



Equality, Diversity & Inclusion Sub-Committee

Date: WEDNESDAY, 4 SEPTEMBER 2024
Time: 1.45 pm
Venue: COMMITTEE ROOMS, WEST WING, GUILDHALL

Members:

| | |
|------------------------------------|-------------------------------------|
| Deputy Andrien Meyers (Chair) | Caroline Haines (Ex-Officio Member) |
| Joanna Tufuo Abeyie (Deputy Chair) | Florence Keelson-Anfu |
| Deputy Randall Anderson | Gregory Lawrence |
| Alderman Sir Charles Bowman | Deputy Charles Edward Lord |
| Deputy Peter Dunphy | Deputy Ann Holmes |
| Mary Durcan | Judith Pleasance |

Enquiries: **Kate Doidge**
Kate.Doidge@cityoflondon.gov.uk

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<https://www.youtube.com/@CityofLondonCorporation/streams>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

3. **MINUTES**

To approve the public minutes of the meeting held on 26th June 2024.

For Decision
(Pages 5 - 10)

4. **EQUITY, EQUALITY, DIVERSITY, AND INCLUSION (EEDI) REVIEW - TERMS OF REFERENCE**

Report of the Chief Strategy Officer.

For Decision
(Pages 11 - 20)

5. **EQUITY, EQUALITY, DIVERSITY, AND INCLUSION (EEDI) STAFF SURVEY RESULTS 2024**

Report of the Chief People Officer & Executive Director of People and HR.

For Information
(Pages 21 - 64)

6. **CITY OF LONDON POLICE (COLP) EQUITY, DIVERSITY & INCLUSION STRATEGY 2024-2027**

Report of the Commissioner of Police.

For Information
(Pages 65 - 90)

7. **PRESENTATION ON CITY'S FINANCES**

The Chamberlain to be heard.

For Information
(Verbal Report)

8. **CITY BELONGING**

Executive Director of Corporate Communications and External Affairs to be heard.

For Information
(Verbal Report)

9. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

10. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

11. **EXCLUSION OF THE PUBLIC**

MOTION: That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non Public Items

12. **EVENTS AND VENUE ACCESSIBILITY**

Report of the City Remembrancer.

For Information
(Pages 91 - 104)

13. **EEDI AND EVENTS: WORKING GROUP AND DIVERSITY QUESTIONNAIRE**

Report of the City Remembrancer.

For Information
(Pages 105 - 126)

14. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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EQUALITY, DIVERSITY & INCLUSION SUB-COMMITTEE

Wednesday, 26 June 2024

Minutes of the meeting of the Equality, Diversity & Inclusion Sub-Committee held at COMMITTEE ROOMS, WEST WING, GUILDHALL on Wednesday, 26 June 2024 at 10.00 am

Present

Members:

Deputy Andrien Meyers (Chair)
Deputy Peter Dunphy
Mary Durcan
Deputy Charles Edward Lord

Officers:

| | |
|-------------------|------------------------------------|
| Dionne Corradine | - Chief Strategy Officer |
| Sacha Than | - Corporate Strategy & Performance |
| Alice Reeves | - Corporate Strategy & Performance |
| Cindy Vallance | - People and Human Resources |
| Chris Fagan | - People and Human Resources |
| Genine Whitehorne | - Chamberlain's Department |
| Kate Doidge | - Town Clerk's Department |

1. APOLOGIES

Apologies were received from Joanna Abeyie (Deputy Chair), Alderman Sir Charles Bowman, Caroline Haines, Gregory Lawrence, and Deputy Ann Holmes.

Caroline Haines observed the meeting virtually.

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations.

3. MINUTES

RESOLVED – That the public minutes and non-public summary of the previous meeting held on 21 March 2024 be approved as a correct record.

4. EQUITY, EQUALITY, DIVERSITY, AND INCLUSION (EEDI) WORK AND PRIORITIES

The Sub Committee received a report of the Chief Strategy Officer, concerning an overview of the current priorities and work that had taken place to stabilise the Equity, Equality, Diversity, and Inclusion (EEDI) function.

Members were informed that there had been over 400 applications for the position of the Equalities Director. Members stressed the need to be clear and open with the successful candidate on the challenges within the role, and that there would be much work required with regards to leadership across the organisation. However, the candidate should also understand that they would be supported internally and from Members.

The Chair queried what the outline was for the review into EEDI, including what budget was in place. The response was that the outline would be based on an articulated ambition for EEDI for the Corporation, and the aspects that were desired to be driven internally. The scope would also have to be cognisant of other workstreams, such as the work with the LGA with Members. It was further noted that there may be EEDI leads across the Corporation's institutions who may have different approaches and priorities to EEDI due to several factors including evidence, data and their starting base. There needed to be coalition with the agreed priorities, but with a clear evidence base to demonstrate why some institutions worked differently. Further, the review would need to articulate how EEDI would work in practice, and all underpinned by qualitative and quantitative measures.

On the budget for the review, this would be based on the business case for the investment in the portfolio. The budget was being reviewed by the Chamberlain under the policies budget allocation, as it would be a re-allocation of money rather than new funds. This would also include an uplift for 2024/25. The Chamberlain had been requested to attend a future meeting of the Sub Committee to speak on the budget for EEDI.

It was confirmed that the Terms of Reference for the EEDI Review would be agreed in the autumn of 2024. The Chair and Deputy Chair were working closely with officers to complete the review by March 2025.

RESOLVED - That the report be received and its contents noted.

5. **CITY BELONGING**

Note: Following consultation with the Chair, this item was withdrawn from the agenda and deferred until the next meeting.

6. **SOCIAL MOBILITY INDEX REPORT**

The Sub Committee received a report of the Chief Strategy Officer, concerning the submission of the City Corporation's 2024 Social Mobility Employer Index to the Social Mobility Foundation.

It was noted that the field for the Social Mobility Employer Index was more competitive than it had been since its origins in 2017. However, this provided the opportunity to learn from different employers. The City Corporation had a unique advantage on the scale and breadth of its responsibilities, meaning that it could cover many different areas and reach out to lots of different communities. It was hoped that there had been improvements within some areas which would provide more meaningful feedback. Members understood

that there was still much work to be done, yet the feedback would provide recommendations for which the Corporation could use to improve its ranking.

It was confirmed that the Index was UK wide, but it focused on regional areas. The Index took into consideration geography and types of organisations, and what sections were completed (for instance, the Corporation could only allude to university outreach due to its connection to schools) and were weighted accordingly to determine the ranking.

It was noted that equality (and other associated) data was not routinely collected on Members, and it was up to Members whether this was collected. Members recalled that there had been a previous survey on protected characteristics, but this had not included social mobility. It was suggested that this data be collected to understand a baseline for the current elected membership.

The Sub Committee agreed that if data was collected, this should occur ahead of the Corporation's elections in 2025, suggesting that any proposed draft of the survey be sighted by the Sub Committee. Officers agreed to take this action away, to investigate options in consultation with the Town Clerk, the Deputy Town Clerk, Comptroller & City Solicitor, the Chair of Policy & Resources, and the Chief Commoner, and ensure that this was reported back to the Sub Committee.

RESOLVED – That the report be received and its contents noted.

7. **GENDER, ETHNICITY, AND DISABILITY PAY GAPS (MARCH 2023 SNAPSHOT)**

The Sub Committee received a report of the Executive Director of Human Resources and Chief People Officer, concerning the City Corporation's Gender, Ethnicity, and Disability Pay Gaps as of March 2023.

Members noted that the Ethnicity Pay Gap was larger than the Gender Pay Gap, and these were reported differently – for instance, the Ethnicity Pay Gap had been broken down into aggregated categories. Officers now wanted to use this data to look at methods with which to reduce the pay gaps – for example, using the job families approach under Ambition 25 to see how workers could progress through their careers.

It was queried whether it was possible to see trends within the data. Officers cautioned that whilst regular reporting on Pay Gaps had been occurring regularly for many years, it had not been reported this comprehensively, with some data not collected until more recent years. However, as there had more been comprehensive tracking in recent years, some progress or trends could be identified and could be incorporated into the report for the next year.

RESOLVED – That the report be received, and its contents noted.

8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE**

There were no public questions.

9. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

A Member of the Sub-Committee raised that there was a new Chaplain to the Corporation, who had described that there was no formal structure in place for this role. The Member noted that comparative organisations co-ordinated with other religious leaders within the local communities, noting the diversity of faith within the City of London. Given the role of the Sub Committee, the Member read out the following statement that they would refer to the Corporate Services Committee and Civic Affairs Sub Committee:

“The Town Clerk be invited to review the historic, contemporary, and potential future role of the Guild Church of St Lawrence Jewry and its Guild Vicar as Chapel and Chaplain to the Corporation supporting staff and member welfare and pastoral engagement.

In undertaking the review, Officers be invited to consider options for additional chaplaincy provision supplementing the work of the Guild Vicar as Senior Chaplain, potentially establishing a multi-faith and humanist chaplaincy team (most likely of volunteers drawn from local faith groups) led by the Guild Vicar.

The review should also bear in mind the civic and ceremonial role of St Lawrence Jewry as our official church in the life of the Corporation, noting the Corporation’s freehold ownership of the Church, the contribution to its recent refurbishment, and the annual grant which covers the cost of the stipend and accommodation for the Guild Vicar and maintenance costs.

That this resolution be referred to the Corporate Services Committee and Civic Affairs Sub-Committee for their endorsement.”

Members of the Committee made comments on the wording of this resolution. Officers agreed that this resolution would be taken away to understand its component parts, and that it could be reported back on alongside the other Committees referred to in the resolution.

10. **EXCLUSION OF THE PUBLIC**

RESOLVED – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

11. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no non-public questions.

12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There were no non-public items of urgent business.

13. **CONFIDENTIAL MINUTES**

RESOLVED – That the confidential minutes of the previous meeting held on 21 March 2024 be approved as a correct record.

The meeting ended at 10.56 am

Chairman

Contact Officer: Kate Doidge
Kate.Doidge@cityoflondon.gov.uk

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| | |
|---|---|
| Committee(s): Equality, Diversity & Inclusion Sub Committee | Dated: 4 th September 2024 |
| Subject: Equity, Equality, Diversity, and Inclusion (EEDI) Review – Terms of Reference | Public |
| Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly? | All Corporate Plan outcomes |
| Does this proposal require extra revenue and/or capital spending? | Y |
| If so, how much? | £20,000 |
| What is the source of Funding? | Funding met through 23-24 contingency |
| Has this Funding Source been agreed with the Chamberlain’s Department? | Y |
| Report of: Dionne Corradine, Chief Strategy Officer | For Decision |
| Report author: Sacha Than, EDI Governance & Coordination Lead, Corporate Strategy and Performance | |

Summary

This paper outlines the context and draft Terms of Reference for the Equity, Equality, Diversity, and Inclusion (EEDI) Review. This activity was requested by Members to better understand and baseline the current position re EEDI and make recommendations regarding activity to realise our ambitions to become world class. The Review will:

- Deliver a system review of EEDI through internal and external lenses, assessing and evaluating policies, practices, services, and culture, cognisant of the corporate EEDI hub and spoke model¹.
- Consider and reflect the multiple roles undertaken by City Corporation (including discharging Local Authority Functions) and compliance with relevant legislation.
- Make recommendations to drive positive change and set out approaches to ensure the Corporation achieves its goals related to EEDI including public commitments, accreditation and delivery of the Equality Objectives 2024-2029.

As previously agreed with Members, a tender process will be completed in autumn 2024 to procure a specialist consultancy, to complete the Review by 1 April 2025.

Recommendation

Members are asked to endorse the Terms of Reference of the EEDI Review.

¹ EEDI operating model comprises of a small central corporate EEDI function working closely with business embedded EEDI leads, reps and EEDI specialists across City Corporation including the Institutions.

Main Report

Background

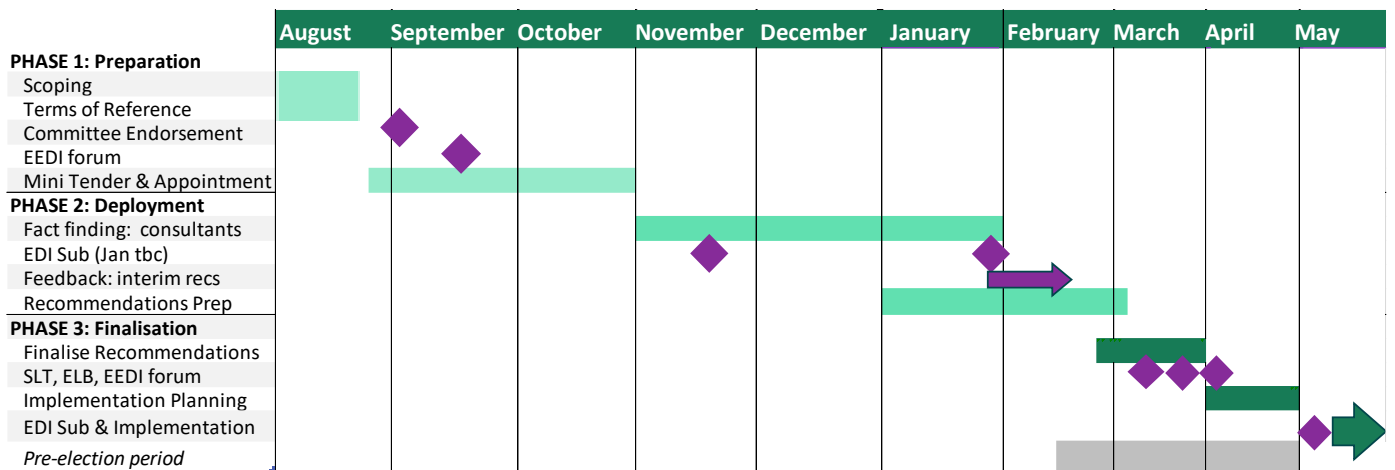
1. In November 2023, organisational structural changes saw the EEDI portfolio move to the remit of the Chief Strategy Officer. Gaps, duplication, and a lack of direction in the EEDI space resulted in piecemeal interventions, many delivered without clear outcomes, impact, or success measures. In a confidential session at the December 2023 EDI Sub Committee, Members agreed to address the immediate challenges through four priority areas:
 - a. Support to the EDI Team
 - b. Ensure the Corporation is compliant in its equality duties and commitments
 - c. Take stock of and prioritise three political EEDI commitments (the Equality Objectives, Tackling Racism Taskforce recommendations, and address EEDI data gaps
 - d. Scope and agree the Terms of Reference with Members for an EEDI Review
2. Four stages were identified to establish key infrastructure for the Corporation's EEDI ambitions with associated workstreams. These are spread over a five-year period, from 2024-2029 aligned to aid delivery of the Corporate Plan, People Strategy and Equality Objectives all running during the same period. We are currently in the first stage, with the EEDI Team working with others to stabilise the function. The four stages are:
 - a. Stabilise
 - b. Strengthen
 - c. Sustain
 - d. Soar
3. During 2024, work has taken place at pace to stabilise the EEDI function. There is a significant amount of work to fully realise ambitions, however, the compliance health check conducted in March concluded that the Corporation is compliant with its duties under the Equality Act 2010.
4. In mid-July 2024, the EEDI Review scope was discussed and informed by staff across City Corporation including by the Senior Leadership Team (SLT). Draft Terms of Reference were then circulated to SLT and the Executive Leadership Board (ELB) for further input and review.

