership will enable us to develop and train staff using the ENEI workshops and training sessions.

2. Training and Development

- 2.1 Custody Management Training:** This is currently being rolled out for new Sergeants. The E&I Manager took part in the 'Transgender People in Custody' session. The LGBT SSN provided funding to pay for a 'Transgender People in Custody' video that addresses the barriers transgender people face in an operational environment and how they would like to be treated. To support the learning and development, the LGBT SSN arranged for a Transgender person to deliver the session and discuss his experiences and raise awareness. The videos were used to educate staff and used as a discussion tool. A number of issues were raised and discussed. For example, having an Mx box on all of our forms for gender neutral people. Reviewing our current training for searching people.
- 2.2 Niche:** This is the Forces single unified operational policing system that manages information in relation to the core policing entities: people, locations, vehicles, organisations (businesses or other groups), incidents (or occurrences) and property/evidence. Training has been delivered to all staff and it will replace the Unifi system. Niche Computer Data Recording System is currently being used by 25 UK Police Forces. It was implemented in October 2017 and is now live. We are looking to change some of the systems background colours so that they represent the Force. The E&I Manager was asked by Stephen Morran to advise on this. A guide on diversity with computer systems (which looks at colours, fonts, sizes etc.) was provided and we will be looking at getting a focus group to review the system to see if it complies with guidelines.
- 2.3 NPCC Workforce Plan 2017 – 2025:** National Police Chiefs Council (NPCC) has circulated the draft version of the Equality & Inclusion Workforce Plan 2017 – 2025 to all Police Forces and are seeking feedback. After consultation with HR on this draft, it was noted that the City of London Police is working towards the current direction. The NPCC Workforce Plan is to be circulated by HR to all the HR Senior Managers in advance of their next meeting. The HR Senior Managers will identify the areas of the national Workforce Plan they are working on to attribute the Actions to their business area. This information will be collated by the E&I Manager at the HR Senior Managers Meeting and it will be circulated to relevant groups and to the E&I Board. Regular updates are being provided to the Town Clerk's Senior Policy Officer and Members will be updated as part of this report.
- 2.4 Equality Standard Data:** The E & I Manager is currently working to update the relevant statistics and reports published on the Force website in relation to equality. These do require updating as a priority, and this is in hand in liaison with HR Services.

3. Community Engagement

- 3.1 **Professional Standards:** The Professional Standards Department (PSD) is looking to reach out to more communities who receive policing services by communicating their processes in other languages. The E&I Manager is currently liaising with other Police Forces to see how they reach out to their diverse communities on their complaints processes. Most forces communicate using the English Language and Welsh Police Forces produce posters in Welsh and English. After consultation it has been decided that PSD will advertise their own Complaints Process in other languages. The top five foreign languages spoken in Custody are Albanian, Romanian, Spanish, Polish and Arabic. Posters and leaflets will be created and advertised in custody, front office and local community centres and businesses. The complaints will be reviewed to see if there has been an increase in complaints from communities that speak these languages.
- 3.2 **London Village Network:** The E&I Manager has reached out to Student Unions and community groups to help increase the diversity in our Stop & Search Adult and Youth Community Groups. A Youth Worker from the London Village Network met with the E & I Manager to discuss working with the Police. The Youth Worker was reluctant to engage with the Police due to the negative perceptions they had. The E&I Manager attended their Youth Meeting the following evening and shared her own experiences as a youth which had provided her with a unique skill-set and her experiences in law enforcement provided her with skills that she had not been able to gain due to her cultural upbringing. The talk provided us with a platform to discuss the various careers in policing and how we never stop learning. Useful contacts and networks were established to help us with community engagement. Due to the Youth Group being located in Kilburn, it was decided that we would try to reach Community Groups nearer the City of London's geographical area.
- 3.3 **Y-Stop:** Is a community group that specialises in Stop & Search and protecting people's rights. They have created campaigns to provide advice on the rights of a people who have been stopped by the police under Stop & Search. The E&I Manager met one of the Youth Workers at Y-Stop to promote community engagement and to talk about Stop & Search. The meeting was positive and one of the outcomes is that an informal agreement has been reached where both organisations will work together to get a better understanding of each other. The Youth Worker recommended the City of London Police to another Community Group based in Kings Cross called 'Kings Cross Brunswick Neighbourhood Association' (KCBNA.org.uk). KCBNC work with communities by providing activities for the communities to attend. They have an Older Peoples Group, Youth Team, Bangladesh Community Group, Chinese Community Group and a Somali Community Group. A meeting is due to take place in May with a KCBNA Youth Worker.

4. Conclusion

The Force will continue to work on Equality and Inclusion issues, with the aim of embedding them into the culture of the Force by creating an inclusive environment. The Force will move forward by learning from others through positive engagement. Regular reporting to your Committee ensures a scrutiny process is in place that holds the Force to account on its performance in this important area.

Contact:

Kam Dhaliwal

Equality & Inclusion Manager

Phone 0207 164 8212 Mobile 07803 305 430

Email kamalpreet.dhaliwal@cityoflondon.pnn.police.uk