Current Position

5. To commission the Review, Members are asked to endorse the Terms of Reference which provide:
 - a. Confirmation of scope
 - b. Inputs to inform and shape the Review.
 - c. An outline of outputs upon completion.
6. Procurement have advised that a mini tender exercise should take place to appoint a consultant, this will happen in autumn 2024, and officers will be working

through the relevant procurement processes; the Chair and Deputy Chair of the EDI Sub Committee will be part of the appointing panel.

7. In line with the Terms of Reference, the consultants will be asked to review EEDI through an internal and external lens, assessing and evaluating policies, practices, services, and culture. The Review must consider the City Corporation's role as a Local, Port and Police Authority and have due regard for its functions and relevant legislation. The consultants will be asked to make recommendations to drive positive change and impact, improve corporate performance and set out approaches to ensure the City Corporation achieves its EEDI goals.
8. The EEDI Review will gather and evaluate views of Members, officers, and key stakeholders. This requires a highly consultative approach; a list of proposed stakeholders is cited in the draft Terms of Reference and includes an outline of the proposed steering group and reference group. In addition to these groups, the consultants will be asked to establish methods in which Members can feed into the review, for example 1:1 meetings, drop in sessions, or an online portal.
9. In terms of governance, updates from the consultants will be presented to EDI Sub Committee. The Chair and Deputy Chair of the EDI Sub Committee, and Chief Commoner will be invited to sit on the steering group. This group will lead on ensuring a broad range of stakeholders are consulted; quality assurance of the approach; and integrating the output into the Corporation's governance process. The Chief Strategy Officer will be the project sponsor and SRO.
10. It is intended that consultants will be appointed to begin work no later than November. Member and officer feedback will help to shape the findings from November 2024 to January 2025 and inform a set of recommendations and an update will be presented to EDI Sub in November 2024 on awarding of the contract. Critical to success will be to give the Review as much time as possible. To allow for this, interim findings will be shared with EDI Sub in early 2025, with comments invited by correspondence before the pre-election period starts. Final recommendations and a detailed implementation plan will be agreed with EDI Sub Committee and other relevant Committees following the elections (dates tbc). A provisional timetable is illustrated below. Note that although implementation will start from May 2025, full implementation is likely to take months, even years, to complete depending on the content and extent of the recommendations and changes necessary to become world class.



Corporate & Strategic Implications

Strategic implications – The approach and focus are to better understand, grip and address strategic EEDI priorities now and in the future with particular emphasis on delivering the Equality Objectives 2024-2029, Corporate Plan 2024-2029 and People Strategy 2024-2029.

Financial implications - Funding is required to carry out this activity. The ask is cognisant of the financial challenges facing the Corporation, balanced with delivering the political EEDI priorities and meeting our statutory obligations. Work has taken place with Chamberlains to review the policy budget, and funds of £20,000 have been agreed. Any additional resource and financial considerations will be discussed with Members and Chief Officers (including the Chamberlain) once identified.

Resource implications – The resourcing of the work outlined will be carried out by officers within the EDI Team. Additionally there will be a graduate supporting this work (part of the Corporate Graduate Scheme contingent) placed in the EDI team from September 2024-March 2025. Input from EEDI Officer governance through the EEDI Forum and other staff groups, as applicable e.g. corporate enablers and staff networks will be sought.

Legal implications – A representative from the Comptroller and City Solicitor’s Department will be asked to sit on the steering group to ensure that the Review has due regard to the City Corporation’s obligations in its role as a local, port and police authority.

Risk implications – The Review seeks to minimise negative impacts, identify and exploit opportunities and mitigate risks for City Corporation in relation to EEDI.

Equalities implications – The work taking place seeks to improve and enhance City Corporation’s EEDI offer.

Climate implications - None

Security implications - Ensuring City Corporation remains safe and secure from an EEDI perspective is one of the driving forces behind the work detailed throughout this report.

Conclusion

11. The Review represents a pivotal initiative for the City Corporation to address existing challenges and establish a robust infrastructure for EEDI. Guided by the Terms of Reference, it will assess the current policies, practices, services, and

culture through both internal and external lenses, ensuring a holistic approach to improvement. The Review will be instrumental in driving positive change, and reinforcing the City Corporation's commitment to EEDI.

12. With a structured four-stage process—Stabilise, Strengthen, Sustain, and Soar—spanning from 2024 to 2029, the Corporation is poised to enhance its EEDI function systematically. The initial phase has already made significant strides, including achieving compliance with the Equality Act 2010 and mapping the EEDI officer governance function to identify key stakeholders and streamline collaboration.
13. The recruitment of consultants in autumn 2024 and the completion of the Review by April 2025 will provide opportunities for input from Members and key stakeholders. This inclusive approach will enrich the Review's findings and recommendations, fostering a more equitable and inclusive environment within the City Corporation.
14. Members are encouraged to endorse the Terms of Reference for the EEDI Review, which will serve as the cornerstone for this transformative process, ultimately enabling the Corporation to achieve its intended EEDI objectives and uphold its responsibilities as a Local, Port and Police Authority and beyond.

Appendices

- Appendix 1 – Terms of Reference for the EEDI Review

Background Papers

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

Sacha Than

EDI Governance & Coordination Lead, Corporate Strategy and Performance

E:sacha.than@cityoflondon.gov.uk

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Terms of Reference

Review of the City of London Corporation's Equity, Equality, Diversity, and Inclusion (EEDI) practices

1. Rationale

- 1.1 Our ambition is to be world-class, starting with building brilliant basics. Establishing this solid foundation is crucial for our success. The Review should provide recommendations on how to achieve and move beyond brilliant basics.
- 1.2 Getting EEDI right is integral to achieving both, explicitly through delivery of the Equality Objectives and implicitly through the Corporate Plan, People Strategy and wider transformation
- 1.3 We require a coherent, evidence-led approach that helps articulate our priorities and desired impact. Pockets of good practise exist but these are inconsistent, leading to criticisms re inequity and unfairness.

2. Scope:

- 2.1 We need to clarify and agree what exists, what we are seeking to achieve internally and externally, what should be prioritised, and where the gaps and risks are. Embedding EEDI throughout the culture of the organisation and creating opportunities for engagement needs to underpin this work.
- 2.2 At a granular level, the Review should assess and evaluate current practices, policies, and culture related to EEDI. We have a hub and spoke governance model; in some instances, the Institutions may have different priorities and urgencies to the corporate centre. The intention for the Review is to consider the mechanisms in place, areas of commonality and difference (with rationales) and how to facilitate greater collaboration. The Review must take into account that we are a Local, Port, and Police Authority and therefore have due regard for our functions and relevant legislation. It should have an internal and external lens, considering staff, Members, and service users.
- 2.3 Scope to include:
 - Resources (people, money, materials)
 - Policy & guidance (reflecting modern day society now and in the future)
 - EEDI Learning & Development
 - Infrastructure (processes, systems, governance, benchmarking)
 - Services (advice, comms & engagement, tools, accessibility, equity)
 - Data (measures, success criteria)
- 2.4 Out of scope to include:
 - Pay, reward, and T&Cs
 - Ambition 25 (e.g. EEDI career paths and or job families)
 - HR policies
 - Lord Mayor's Show and Lord Mayor's Programme
 - Member / Committee governance
 - Elections

3. Inputs/Insights

3.1 The following should be used to inform and shape the Review:

- To have due regard for our obligations under the Public Sector Equality Duty: <https://www.gov.uk/government/groups/review-of-public-sector-equality-duty-steering-group>
- The Equality Objectives 2024-2029: [Equality and inclusion - City of London](#)
- Your Voice Matters 2024 Staff Survey results
- Corporate Plan 2024-2029: [Our Corporate Plan 2024-29 - City of London](#)
- People Strategy 2024-2029: [Our People Strategy 2024-29 - City of London](#)
- Ambition 25: [What is Ambition 25? \(sharepoint.com\)](#)
- City Belonging: [The City Belonging Project](#)
- Institution EDI Strategies e.g. City of London Police: [City of London Police - Our People - Equity, Diversity and Inclusion Strategy 2024-2027](#)
- [Destination City Review](#)
- [Internal and external audits, consultations and surveys relating to, or recommendations on City Corporation EEDI activities and practises](#)

4. Deliverables

4.1 The Review should provide recommendations to drive positive change (physical, environmental and cultural) and set out approaches to ensure that the Corporation achieves its intended goals related to EEDI.

4.2 Outputs should be informed by and designed to sit alongside and complement relevant strategies such as the Corporate Plan and People Strategy 2024-29, and current workstreams such as City Belonging Project. Upon completion of the Review, we would expect:

4.3 Final Outputs:

- Produce a report with insights and recommendations e.g.
 - assessment of starting state (qualitative and quantitative)
 - suggested approaches and areas where the Corporation could lead, enable, sponsor/convene, deliver through others etc
 - success measures/criteria (quantitative and qualitative)
 - a methodology to prioritise EEDI activities to achieve maximum impact/ value
 - a maturity model that others can use to self-assess where they are and what steps could be taken to become more inclusive, equitable and actions moving forward
- Toolkit with templates and materials re good practise, benchmarking, sign-posting to suggested experts in the field on topics relevant to Corporation areas of interest and delivery

4.4 Activities to complement the outputs:

- Presentation of findings to relevant stakeholders, including:
 - Members via EDI Sub Committee, Policy and Resources Committee, Corporate Services Committee
 - Staff through the Senior Leadership Team, Executive Leadership Board, EEDI Forum (Departmental Equality Reps, Corporate enablers, Trade Unions, Staff Network Co-Chairs), Staff Networks (Sponsors and Co-Chairs)

- Training sessions, workshops and materials to support the implementation of recommended changes

5. Budget

5.1 £20,000 to fund the Review has been agreed with Chamberlain's.

6. Stakeholders

6.1 Decision making:

- Chief Strategy Officer – sponsor & SRO
- EDI Team (Sacha Than) Project manager
- EDI Sub Committee to approve the Terms of Reference, receive progress reports, and consider, discuss and approve next steps for recommendations.
- SLT
- ELB to receive a copy of the Terms of Reference via email for their input.

6.2 Proposed steering group:

- Chair and Deputy Chair of EDI Sub Committee
- Chief Commoner
- Chief Strategy Officer
- Representative from Comptrollers
- Service Delivery Chief Officer
- Representative from an Institution
- Representative from Remembrancers
- Representative from HR
- Governance Representative
- Neutral Representative / Critical friend (to provide an objective and critical perspective on discussions and decisions, ensuring balanced and thorough consideration of all viewpoints)

6.3 Reference group:

- EEDI Forum (Membership includes Trade Unions, Departmental Equality Reps, Staff Network Co-Chairs, and representatives from the Institutions).
- Staff Network Co-Chairs and Sponsors
- Institution Heads and/or their nominees
- People & Human Resources
- Comptrollers
- City Belonging
- Member Services

7 Timeline and approval

7.1 The timeline for the Review is as follows:

- August – October 2024: Mini tender exercise appointing a consultant with the Chair and Deputy Chair of EDI Sub as part of the panel
- September 2024: Terms of Reference to be endorsed by EDI Sub Committee
- September 2024: Discussion on the EEDI Review to take place at the EEDI Forum
- October-November 2024: EEDI Review contract awarded



- November 2024 (latest) – January 2025: Consultants conduct fact finding exercises
- November 2024: Update on appointment of consultants to EDI Sub Committee
- January – February 2025: Consultants to develop recommendations
 - Early findings shared with EDI Sub Committee (January)
 - Comments from Members invited by correspondence in advance of the pre-election period (February)
- March 2025: Chief Officer engagement on consultation recommendations
- April 2025: Implementation planning (2025 and beyond)
- May 2025: Agree recommendations and implementation plan with EDI Sub Committee and other relevant committees (Committee dates tbc at the time of writing)

Contact

- **Sacha Than, EDI Governance and Coordination Lead, Corporate Strategy & Performance Team**

| | |
|--|---|
| Committee(s): Equality, Diversity, & Inclusion Sub Committee | Dated: 4 th September 2024 |
| Subject: Equity, Equality, Diversity, & Inclusion (EEDI) Staff Survey Results 2024 | Public |
| Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly? | Diverse Engaged Communities Providing Excellent Services |
| Does this proposal require extra revenue and/or capital spending? | No |
| If so, how much? | N/A |
| What is the source of Funding? | N/A |
| Has this Funding Source been agreed with the Chamberlain’s Department? | N/A |
| Report of: Alison Littlewood, Chief People Officer & Executive Director of People and HR | For Information |
| Report author: Kaye Saxton-Lea, Acting Assistant Director of Learning and Organisational Development, People and HR | |

Summary

The purpose of this report is to present the overall findings from the recent staff survey conducted to assess employee satisfaction, engagement, and areas for improvement within our organisation. This report will specifically highlight the Equity, Equality, Diversity, and Inclusion (EEDI) responses collected during the survey.

The survey, conducted by People Insight over a five-week period, garnered responses from 74% of our workforce (52% in 2022), and 63% engagement score (52% in 2022) providing a comprehensive overview of staff sentiments.

The analysis of the data from the survey reveals that the initial findings clearly align with the five themes within the People Strategy (2024-29).

For the first time, our staff engagement survey included a series of socio-economic questions in addition to the EEDI standard engagement questions. This initiative will be accompanied by a communication campaign encouraging all employees to complete their diversity information forms. Through this effort, City People aim to gain a comprehensive understanding of the diverse backgrounds of our staff, enabling us to foster a more inclusive and equitable workplace for all employees.

Recommendation(s)

Following the publication of the recent survey results, actioning planning commenced in July 2024. The proposed department actions will align with the strategic action plan and the broader themes of the People Strategy. To ensure transparency and

accountability, departments will be required to provide regular updates on their progress.

Regular communications will be maintained in a transparent and timely manner to foster trust and engagement amongst staff, communications and updates will be shared in the regular Town Clerk briefings messages to demonstrate our ongoing commitment to foster a positive and engaging inclusive workplace culture.

Main Report

1. Background

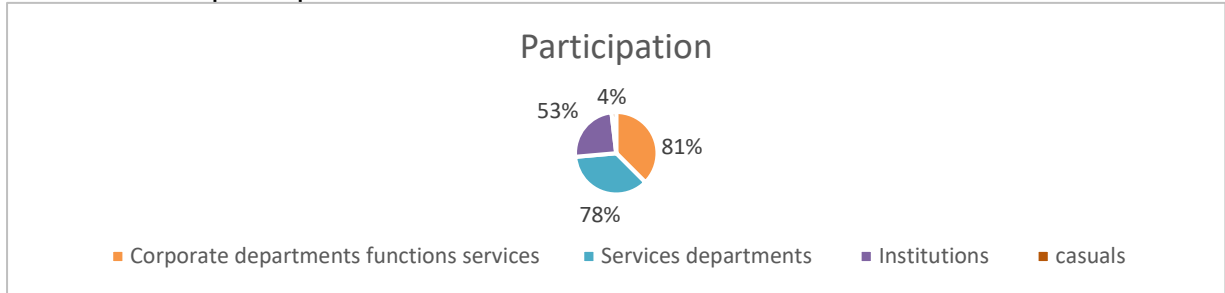
The 2024 staff engagement survey was conducted to gather valuable insights and feedback from our employees and casual workers (respondents). It aligned with the themes of the People Strategy and incorporated questions on the proposed upcoming changes to the workplace attendance policy. The survey was available from 15th April to the 17th of May 2024.

To support teams who were not desk-bound, colleagues from Town Clerk's SLT and People and HR visited various sites to assist employees and the casual workforce in completing the survey. This initiative-taking approach ensured that everyone, regardless of their work environment, had the opportunity to participate and share their feedback. The on-site visits facilitated discussion, engagement and helped address any technical or accessibility issues and enabled more representative data.

To further drive engagement, a series of "you said, we did" stories were shared based on feedback from the previous 2022 survey. These stories highlighted the tangible actions taken and outlined the organisation's ongoing commitment to improving the workplace.

Additionally, a video featuring the Town Clerk emphasised the survey's importance, reinforcing the value placed on employees and casuals' feedback. As a result of the engagement initiatives, the like-for-like participation score increased significantly from 52% to 74%. Moreover, the overall engagement score rose from 52% to 63%, indicating a substantial improvement in respondent involvement and satisfaction. Conversely, only 27% of respondents believe that actions will be taken because of this survey. 36% responded negatively, while another 36% had a neutral or ambivalent stance. These findings indicate that the effort to build trust needs to continue.

Breakdown of participation rates shown below



2. Current Position

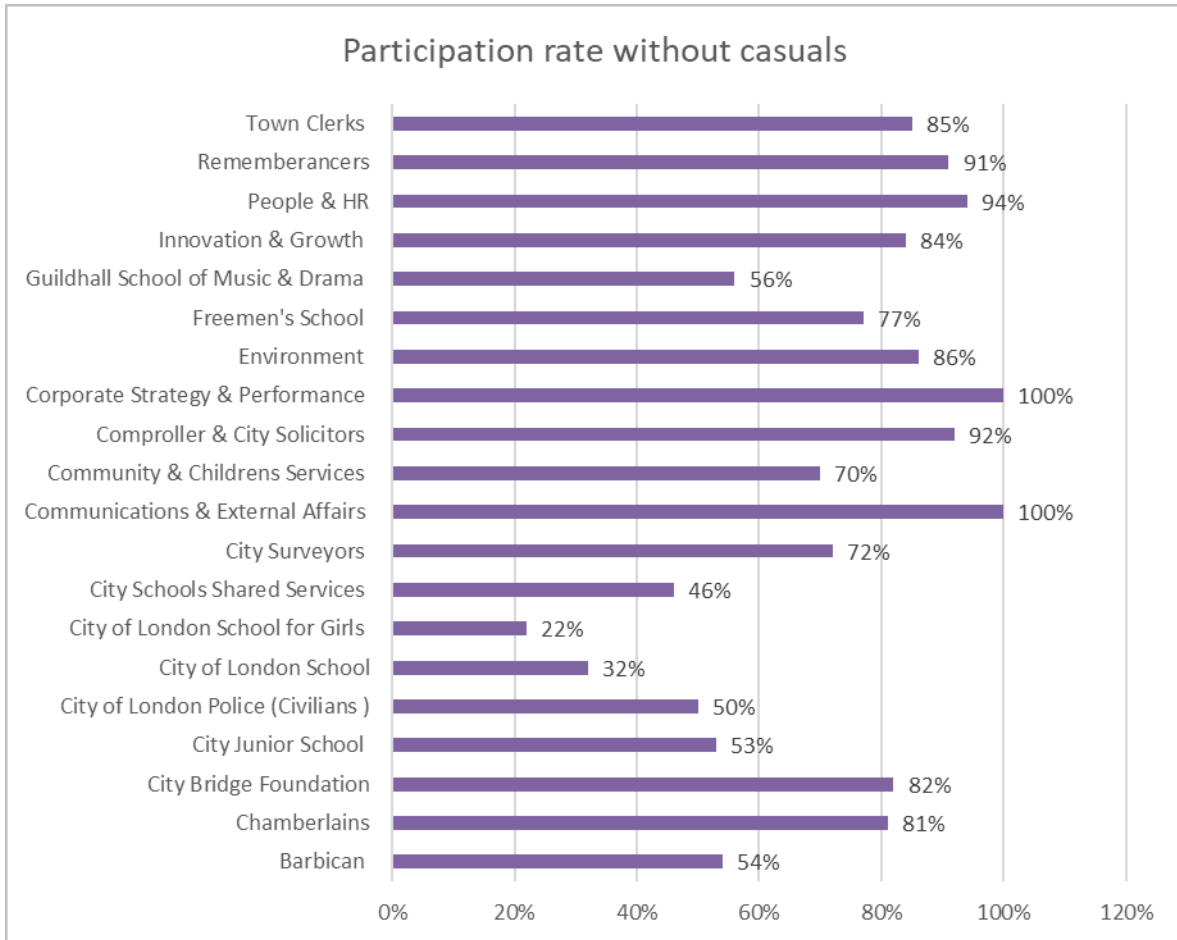
Benchmarking Insights:

Current benchmarking is against the public sector, which provides some useful comparisons. However, there is no single area that we can benchmark the City Corporation against comprehensively. This highlights the unique nature of our organisation and underscores the need for tailored strategies and actions that specifically address our distinct workforce and operational environment.

3. Composite overview

The composite overview is made up of all departments and institutions except any casual workers. Below will give you a general overview of the organisations results covering all aspects of the results.

The chart below illustrates the breakdown of participation rates across each area.



The statement "My line manager treats me fairly and with respect" received the highest positive score in the survey, with 84% of respondents expressing agreement. This reflects a keen sense of fairness and respect within managerial conduct across the organisation.

The most improved score compared to the 2022 survey was for the statement "*I know how well my team is doing against our objectives,*" which saw a significant increase of +38%. This improvement indicates enhanced communication and clarity regarding team performance and objectives.

The least improved score was for the statement "*My role allows me to attain the right balance between my work and personal life,*" which showed a decrease of 4% compared to the previous survey. The current survey results for this statement include 59% positive responses, 22% negative responses, and 19% neutral responses. This indicates that there is further work needed around the themes of wellbeing and belonging within the people strategy. Additionally, trustworthy leadership must be emphasised to better support teams in achieving a healthy work-life balance.

In the survey, 9 questions allowed respondents to provide their views in open text. A staggering 14,585 comments were entered, reflecting a high level of engagement and willingness to share detailed feedback.

Feedback below is a small overview of some of the EEDI comments received from respondents.

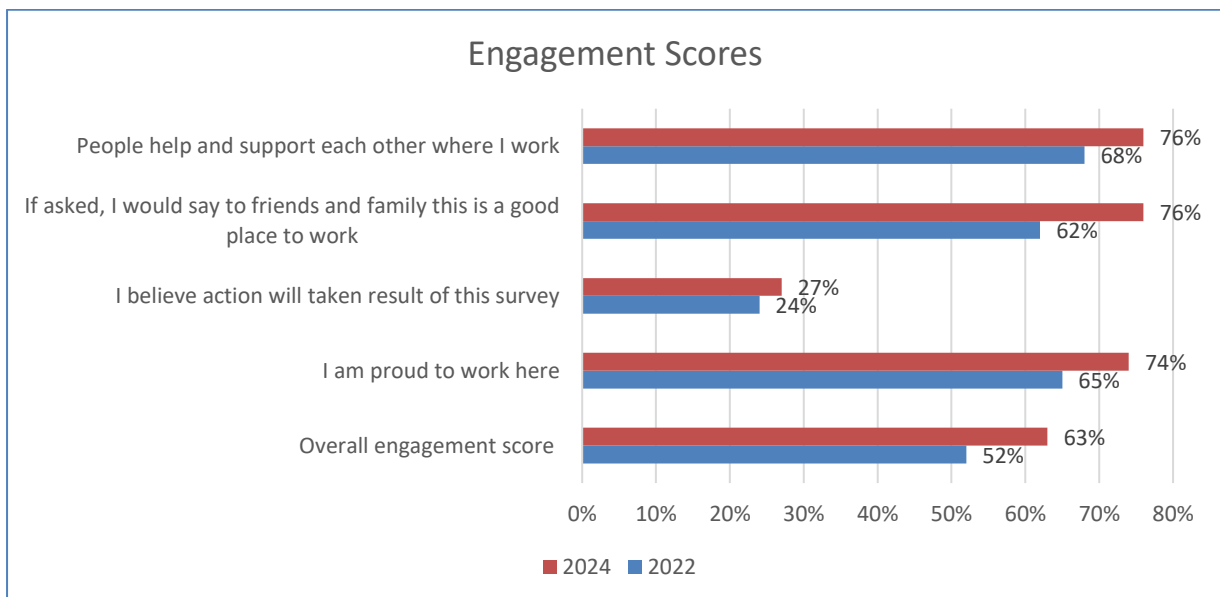
Positive comments

- *" Diversity in my team is excellent. Supportive, friendly and helpful."*
- *" Inclusive culture. Diverse team" ...*
- *"My team – the collaboration and support received is something i really value- Diversity and inclusion – I like that we promote and celebrate individual differences"*

Negative comments

- *"Faster paced decision making. Improved direction for equalities, diversity and inclusion reps and clearer expectations."*
- *"Equality opportunities, fairness to all staff at all levels"*
- *"Improved training to support equality and diversity".*

The chart below shows five areas key engagement scores have increased from 2022 to 2024



4. Equity, Equality, Diversity, and Inclusion (EEDI)

In relation to the questions posed for EEDI the responses highlight areas where we need to focus on improving support and development opportunities

The following questions were newly introduced in the 2024 survey; hence, there are no benchmarks available from the 2022 survey. A notable proportion of respondents

provided neutral answers to these questions, highlighting the necessity for increased efforts to enhance perceptions of leadership and the understanding of Equality, Equity, Diversity, and Inclusion (EEDI) as an actionable priority following this survey.

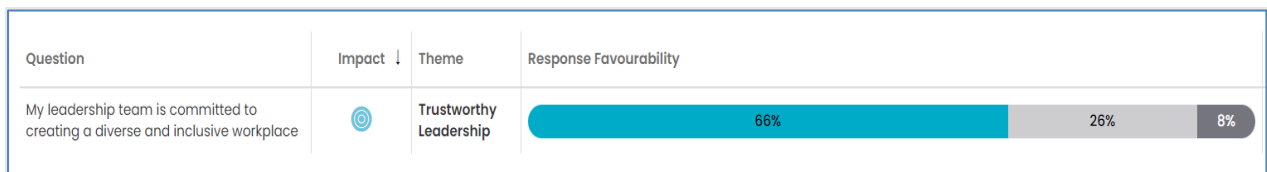
The survey results have been analysed from multiple perspectives, including departmental, gender, age, ethnicity, disability, and sexual orientation. This data serves as an invaluable benchmark for future surveys, allowing us to track the impact of our initiatives and identify areas requiring further attention.

In addition, respondents were asked to provide further information regarding their diversity characteristics and socioeconomic background. This effort aims to support a continuing campaign to encourage employees to complete their diversity information form, within City People (itrent) which will start to build a more comprehensive workforce profile, enabling us to better understand and address the diverse needs and circumstances of our employees.

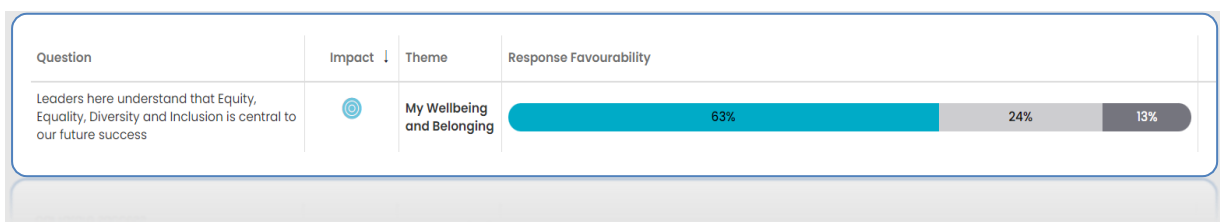
Key results from selected EEDI-related questions are as follows:

- 66% of respondents agreed with the statement, "My leadership team is committed to creating a diverse and inclusive workplace," while 26% remained neutral.
- Younger respondents tended to respond more favourably compared to other age groups, with the 60-69 age group showing the least favourable responses to this question.

These findings would suggest the need to focus on leadership perceptions and EEDI initiatives, particularly among older employees.



66% of respondents gave a favourable response to the statement, "Leaders here understand that Equity, Equality, Diversity, and Inclusion is central to our future success." Those with a disability are less likely to agree with the statement.


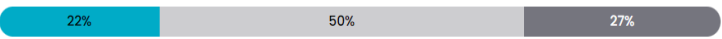


The recent staff engagement survey included two key questions regarding the behaviour and performance of elected members.

The questions were:



- I think Members provide strategic leadership and good governance.
- Members demonstrate our values and behaviours including Equity, Equality, Diversity, and inclusion.

The results highlight concerns among staff about the strategic leadership, governance, and adherence to organisational values by elected Members.

| Question | Impact ↓ | Theme | Response Favourability |
|--|---|------------------------|--|
| I think Members provide strategic leadership and good governance |  | Trustworthy Leadership |  |

- 22% of respondents felt that elected Members provide strategic leadership and good governance.
- 27% rated Members performance negatively.
- 51% of respondents were neutral, indicating a portion of staff are undecided or indifferent about Members' effectiveness in these areas.

Regarding whether Members demonstrate values and behaviours such as leading for equity, equality, diversity, and inclusion, the results were similarly divided.

| Question | Impact ↓ | Theme | Response Favourability |
|---|---|------------------------|--|
| Members demonstrate our values and behaviours including leading for Equity, Equality, Diversity and Inclusion |  | Trustworthy Leadership |  |

- 27% positive
- 26% negative
- 46% neutral responses

These responses demonstrate a level of uncertainty and concern about Members' commitment to these critical values.

In the survey, 12% of respondents (350 individuals) reported experiencing bullying, harassment, or discrimination within the past 12 months. Respondents were asked to identify all sources from which they had encountered such behaviour. A total of 451 reports were made, reflecting that some respondents identified multiple sources.

The distribution of these reports is as follows:

- **53% (185 reports)** involved colleagues.
- **45% (158 reports)** involved senior leaders.

- **31% (108 reports)** involved their own line manager.

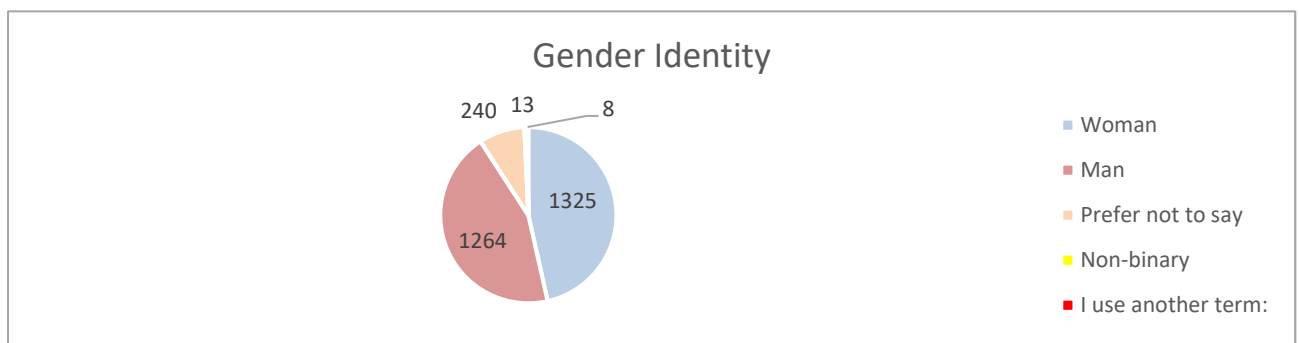
In contrast, during the same 12-month period, only 12 formal bullying and harassment cases were recorded along with 5 disciplinary cases linked to discrimination. Informal cases are managed locally and are not formally documented centrally. This significant disparity between the survey results and the number of formal cases suggests that many instances of bullying, harassment, or discrimination may go unreported or unresolved through formal channels.

We have initiated efforts to enhance the capabilities of our line managers by launching a comprehensive Management Development Programme. This initiative is specifically designed to equip managers with essential skills in people management, additional support on equality and diversity training which will foster a more effective, supportive and inclusive work environment.

In addition, we have re-established the Leadership Exchange, a strategic platform engaging 140 senior leaders across the organisation. This forum will play a crucial role in driving our efforts to embed our organisational culture, behaviours, and values throughout the workforce as the work commences. Through these initiatives, we are committed to building a leadership framework that not only supports but also exemplifies the standards we aspire to as an organisation.

5. Key Findings - Gender

- The survey results indicate a high level of gender equality within our organisation. Responses across various themes are deemed to be consistent between male and female respondents.



Age

- Staff aged 30-39 are least positive about My Contribution My Reward relative to their cohort.

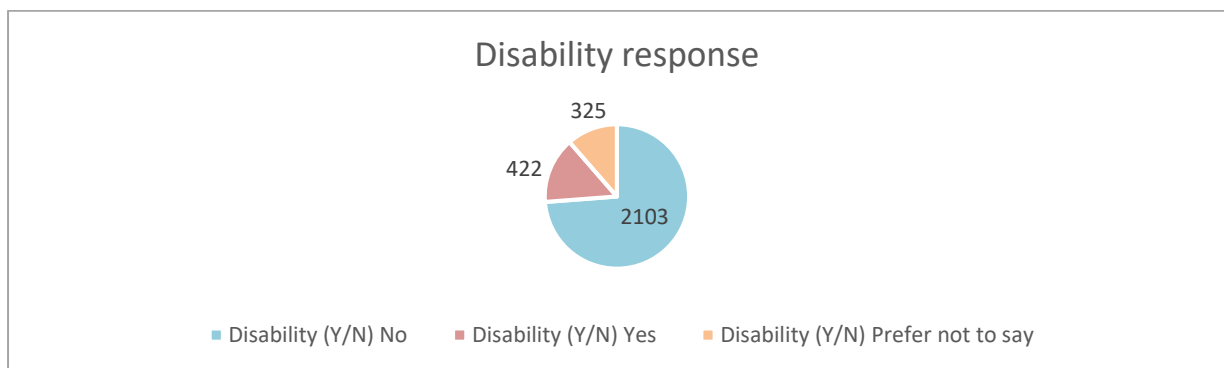
- Those between the ages of 50-59 and 60-69 responded least favourably to My Wellbeing and Belonging

Ethnicity

- Those who selected "prefer not to say" consistently scored less favourably across all themes compared to other cohorts.
- Black, Black British, or Caribbean background and Chinese staff were notably less likely to respond favourably to My Wellbeing and Belonging and Building Brilliant Basics

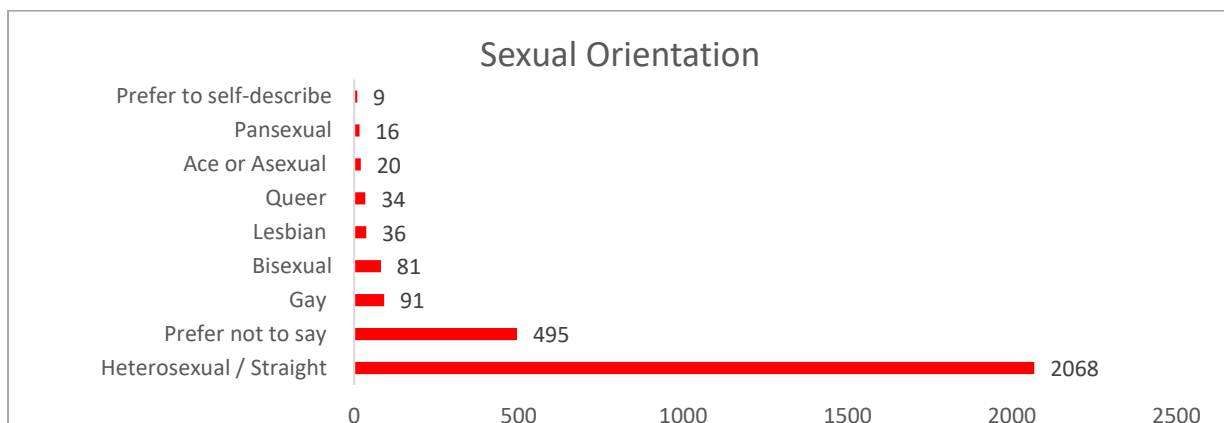
Disability

- The difference of employee experience between those with a disability and those without is evident, indicating a need for targeted support and inclusive practices to encourage ongoing engagement.



Sexual Orientation

- Staff who selected "Prefer not to say" reported the least favourable responses across all themes.
- Employees who identify as bisexual, lesbian, pansexual, or queer tend to respond less favourably to themes related to "My Talent, My Development,"



Additionally, the less favourable responses from those who prefer not to disclose their ethnicity or sexual orientation, as well as from employees with disabilities and those identifying as bisexual, lesbian, pansexual, or queer, highlighting the importance of fostering an inclusive and supportive work environment. These findings will inform our ongoing efforts to enhance the employee experience and support the goals of our people strategy.

The mixed responses regarding commitment to and understanding of EEDI highlight areas where further communication and action are needed.

6. Next Steps

To address the findings of the survey and align with the strategic priorities, the following actions are recommended.

Strategic Action Plan:

- **Workforce Development:** An initiative-taking strategic action plan which aligns to the key drivers and themes of the People Strategy will be developed as a priority and progressed.

This will include the following actions.

- The Future Ambition 18 Leadership Exchange, to further develop the work to support the strategic objectives to transform our organisational culture by promoting fairness, transparency, and consistency to advance us towards world-class performance
- On-going delivery of the People Management Development programme, evaluated and amendments made following every cohort
- To establish an **Employee Voice** task and finish working group hold the organisation to account for delivery of the actions as agreed from the 2024 staff survey.
- A plan to be agreed by the Court of the Common Council to help Members address their feedback and improve their reputation.
- Agreement by ELB on the on the organisation wide strategic response and action plan.

By following these steps, this strategic approach will ensure that policies and actions are in line with the needs and expectations of our workforce, fostering a more positive and productive work environment whilst meeting our corporate aims and objectives.

Chief Officer Action Plans

Chief Officers will focus on addressing the strategic objectives identified from staff survey, alongside implementing targeted local interventions based on the specific feedback received.

- **Dedicated Administrator:** Each area will have a designated individual responsible for accessing and managing their departmental dashboard. This person will support the development and execution of action plans.
- **Targeted Action Plans:** These plans will be customised to directly address the specific concerns and areas for improvement identified within each team.

Collation and Communication

The People and HR teams have provided Chief Officers with templates for staff survey action plans. These plans are to be completed and submitted bi-monthly, allowing for regular updates on progress. Communication with staff will be maintained across multiple channels to ensure transparency and demonstrate that their feedback is being acted upon.

- **Action Plan Compilation:** The People and HR teams will gather and compile the feedback from Chief Officers' action plans. This process will facilitate regular reporting on the progress of the initiatives.
- **"You Said, We Did" Initiative:** This initiative will be launched to communicate the specific actions taken in response to staff feedback. By highlighting these actions, the initiative aims to enhance engagement, reassure staff that their input is valued, and demonstrate that tangible steps are being taken in response to their survey responses.

Corporate & Strategic Implications

Strategic implications – This proposal will support our priorities of the themes of the people strategy more effectively, improve retention and employee engagement.

Financial implications - Currently there is no allocated budget to cover the cost of commissioning the Annual Survey. The costs will therefore need to be met from the People & HR Corporate Training Budget for 2024/25.

Resource implications – staff resources will be required to manage, prioritising and implementation of changes based on the survey results and action plans which may include training programmes and process improvements and clear communication on actions undertaken.

Legal implications – None

Risk implications. The recommendations are minimal risk.

Equalities implications – It is essential that both the Staff Survey and Pulse Survey allow employees to disclose their protected characteristics anonymously. This will be included in all future surveys. This then enables analysis of the findings by protected characteristics to identify trends and any underlying issues of disproportionate impact.

Climate implications - None

Security implications – None

Conclusion

The outlined recommendations provide a clear framework for translating the 2024 staff survey results into actionable plans for the People Strategy and Equity, Equality, Diversity & Inclusion initiatives. With structured timelines, regular updates, and a focus on alignment with strategic objectives, the organisation will be well-positioned to enhance staff engagement, embed equality, equity, diversity and inclusion and improve overall organisational performance.

Appendices

Appendix 1 – Breakdown of respondent’s socioeconomic data

Appendix 2 – PowerPoint slides from People Insight

Kaye Saxton-Lea

Acting Assistant Director of Learning and Organisational Development

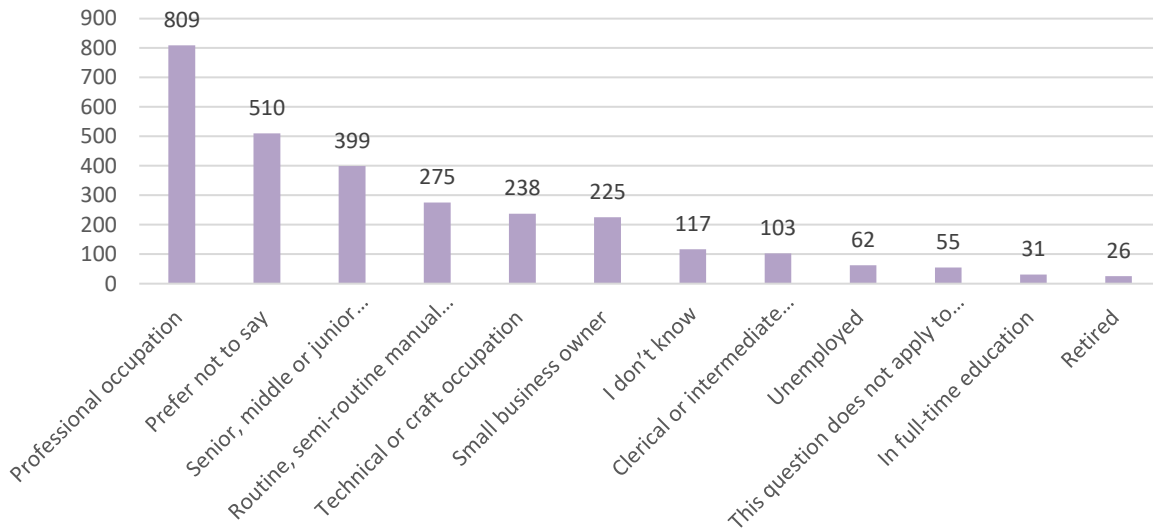
T: 020 7332 1927

E: kaye.saxton-lea@cityoflondon.gov.uk

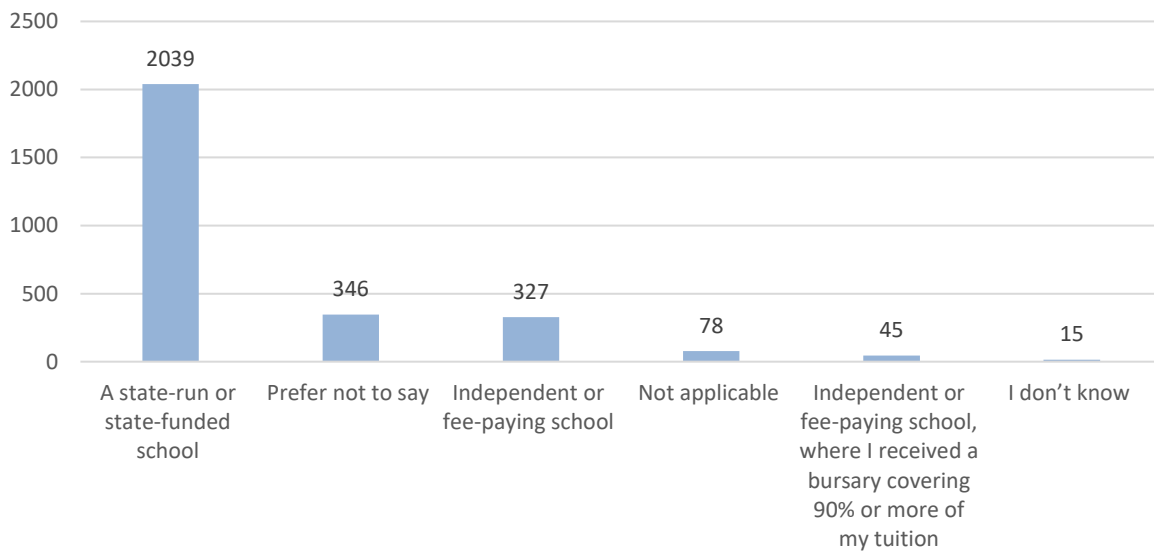
Appendix 1 Socio-economic survey questions

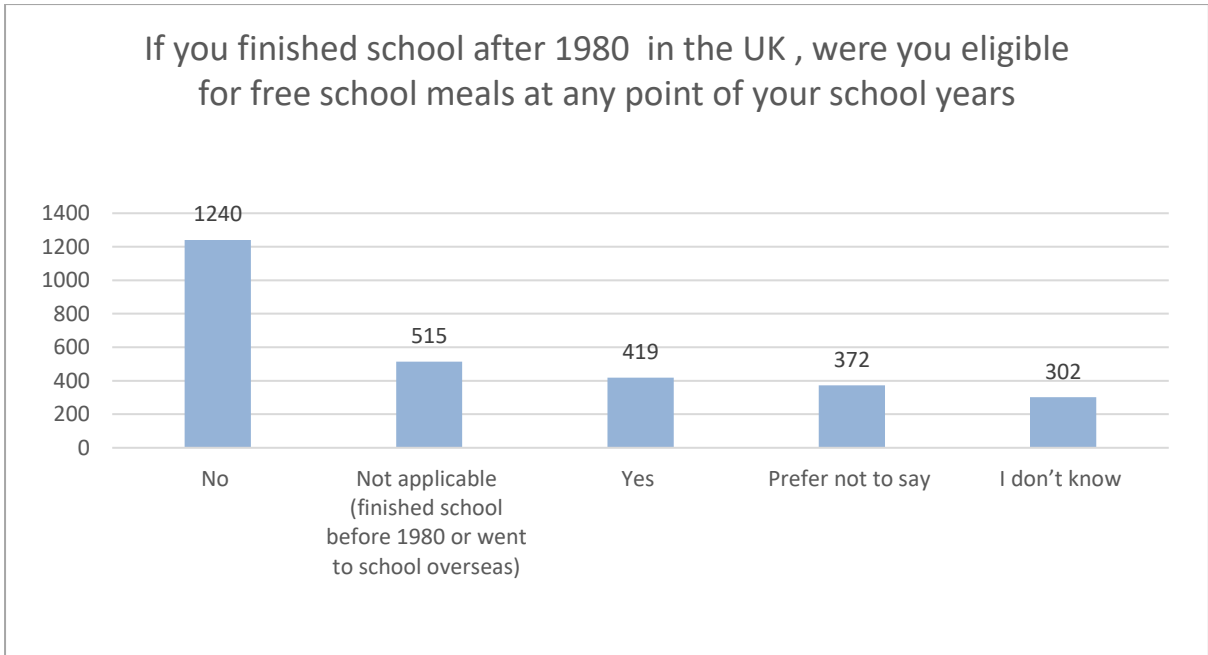
The socio-economic questions included in the appendix of this report, as shown in the tables below. These tables display the number of respondents who answered each question in the socio-economic section of the survey. However, it is important to note that no formal analysis of these questions was conducted. The primary purpose of these questions was to familiarise employees with the type of information that will be collected during an upcoming campaign. This campaign is aimed at encouraging employees to complete their diversity information forms on the City People (iTrent) platform.

What is the occupation of the main earner in your household when you were about 14



Which type of school did you attend for the most time between ages of 11 and 16





Appendix 2 PowerPoint slide pack from People Insight

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City of London Corporation

Employee Survey Executive Insights

September
2024



Agenda



1. Survey themes overview
2. Employee engagement score
3. Key drivers
4. Highlights and lowlights
5. Focus areas
6. Summary and next steps

Survey response rate

47%

2850 / 6071
responses

Belief in Action

27%

-17 vs
Public Sector benchmark



Response rate: Like for Like and No Casuals

Survey response rate

74%

2225 / 2990
responses

(2022) Like for Like

Survey response rate

67%

2779 / 4157
responses

No Casuals

Response Rate by Level 2 and Level 3



47%

2850 / 6071
responses

| Level2 | Response Rate | Count | Responses |
|--|---------------|-------|-----------|
| TOWN CLERK & CHIEF EXECUTIVE OFFICE [000A] | 100% | 1 | 1 |
| CORPORATE DEPARTMENT FUNCTIONS [100] | 73% | 1178 | 861 |
| SERVICES [300] | 61% | 1554 | 943 |
| INSTITUTIONS [200] | 31% | 3338 | 1045 |

| Level3 | Response Rate | Count | Responses |
|--|---------------|-------|-----------|
| COMMUNICATIONS & EXTERNAL AFFAIRS [180] | 100% | 33 | 33 |
| CORPORATE STRATEGY & PERFORMANCE [120] | 100% | 15 | 15 |
| N/a | 100% | 1 | 1 |
| PEOPLE & HR [190] | 94% | 67 | 63 |
| COMPTROLLER & CITY SOLICITOR'S [115] | 85% | 55 | 47 |
| CHAMBERLAIN'S [111] | 80% | 302 | 241 |
| INNOVATION & GROWTH [377] | 71% | 112 | 80 |
| TOWN CLERK'S [177] | 70% | 217 | 152 |
| CITY BRIDGE FOUNDATION [275] | 68% | 193 | 131 |
| CITY SURVEYOR'S [173] | 67% | 406 | 270 |
| FREEMEN'S SCHOOL [265] | 64% | 226 | 144 |
| ENVIRONMENT [343] | 61% | 1052 | 641 |
| COMMUNITY & CHILDREN'S SERVICES DEPARTMENT [325] | 57% | 390 | 222 |
| CITY JUNIOR SCHOOL [264] | 53% | 34 | 18 |
| CITY OF LONDON POLICE (CIVILIANS) [255] | 50% | 555 | 277 |
| REMEMBRANCER [159] | 48% | 82 | 39 |
| CITY SCHOOLS SHARED SERVICE [262] | 46% | 54 | 25 |
| CITY OF LONDON SCHOOL [261] | 28% | 204 | 57 |
| BARBICAN CENTRE [205] | 20% | 937 | 191 |
| GUILDHALL SCHOOL OF MUSIC & DRAMA [219] | 18% | 926 | 170 |
| CITY OF LONDON SCHOOL FOR GIRLS [263] | 16% | 210 | 33 |

Survey Themes



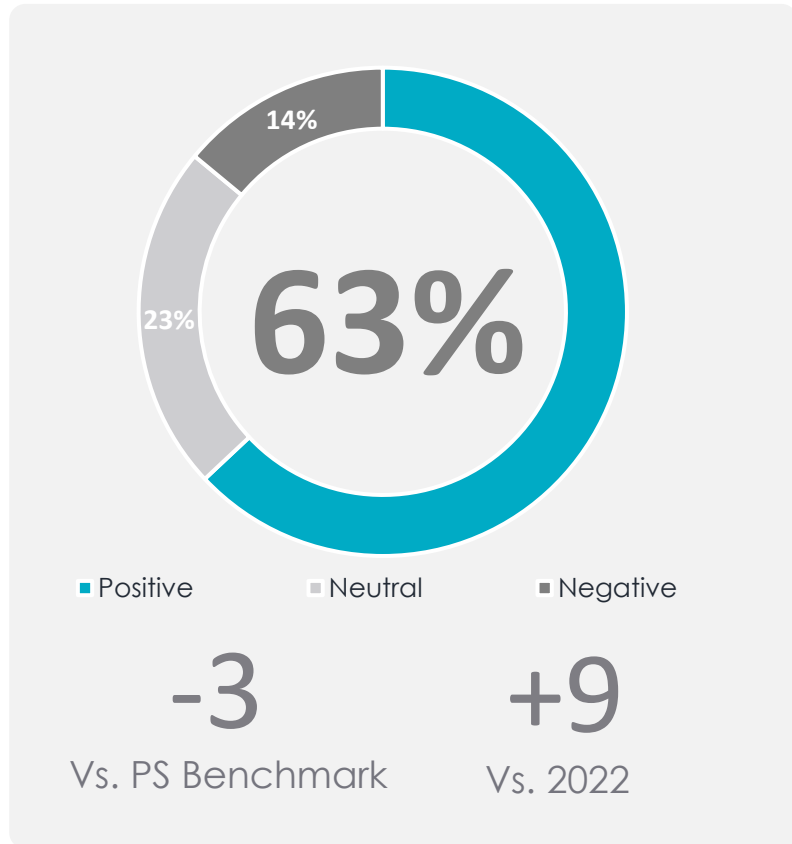
Theme results show the City of London Corporation is providing a more positive experience for staff than in 2022

- ▶ Levels of engagement are high and have improved since 2022
- ▶ Staff are most positive about My Wellbeing and Belonging and Building Brilliant Basics
- ▶ In contrast, My Contribution My Reward and Workplace Attendance received the least favourable responses and tend to attract higher levels of negativity
- ▶ Since 2022, most themes have improved in favourable score, with Trustworthy Leadership improving the most. However, a 10pp drop was noted for My Contribution My Reward since 2022.
- ▶ It is also worth noting that most themes are in line or below the Public Sector norm, with My Contribution My Reward scoring most below the norm

| Theme | Response breakdown (■ favourable ■ neutral ■ unfavourable) | VS PS Norm | VS 2022 |
|----------------------------|---|------------|---------|
| My Wellbeing and Belonging | 70% favourable, 18% neutral, 12% unfavourable | -6 | -3 |
| Building Brilliant Basics | 64% favourable, 22% neutral, 14% unfavourable | -2 | +14 |
| Engagement | 63% favourable, 23% neutral, 14% unfavourable | -3 | +9 |
| My Talent and Development | 60% favourable, 23% neutral, 16% unfavourable | -4 | +2 |
| Trustworthy Leadership | 50% favourable, 32% neutral, 18% unfavourable | +2 | +15 |
| My Contribution My Reward | 50% favourable, 26% neutral, 24% unfavourable | -16 | -10 |
| Workplace Attendance | 16% favourable, 22% neutral, 62% unfavourable | n/a | n/a |



Engagement levels have improved since 2022



| Question | Response breakdown (■ favourable ■ neutral ■ unfavourable) | VS PS Norm | VS 2022 |
|---|---|------------|---------|
| People help and support each other where I work | 76% favourable, 17% neutral, 7% unfavourable | +2 | +8 |
| I am proud to say I work here | 74% favourable, 19% neutral, 7% unfavourable | -3 | +9 |
| I believe action will be taken as a result of this survey | 27% favourable, 37% neutral, 36% unfavourable | -17 | +3 |
| If asked, I would say to friends and family that this is a good place to work | 76% favourable, 18% neutral, 6% unfavourable | +9 | +15 |

Highlights



Highest scoring

| Question | Response breakdown (■ favourable ■ neutral ■ unfavourable) | Vs PS Norm | VS 2022 |
|--|---|------------|---------|
| My line manager treats me fairly and with respect | 84% favourable, 11% neutral, 5% unfavourable | 0 | -1 |
| If I were to make a mistake, my line manager would be supportive in helping me learn from it | 80% favourable, 13% neutral, 7% unfavourable | -3 | -2 |
| I am treated with respect by the people I work with | 80% favourable, 14% neutral, 6% unfavourable | n/a | n/a |
| I have the freedom I need to get on with my job | 78% favourable, 13% neutral, 9% unfavourable | 0 | +4 |
| My manager is considerate of my life outside of work | 78% favourable, 15% neutral, 7% unfavourable | n/a | n/a |



Most above the Public Sector Norm

| Question | Response breakdown (■ favourable ■ neutral ■ unfavourable) | Vs PS Norm | VS 2022 |
|---|---|------------|---------|
| The senior leaders in my department/team are visible and make the effort to listen to staff | 61% favourable, 21% neutral, 18% unfavourable | +9 | +21 |
| If asked, I would say to friends and family that this is a good place to work | 76% favourable, 18% neutral, 6% unfavourable | +9 | +15 |
| I feel appropriately supported through change | 47% favourable, 32% neutral, 21% unfavourable | +7 | +14 |
| Learning and development activities I have completed while working here are helping me to develop my career | 53% favourable, 31% neutral, 16% unfavourable | +6 | n/a |
| The senior leaders in my department/team provide a clear vision of the overall direction | 54% favourable, 26% neutral, 20% unfavourable | +3 | +15 |

Highlights



Most Improved

| Question | Response breakdown (■ favourable ■ neutral ■ unfavourable) | Vs PS Norm | VS 2022 |
|---|---|------------|---------|
| I know how well my team is doing against our objectives | 61% favourable, 26% neutral, 13% unfavourable | +2 | +38 |
| The senior leaders in my department/team are visible and make the effort to listen to staff | 61% favourable, 21% neutral, 18% unfavourable | +9 | +21 |
| There is a culture of openness and transparency where I work | 46% favourable, 31% neutral, 23% unfavourable | n/a | +20 |
| The senior leaders in my department/team provide a clear vision of the overall direction | 54% favourable, 26% neutral, 20% unfavourable | +3 | +15 |
| If asked, I would say to friends and family that this is a good place to work | 76% favourable, 18% neutral, 6% unfavourable | +9 | +15 |

Lowlights



Lowest scoring



Most below the Public Sector Norm

| Question | Response breakdown (■ favourable ■ neutral ■ unfavourable) | Vs PS Norm | VS 2022 |
|---|---|------------|---------|
| I would support a potential move to 4 days a week for workplace attendance in the future | 8% favourable, 15% neutral, 77% unfavourable | n/a | n/a |
| I think Members provide strategic leadership and good governance | 22% favourable, 51% neutral, 27% unfavourable | n/a | n/a |
| The move for workplace attendance from the current 2 days to 3 days a week in September, will encourage me to reconsider my role and future place of work | 23% favourable, 29% neutral, 47% unfavourable | n/a | n/a |
| The Town Clerk's Executive Leadership Board (ELB) are visible and make the effort to listen to staff | 27% favourable, 49% neutral, 24% unfavourable | n/a | n/a |
| I believe action will be taken as a result of this survey | 27% favourable, 37% neutral, 36% unfavourable | -17 | +3 |

| Question | Response breakdown (■ favourable ■ neutral ■ unfavourable) | Vs PS Norm | VS 2022 |
|--|---|------------|---------|
| I know how the work I do helps to achieve these aims | 55% favourable, 31% neutral, 14% unfavourable | -30 | n/a |
| I understand the aims of the People Strategy and Corporate Plan (2024- 2029) | 51% favourable, 31% neutral, 19% unfavourable | -29 | n/a |
| I feel the current appraisal framework adequately captures my performance | 33% favourable, 33% neutral, 34% unfavourable | -26 | 0 |
| I believe action will be taken as a result of this survey | 27% favourable, 37% neutral, 36% unfavourable | -17 | +3 |
| I am consulted on changes that affect me and my work | 48% favourable, 25% neutral, 26% unfavourable | -10 | n/a |

Lowlight



Least improved

| Question | Response breakdown (■ favourable ■ neutral ■ unfavourable) | Vs PS Norm | VS 2022 |
|--|---|------------|---------|
| My role allows me to attain the right balance between my work and personal life | 59% favourable, 19% neutral, 22% unfavourable | -7 | -4 |
| In my team we are able to have discussions about things that are uncomfortable or difficult | 66% favourable, 21% neutral, 13% unfavourable | n/a | -3 |
| I feel valued and recognised for the work that I do | 53% favourable, 22% neutral, 25% unfavourable | -9 | -2 |
| If I were to make a mistake, my line manager would be supportive in helping me learn from it | 80% favourable, 13% neutral, 7% unfavourable | -3 | -2 |
| My line manager treats me fairly and with respect | 84% favourable, 11% neutral, 5% unfavourable | 0 | -1 |

E,D&I: A deeper dive



“My leadership team is committed to creating a diverse and inclusive workplace”

Response breakdown
(■ favourable ■ neutral ■ unfavourable)



Overall, 66% of CoL staff agreed that their leadership team is committed to creating a diverse and inclusive workplace. However, a deeper dive into the data revealed several key hotspot areas across demographics:

- ▶ **Age:** A 19pp spread was noted across age groups, with CoL's youngest employees (21 and under=81%) responding most favourably whereas those aged 60-69 responding least favourably (62%)
- ▶ **Length of service:** newer employees (less than 12 months=77%) are more likely to agree that their leadership team is committed to creating a diverse and inclusive workplace than those who have been with CoL for over 11 years (59%)
- ▶ **Level 3:** Staff within Innovation & Growth (55%) and Environment (59%) reported the least positive views
- ▶ **Ethnicity:** Chinese (48%) and Another Black, Black British or Caribbean background (59%) were least likely to respond favourably

“Leaders here understand that Equity, Equality, Diversity and Inclusion is central to our future success”

Response breakdown
(■ favourable ■ neutral ■ unfavourable)



At the organisational level, 63% of staff agreed that leaders understand that Equity, Equality, Diversity and Inclusion is central to our future success. However, it is worth noting that:

- ▶ **Disability:** Those with a disability are less likely to agree that Leaders do understand that Equity, Equality, Diversity and Inclusion is central to our future success (55%)
- ▶ **Length of service:** Newer employees (less than 12 months=75%; 1-3 years=66%) tend to have more positive views, however this drops down to 58% after the 3-year mark
- ▶ **Level 3:** Whilst it is positive to see high favourable scores among staff within City Junior School (89%), Freeman's School (80%) and City of London for Girls (76%), those within Innovation & Growth (42%) and Comptroller & City Solicitor's (55%) and much less likely to agree that Leaders do understand that Equity, Equality, Diversity and Inclusion is central to our future success
- ▶ **Ethnicity:** Those who are Another Black, Black British or Caribbean background (50%), Black African and White (53%) and Bangladeshi (53%) were least likely to respond favourably

"I feel that my emotional safety is taken seriously and is valued at work"

Response breakdown
(■ favourable ■ neutral ■ unfavourable)



Overall, 64% of CoL staff feel that their emotional safety is taken seriously and is valued at work. However, a deeper dive into different demographic groups revealed:

- ▶ **Age:** A 27pp spread was noted, with younger employees generally responding more favourably (21 and under=86%; 22-29=72%) than those between the ages of 50-59(59%) and 60-69 (61%)
- ▶ **Gender:** Whilst not a large difference, it is worth noting that Male staff (61%) are less likely to respond favourably relative to Female staff (67%)
- ▶ **Level 3:** Those within City Schools Shared Service (40%), Comptroller & City Solicitor's (51%) and City of London School for Girls (55%) were least positive about emotional safety
- ▶ **Ethnicity:** Black Caribbean and White (46%), Black African and White (48%), African (62%) and Another Black, Black British or Caribbean background (62%) were least likely to agree that their emotional safety is taken seriously and is valued at work

“I think that my employer respects individual differences e.g. cultures, working styles, backgrounds, ideas, interests etc”

Response breakdown
(■ favourable ■ neutral ■ unfavourable)



Whilst it is positive to see that most staff agree that their employer respects individual differences, it is also worth noting some inconsistencies across certain demographic groups:

- ▶ **Disability:** Staff with a disability are much less likely to agree that their employee respects individual differences (59%) relative to those without (71%)
- ▶ **Sexual orientation:** Those who identify as Lesbian (58%) or Queer (59%) were least likely to agree that their employee respects individual differences
- ▶ **Level 3:** Staff within Corporate Strategy & Performance (53%), Innovation & Growth (55%) and City Bridge Foundation (59%) have the least positive views
- ▶ **Ethnicity:** Another Black, Black British or Caribbean background (59%), Caribbean (60%) and Black African and White (60%) were least likely to respond favourably

“I have not experienced discrimination in respect of accessing development opportunities”

Response breakdown
(■ favourable ■ neutral ■ unfavourable)



Overall, it is good to see that most staff at CoL have not experienced discrimination in respect of accessing development opportunities. However, it is worth noting that:

- ▶ **Disability:** Staff with a disability are much less likely to respond favourably (62%) compared to those without (76%)
- ▶ **Length of service:** Those who have been with CoL the longest (6-10 years=67%; over 11 years=65%) were much less likely to respond positively
- ▶ **Level 3:** Those within Barbican Centre (60%), City Schools Shared Service (64%) and City of Police (Civilians) were least likely to agree that they have not experienced discrimination in respect of accessing development opportunities
- ▶ **Ethnicity:** Another Black, Black British or Caribbean background (50%) and Another Mixed or multiple ethnic background (51%) were least likely to respond favourably

“Members demonstrate our values and behaviours including leading for Equity, Equality, Diversity and Inclusion”

Response breakdown
(■ favourable ■ neutral ■ unfavourable)



Approximately only 1 in 4 agreed that Members demonstrate our values and behaviours including leading for Equity, Equality, Diversity and Inclusion at CoL overall. A deeper dive into different demographic groups revealed:

- ▶ **Disability:** Staff with a disability are less likely to agree (22%) relative to those without (30%)
- ▶ **Length of service:** Those who have been with CoL for longer (4-5 years=22%; 6-10 years=23%; over 11 years=21%) were generally less likely to agree than those who are newer (less than 12 months=44%)
- ▶ **Level 3:** Staff within Corporate Strategy & Performance (7%), Innovation & Growth (14%), Comptroller & City Solicitor's (15%) and People and HR (16%) were least likely to agree
- ▶ **Ethnicity:** Another Black, Black British or Caribbean background (23%) and Another Mixed or multiple ethnic background (24%) were least likely to respond favourably

Views by Gender



| | Overall | Female | Male |
|------------------------------|---------|--------|------|
| No. of Responses | 2850 | 1466 | 1384 |
| ▶ Engagement | 63% | 63% | 63% |
| ▶ My Contribution My Reward | 50% | 49% | 51% |
| ▶ My Wellbeing and Belonging | 70% | 70% | 69% |
| ▶ Trustworthy Leadership | 50% | 50% | 51% |
| ▶ My Talent and Development | 60% | 60% | 60% |
| ▶ Building Brilliant Basics | 64% | 64% | 65% |
| ▶ City Bridge Foundation | 83% | 85% | 81% |
| ▶ Workplace Attendance | 16% | 15% | 17% |

Results revealed views across all themes at a high level) are relatively consistent between female and male staff. This indicates that there is a fairly consistent employee experience across both groups.

Views by Age Range



| | Overall | 21 and under | 22-29 | 30-39 | 40-49 | 50-59 | 60-69 | 70 and over |
|----------------------------|---------|--------------|-------|-------|-------|-------|-------|-------------|
| No. of Responses | 2850 | 58 | 370 | 607 | 682 | 804 | 310 | 19 |
| Engagement | 63% | 72% | 64% | 63% | 64% | 62% | 61% | 78% |
| My Contribution My Reward | 50% | 61% | 50% | 47% | 50% | 50% | 51% | 69% |
| My Wellbeing and Belonging | 70% | 82% | 75% | 71% | 70% | 67% | 68% | 77% |
| Trustworthy Leadership | 50% | 68% | 53% | 50% | 50% | 49% | 48% | 56% |
| My Talent and Development | 60% | 76% | 65% | 61% | 59% | 58% | 59% | 62% |
| Building Brilliant Basics | 64% | 76% | 67% | 63% | 64% | 64% | 65% | 70% |
| City Bridge Foundation | 83% | n/a | 89% | 83% | 87% | 74% | 85% | n/a |
| Workplace Attendance | 16% | 14% | 10% | 12% | 16% | 20% | 21% | 12% |

Across age groups, some inconsistencies in experiences were noted.

- ▶ It is evident that those under the age of 21 and over the age of 70 generally have the most positive views across most themes
- ▶ Staff aged 30-39 are least positive about My Contribution My Reward relative to their cohort
- ▶ Those between the ages of 50-59 and 60-69 responded least favourably to My Wellbeing and Belonging
- ▶ Those who are 50-59 are also least positive about City Bridge Foundation*
- ▶ Whilst still the minority, those between the ages of 50-59 and 60-69 are notably more likely to respond favourably to Workplace Attendance relative to their cohort

***Note: City Bridge Foundation was only applicable to a specific group of staff**

Views by Ethnicity (1 of 2)



| | Overall | British, English, Northern Irish, Scottish or Welsh | Prefer not to say | Another White background, please specify [open text] | Indian | Irish | African | Another Black Black British or Caribbean background, please... | Caribbean | Another Mixed or multiple ethnic background, please specify ... | Bangladeshi | Asian and White | Prefer to self-describe [open text] |
|-----------------------------------|-------------|---|-------------------|--|--------|-------|---------|--|-----------|---|-------------|-----------------|-------------------------------------|
| No. of Responses | 2850 | 1638 | 430 | 238 | 78 | 72 | 65 | 56 | 52 | 51 | 43 | 39 | 36 |
| Engagement | 63% | 64% | 55% | 63% | 69% | 66% | 67% | 59% | 62% | 62% | 69% | 70% | 68% |
| My Contribution My Reward | 50% | 50% | 38% | 49% | 56% | 52% | 62% | 57% | 54% | 51% | 56% | 58% | 48% |
| My Wellbeing and Belonging | 70% | 73% | 56% | 72% | 74% | 74% | 68% | 63% | 68% | 72% | 72% | 74% | 71% |
| Trustworthy Leadership | 50% | 52% | 38% | 52% | 56% | 50% | 57% | 50% | 55% | 47% | 56% | 56% | 51% |
| My Talent and Development | 60% | 63% | 47% | 60% | 66% | 59% | 66% | 56% | 65% | 61% | 70% | 66% | 59% |
| Building Brilliant Basics | 64% | 67% | 52% | 64% | 68% | 66% | 72% | 56% | 69% | 65% | 66% | 67% | 64% |
| City Bridge Foundation | 83% | 86% | 71% | 84% | n/a | n/a | 72% | 92% | n/a | n/a | 60% | n/a | n/a |
| Workplace Attendance | 16% | 18% | 12% | 17% | 9% | 25% | 14% | 14% | 5% | 8% | 5% | 23% | 11% |

Views by Ethnicity (2 of 2)



| | Overall | Black African and White | Another Asian background, please specify [open text] | Black Caribbean and White | Pakistani | Chinese |
|-----------------------------------|-------------|-------------------------|--|---------------------------|-----------|---------|
| No. of Responses | 2850 | 30 | 29 | 29 | 28 | 25 |
| Engagement | 63% | 65% | 71% | 69% | 61% | 64% |
| My Contribution My Reward | 50% | 59% | 50% | 59% | 59% | 56% |
| My Wellbeing and Belonging | 70% | 73% | 75% | 70% | 71% | 66% |
| Trustworthy Leadership | 50% | 61% | 62% | 58% | 56% | 50% |
| My Talent and Development | 60% | 73% | 72% | 61% | 65% | 60% |
| Building Brilliant Basics | 64% | 73% | 67% | 73% | 72% | 56% |
| City Bridge Foundation | 83% | n/a | n/a | n/a | n/a | n/a |
| Workplace Attendance | 16% | 12% | 3% | 19% | 12% | 6% |

Across ethnicity, several key hotspot areas were evident

- ▶ Another Black, Black British or Caribbean background and Chinese* staff were notably less likely to respond favourably to My Wellbeing and Belonging and Building Brilliant Basics
- ▶ Another Black, Black British or Caribbean background, Caribbean, Another mixed or multiple ethnic background and Pakistani* staff were generally less engaged relative to their cohort
- ▶ Those who are Irish, another Black, Black British or Caribbean background and prefer to self-describe* were the least positive about My Talent and Development
- ▶ Across all themes, those who selected 'Prefer not to say' consistently scored less favourably compared to their cohort. Whilst no solid conclusions can be made from this, those who are most concerned about being identified are generally people who are least motivated and engaged at work.

**Note: Small number of responses are more prone to extreme scores*

Views by Disability



| | Overall | Yes | No | Prefer not to say |
|------------------------------|---------|-----|------|-------------------|
| No. of Responses | 2850 | 422 | 2103 | 325 |
| ▶ Engagement | 63% | 58% | 65% | 55% |
| ▶ My Contribution My Reward | 50% | 46% | 52% | 38% |
| ▶ My Wellbeing and Belonging | 70% | 65% | 73% | 55% |
| ▶ Trustworthy Leadership | 50% | 48% | 53% | 38% |
| ▶ My Talent and Development | 60% | 56% | 64% | 46% |
| ▶ Building Brilliant Basics | 64% | 60% | 67% | 52% |
| ▶ City Bridge Foundation | 83% | 87% | 84% | 72% |
| ▶ Workplace Attendance | 16% | 13% | 17% | 12% |

Results reveal a clear difference in employee experience between those with a disability and those without

- ▶ Generally, staff with a disability are less likely to be engaged compared to those without
- ▶ Staff with a disability are also responding less favourably to most survey themes, especially in terms of My Contribution My Reward, My Wellbeing and Belonging and My Talent and Development
- ▶ Those who selected 'Prefer not to say' also tend to respond less favourably across all themes relative to those without a disability

Views by Sexual Orientation



| | Overall | Ace or Asexual | Bisexual | Gay | Heterosexual / Straight | Lesbian | Pansexual | Prefer not to say | Queer |
|------------------------------|---------|----------------|----------|------|-------------------------|---------|-----------|-------------------|-------|
| No. of Responses | 2850 | 20 | 81 | 91 | 2068 | 36 | 16 | 495 | 34 |
| ▶ Engagement | 63% | 65% | 61% | 66% | 65% | 63% | 77% | 56% | 59% |
| ▶ My Contribution My Reward | 50% | 54% | 46% | 51% | 52% | 53% | 51% | 41% | 39% |
| ▶ My Wellbeing and Belonging | 70% | 78% | 71% | 74% | 72% | 69% | 82% | 59% | 74% |
| ▶ Trustworthy Leadership | 50% | 59% | 47% | 54% | 52% | 52% | 65% | 40% | 47% |
| ▶ My Talent and Development | 60% | 64% | 57% | 63% | 63% | 54% | 54% | 50% | 56% |
| ▶ Building Brilliant Basics | 64% | 67% | 60% | 67% | 67% | 66% | 67% | 54% | 65% |
| ▶ City Bridge Foundation | 83% | n/a | 90% | 100% | 85% | n/a | n/a | 69% | n/a |
| ▶ Workplace Attendance | 16% | 29% | 10% | 25% | 16% | 3% | 9% | 14% | 5% |

Views by Sexual Orientation revealed some discrepancy in favourable scores that is worth noting

- ▶ Whilst most sexual orientation groups reported similar experiences, those who identified as bisexual and queer* tend to respond less favourably across most themes
- ▶ Those who are queer* were least positive about My Contribution My Reward
- ▶ Staff who are bisexual, lesbian*, pansexual* and queer* tend to respond less favourably to My Talent and Development
- ▶ Those who selected 'Prefer not to say' generally responded least positively to all themes

***Note: Small number of responses are more prone to extreme scores**

Next steps



Appendix





Views by Bullying, Harassment or Discrimination

| | Overall | Yes | No | Prefer not to say |
|----------------------------|---------|-----|------|-------------------|
| No. of Responses | 2850 | 350 | 2148 | 352 |
| Engagement | 63% | 47% | 68% | 51% |
| My Contribution My Reward | 50% | 35% | 54% | 35% |
| My Wellbeing and Belonging | 70% | 47% | 78% | 49% |
| Trustworthy Leadership | 50% | 34% | 56% | 34% |
| My Talent and Development | 60% | 42% | 67% | 42% |
| Building Brilliant Basics | 64% | 50% | 69% | 49% |
| City Bridge Foundation | 83% | 91% | 85% | 67% |
| Workplace Attendance | 16% | 13% | 16% | 15% |

A large discrepancy in favourable scores were noted between those who have experienced bullying, harassment or discrimination at work in the last 12 months and those who have not

- ▶ Generally, staff who have experienced bullying, harassment or discrimination were much less engaged than those who have not
- ▶ Staff who have experienced bullying, harassment or discrimination are also responding much less positively to most survey themes, especially in terms My Wellbeing and Belonging, with a 31pp difference in favourable score compared to those who have not
- ▶ Those who selected 'Prefer not to say' generally also responded less favourably to all themes relative to those who have not experienced bullying, harassment or discrimination

Views by Length of Service



| | Overall | Less than 12 months | 1-3 years | 4-5 Years | 6-10 years | Over 11 Years |
|----------------------------|---------|---------------------|-----------|-----------|------------|---------------|
| No. of Responses | 2850 | 509 | 662 | 269 | 522 | 888 |
| Engagement | 63% | 72% | 64% | 61% | 62% | 58% |
| My Contribution My Reward | 50% | 63% | 49% | 44% | 47% | 46% |
| My Wellbeing and Belonging | 70% | 80% | 73% | 68% | 68% | 64% |
| Trustworthy Leadership | 50% | 61% | 54% | 48% | 47% | 44% |
| My Talent and Development | 60% | 70% | 63% | 59% | 57% | 56% |
| Building Brilliant Basics | 64% | 71% | 66% | 62% | 63% | 62% |
| City Bridge Foundation | 83% | 81% | 87% | 90% | 82% | 73% |
| Workplace Attendance | 16% | 17% | 13% | 16% | 14% | 19% |

Across length of service, a common trend known as the 'honeymoon phase' was noted, where newer employees tend to be more positive than those with a longer tenure

- ▶ Staff who have been with the corporation for less than 12 months are generally the most positive across most themes
- ▶ A gradual drop in favourable score is noted overtime, with those who have been with the corporation for more than 11 year generally responding the least favourably
- ▶ Interestingly, whilst those with a tenure of 4-5 years were least positive about My Contribution My Reward, they were most positive about City Bridge Foundation*

***Note: City Bridge Foundation was only applicable to a specific group of staff**

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| | |
|---|---|
| Committee(s): Equality, Diversity, & Inclusion Sub-Committee | Dated: 4 th September 2024 |
| Subject: Equity, Diversity & Inclusion Strategy 2024-2027 | Public |
| Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly? | CoLP impact the following Corp Plan outcomes: Vibrant Thriving Destination- (Community Safety/ CT) Dynamic Economic Growth- (National Lead Force) |
| Does this proposal require extra revenue and/or capital spending? | N/A |
| If so, how much? | N/A |
| What is the source of Funding? | N/A |
| Has this Funding Source been agreed with the Chamberlain’s Department? | N/A |
| Report of: Commissioner of Police Pol xx-xx | For Information |
| Report author: Chief Supt Sanjay Andersen, Professionalism & Trust Contact: Sanjay.Andersen@cityoflondon.police.uk | |

Summary

The attached Equity, Diversity and Inclusion Strategy 2024-27 is presented for information. The Strategy sets out the City of London Police’s aim to be “one of the most inclusive and trusted police services in the country”. It sets out an acknowledgment on the notable policing challenges and failings that continue to jeopardise the public’s confidence, and then key priorities focused around:

- Our People
- Our Policies & Processes
- Our Public
- Our Partners

Recommendation

It is recommended that Members:

- Note the attached Equity, Diversity and Inclusion Strategy 2024-27.

Appendices

- Appendix 1: Equity, Diversity and Inclusion Strategy 2024-27.

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OUR PEOPLE

Equity, Diversity and Inclusion Strategy
2024-2027



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OUR PEOPLE

Equity, Diversity and Inclusion Strategy 2024-2027



“The City of London Police will be one of the most inclusive and trusted police services in the country”

The City of London Police has a unique position, in that we are a local service, keeping those who live and work in the square mile safe, with a national role, to protect the United Kingdom from fraud, economic and cyber crime.

COMMISSIONER'S FOREWORD



“We are passionate about our duty to keep everyone safe. We know equity, diversity and inclusion are essential for us to do that. Ensuring our people – meaning our staff, our public and our partners know how much we value them; and that our policies and processes are equitable and accessible will lead to us delivering the most inclusive police service possible.

Embedding this strategy at the core of all we do will mean that we truly serve to the highest standards of professionalism, compassion and integrity.

T/Commissioner of the City of London Police
Pete O'Doherty





“Equity, diversity and inclusion means I can be trusted to help, no matter who you are.”



OUR ACKNOWLEDGEMENT

There have been widely-publicised policing challenges and failings that have damaged the public's confidence in our police service.

We have been shocked and horrified by the wholly unacceptable incidents that have occurred across policing, nationally and locally, and recognise there has been insufficient progress to meet the size of the challenge and address these failings.

Our police officers and staff embrace the task ahead and remain committed to providing a service driven by integrity and a service that can be trusted to behave appropriately. We are determined to lead by example and deliver policing with legitimacy and trust.

Specifically, we will tackle local challenges head-on, including any disproportionate use of force and stop and search, improving the victim experience and continuing to create a psychologically safe, equitable and inclusive working environment for all who work with us. We will proactively continue to increase the diversity of those working with us at all levels and focus efforts to retain and promote those from underrepresented backgrounds, so that our colleagues reflect the diversity of the communities we serve.



“We value the expertise of our external and independent partners, and will ensure that we work effectively with them to address and confront issues that compromise our service's ability to deliver value-driven policing.”

OUR ALIGNMENT AND COLLABORATION WITH NATIONAL POLICE RESPONSES

The City of London Police is driving behaviours and processes that deliver on the recommendations required of all police forces nationally, with particular focus on those detailed below.

- Baroness Louise Casey's Review, Part 1 of the Lady Angiolini Inquiry, and Operation Hotton have highlighted the need for all forces to improve upon their internal culture, professionalism, handling of complaints and misconduct cases, vetting procedures, support to victims and community relationships.
- The new Code of Ethics focuses on police services 'doing the right things, in the right way, for the right reasons'. This includes the Duty of Candour, requiring policing to openly acknowledge when mistakes have been made and to act in the interests of the public.
- The National Police Chiefs' Council (NPCC) and the College of Policing will implement a new Culture and Inclusion Strategy, to which we will ensure alignment of our own EDI strategic plans.
- We are also committed to delivering our local action under the National Police Race Action Plan, Violence Against Women and Girls National Framework and upholding the Equality Act 2010.



WHAT DO WE WANT OUR STRATEGY FOR EQUITY, DIVERSITY, AND INCLUSION (EDI) TO ACHIEVE FOR OUR POLICE SERVICE?

Specifically, equity, diversity, and inclusion will be significant in our ability to:

- put the victim at the heart of our policing;
- ensure our people have the resources to do their jobs effectively and efficiently;
- enable us to operate with integrity, compassion, and professionalism;
- earn the trust of diverse communities and partners through honesty and legitimacy;
- cultivate a culture of inclusion to ensure our diverse police service can do its best work and attract and retain all talent, to build and maintain strong, engaging relationships with all communities; and
- effectively embrace new technologies, where relevant, to fight crime robustly and engage with our communities.

WHAT IS DIFFERENT IN OUR 2024-2027 STRATEGIC PLAN?

- We will improve transparency, sharing failings, learnings and improvements to be proactive in building trust.
- We will provide yearly objectives and report on their progress.
- We will be collaborative: our people and public will consistently be part of our policing response.
- We will be accountable, measured, and open: our quantitative and qualitative data will tell the story.
- We will responsibly partner with industry-wide organisations to ensure effective and measurable outcomes for our service, public and communities.

WHAT YOU SHOULD KNOW ABOUT OUR QUALITATIVE AND QUANTITATIVE DATA

Over the past three years, we have used metrics to measure the impact our actions have had on our public, policies and processes, partners and people.

However, we recognise that we need to build on and improve how we measure the impact of some of the action and progress we have made. In some instances, we need more time to be able to properly evaluate, others need a meaningful indicator of progress or regression, or to put in place a measuring tool and metric.

While we do have some indicative data, both qualitative and quantitative, that provides insight into the police service we are today, we still need to build on our ability to capture relevant data and baselines and will do this as this strategy evolves.

We have included this in our yearly priorities and will provide updates to our public, partners and people as we implement the commitments in this plan.



“It’s not about ticking boxes or fulfilling quotas.”



WHERE WOULD WE LIKE TO BE IN 2027?

We want our service to be ranked, at a minimum, ‘integrated’ on the Inclusive Employers Maturity Index, which would define the City of London Police as being ‘inclusive leaders and role models in our approach to business, our behaviour and our policies.’

Equally, we want to increase trust and confidence among the public we serve, and will use our victim satisfaction surveys, Independent Advisory and Scrutiny Groups, use of force and stop and search data, and partner feedback to measure our relationship with our public and partners.

Our ambitions will be achieved through our people, partners, public and policies (our four Ps). The detail provided under each ‘P’ will be the focus of our efforts between 2024 and 2027.



THROUGH PRIORITISING OUR PEOPLE WE WILL:

increase diverse representation, improve our standards and ethics, drive inclusive leadership and individual accountability, create an equitable working culture and deliver zero tolerance of any behaviours that compromise this.



THROUGH STRENGTHENING OUR POLICIES AND PROCESSES WE WILL:

ensure our policies and processes are equitable, accessible, inclusive and informed by the diverse representation of our police service and independent scrutiny and key decision-making bodies. Our policies and processes will enable inclusive leadership, accountability and deliver commitment to continuous learning and fairness for our people, public and partners.



BY COLLABORATING WITH OUR PUBLIC WE WILL:

build and sustain authentic engagement and relationships with all communities, to ensure their confidence in our policing and improve our standards in response to crime, by placing victims at the heart of our policing.



THROUGH WORKING WITH OUR PARTNERS WE WILL:

- lead by example by building inclusive relationships with professionals to provide enhanced services for our communities, foster innovative collaboration and establish partnerships that empower our service to deliver our EDI commitments.
- ensure accountability and independent scrutiny of our commitment to become one of the most inclusive police services in the country, we are externally audited by Inclusive Employers. Our 2020 Inclusive Employers benchmark placed us at the ‘compliant’ stage within the Inclusion Maturity Model. This defined our approach to diversity and inclusion, as: ‘we pay lip service to diversity and inclusion, doing the minimum to be legally compliant’. We are disappointed by this scoring and over the last three years we feel we have made significant efforts in progressing into the police service we aspire to be.



“It’s about being able to access everything without needing to ask.”



THE DETAIL:

OUR PEOPLE



Through our **PEOPLE** we will increase representation, improve our standards, drive inclusive leadership and individual accountability, and create an equitable working culture for our diverse police service, through zero tolerance to behaviours that compromise these obligations.

Our people will reflect the diversity of the City of London, will be well resourced to work effectively and efficiently in a healthy working environment, enabling them to work inclusively and collaboratively with colleagues, partners and our public.

WHERE ARE WE TODAY?

We have a police service populated with a diverse range of skilled and talented people. Nationally, we employ the fifth largest percentage of ethnic minority police officers (10 percent) and the third highest percentage of ethnic minority police staff (24 percent). Additionally, 60 percent of our police staff are female. Disappointingly however, we have one of the lowest representations of female police officers nationally (24 percent).

Of our employees, 3.1 percent disclosed that they have a disability and 3.9 percent disclosed that they were LGBTQ+. We recognise our data does not reflect all identities and excludes those protected characteristics within the Equality Act, care leavers, or those from socio-economically diverse backgrounds. Furthermore, it doesn't provide insight into the intersectionality of our police officers and police staff. We want to report accurately on the entirety of our employee population, so we can ensure an equitable and inclusive working culture and service.

This data only includes the detail of those comfortable with sharing their personal information. We must address how we can improve and increase confidence in sharing these details with us.

Our outreach team will continue their focused efforts on increasing interest in our service, through proactive engagement with schools and education centres with high proportions of ethnic minorities, socio-economically diverse people and those of varying religions and faith.

While having a diverse workforce is valuable, we recognise that accessibility and equity - everyone having what they need to be successful and feeling included - is what will drive innovative, effective and efficient policing. To measure this, we ask our staff, through our people survey, to share how true this feels for them. In February 2024, 57 percent of our workforce shared their views and 87 percent of those believed their manager treats them with respect, 86 percent confirmed they felt accepted and respected within their team, and 70 percent agreed that poor behaviour is always addressed quickly. Our latest EDI score was disappointing, with 64 percent of respondents disagreeing with the comment, 'COLP delivers on its commitment to promoting diversity, equity, and inclusion'.

REPRESENTATION

Our approach to inclusive and equitable recruitment processes will continue to ensure we hire the best people from all backgrounds and, where necessary, respond to trends in underrepresentation with equitable hiring processes. Efforts to challenge inequity in



recruitment processes, is already in train, including collaboration with our staff networks, and our leadership accelerator, both of which have seen us attract and engage with an increasing number of ethnic minority and deaf, disabled, and neurodivergent talent. We know this is just the beginning and remain enthusiastic about building careers for talent from all backgrounds. Hiring inclusively is the first step, however, to ensure our people feel psychologically safe, valued, and respected, our workforce will continue to benefit from consistent education through our inclusivity programme and engagement with the varying lived experiences of our partners and people continues.

LEADING BY EXAMPLE AND LEADERSHIP ACCOUNTABILITY

Our active bystander' education has begun to equip our leaders with the knowledge to lead by example, learn from effective practices within other forces, tackle inappropriate behaviour and ensure our police service prioritises the wellbeing of those working with us with professionalism, integrity, and compassion. Programmes such as 'Leading with Impact' for female employees, and the Positive Action Leadership Scheme (PALS) for black, asian and ethnic minority constables, sergeants, and police staff, enable accountability among our senior leaders to ensure they remain proactive in levelling the playing field for underrepresented talent at every level. Additionally, the addition of inclusivity objectives within personal development reviews will ensure our workforce prioritises its commitment to equity and can demonstrate those objectives are being met.

STANDARDS AND ETHICS

It is vital that those who work in policing have trust and confidence in the police as their employer and feel empowered to uphold the high standards the public expect. We have invested in our Professional Standards Department to ensure that we effectively uphold our commitment to 'police with professionalism, integrity, and compassion'. For example, our 'Domestic Abuse Matters' training for all officers has already seen 800 officers successfully trained, including 80 percent of frontline staff. We are now in the top two police services in England and Wales for successful evidence-led prosecutions for domestic abuse.

CULTURE

We have invested in proactive cultural review audits which examine internal conduct and the culture of teams, uncovering elements of hidden culture which impact on how people feel at work, including low level unacceptable behaviours not reaching the threshold for misconduct. While in the pilot stage, these reviews have and will continue to inform how we consider and value intersectionality, ensure access needs are met, tackle microaggression, and to ensure an authentic sense of inclusion. Our wellbeing activities are shaped by our people, enabled and supported by our leaders and assessed against the His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) police effectiveness, efficiency, and legitimacy (PEEL) inspection regime. We continuously spotlight wellbeing, participate in national activities and events and offer a large variety of services to provide mental health and wellbeing support to our staff and officers.

ZERO TOLERANCE

Our zero tolerance for all behaviours that compromise the values of our Policing Plan or the public's trust in our ability to serve them, is expected as business as usual. Our listening circles, which provide our people space to safely share concerns, have been described as 'effective practice' by the College of Policing and have since been implemented by several police services. Our Violence Against Women and Girls (VAWG), and Police Race Action Plans, are both leading our work to be actively anti-racist and strengthen our response to crimes directed at women and girls. This, with our evolving inclusivity programme, will drive our continuous improvement in this area.



OUR CONTINUED COMMITMENT

- We will introduce pledges from police leaders, staff and officers that they will be held accountable for delivering.
- We will increase the diversity of underrepresented talent from all backgrounds within student officer intakes and at all levels across our service.
- We recognise that the demographic of our employees does not reflect the diversity of the UK population and so we will focus efforts to enable, attract, retain and develop people from a broad range of backgrounds, including socio-economically diverse backgrounds, deaf, disabled and neurodivergent people.
- We will consistently deliver regular mandatory education on a variety of subjects pertinent to the cultures and lived experiences of our people, partners and public.
- We will ensure that all leaders working for us complete mandatory and regular inclusive leadership training. We will regularly review the effectiveness of this education through relevant metrics, including our staff survey.
- We will introduce inclusivity objectives into professional development reviews to drive individual accountability.
- We will leverage the value of our Professional Standards Department to monitor the complaints and feedback we receive on our service and use our new investment in technology to record and address these in a timely manner and with empathy. We are implementing the new National Code of Ethics locally, which has a focus on ethical leadership. This aligns with our ethical dilemmas training which equips our inspectors and supervisors with the confidence and knowledge to have challenging conversations with colleagues around ethical policing.
- We will complete audits every quarter and use the results of these to inform changes in culture, the content of our inclusivity programme and professional standards work.
- We will embed recommendations from all national policing plans and working together with Professional Standards, victim satisfaction, and use of force monitoring teams ensure expected high standards are met.

WHERE DO WE WANT TO BE?

In 2027, we hope to be reflecting the Greater London area and beyond more closely and improving representation levels year-on-year, particularly as the Greater London population is a part of our commuter and leisure communities and our own workforce.

We will continually review our internal data collection to ensure that it accurately reflects changing social interpretations of protected characteristics, such as gender identification and relationships.

We will have seen an increase in people self-declaring protected characteristics at all levels across our service, with all feeling included and valued.

Our staff survey will have seen an improved completion rate, indicating that people see the value in sharing their feedback and this would provide us a more representative picture of how all our people feel working within our service.

We want those who work for our service to feel a sense of pride in working for City of London Police to feel valued and respected as individuals.

HOW WILL WE MEASURE THIS?

- Recruitment and retention figures of all people, with special focus on those from minority backgrounds;
- A decrease in the number of complaints made due to poor ethical standards;
- Promotion of all people, with a specific focus on monitoring the progress of under-represented talent to bridge promotion gaps;
- Year-on-year progress of our people declaring their differences;
- Outcomes and impact of our ethical dilemmas training;
- The number of cases of discrimination, bullying or otherwise, being reported and consequences of this reporting;
- Improved assessment results of our culture, both qualitatively and quantitatively; and
- Our staff engagement score and staff survey will provide insight into the impact of interventions and solutions ascribed because of our cultural audits.





OUR POLICIES



Through our **POLICIES** we will ensure public, internal, and external scrutiny and accountability, a commitment to continuous learning, and enhance equity for our people, public and partners.

We create policies and processes that are informed by lived experiences and the expectations of our people, public and partners, including the diverse representation of our independent scrutiny and decision-making bodies.

INDEPENDENT, PUBLIC, INTERNAL, AND EXTERNAL ACCOUNTABILITY

Our Independent Advisory and Scrutiny Group (IASG), provides feedback and challenge on matters relating to stop and search, use of force, equality and inclusion and professional standards. We recognise the need to ensure these groups are made up of a diverse range of people, who have relevant lived experience or are directly impacted by the issues we are seeking to learn from, tackle or address. The group is also invited to provide appropriate independent input on critical incident gold groups, capturing community concerns. This relationship is successful in influencing our policies and has expanded to form a Youth Independent Advisory Group (YIAG), who were actively involved in our Stephen Lawrence Day Foundation event. Our partnership with Mentivity, who educate and provide insight into young black people's experiences of interacting with the police, has already seen an improved relationship with the black community. We remain committed to evolving the way we police with the support of these independent groups.

CONTINUOUS LEARNING

We engage regularly with staff networks and associations and external communities in reviewing our work, through listening groups and internal and external events, ensuring policies and practices translate into behaviours that ensure we proactively treat all community members and our people, with fairness. Our Professionalism and Trust team, combined with senior diversity champions across our organisation, will continue to cultivate a learning mindset in this area to ensure that policies are inclusive of considerations relevant to all.

ENHANCING EQUITY FOR OUR PEOPLE

We are committed to ensuring that we support investment in the recruitment, retention and progression of all people and, where relevant, focusing efforts on those from a broad diversity of backgrounds, including disabled, black, asian, and minority ethnic officers and staff, to improve the low levels of representation in senior roles. We will support promotion by delivering a variety of programmes developed to provide support for all our employees, with tailored focus on under-represented groups. This initiative will form part of our commitment to develop our future leaders and ensure equitable career progression for all.



OUR CONTINUED COMMITMENT

- We will establish partnership standards to ensure we can receive and review feedback from the public and our partners and share this with internal stakeholders to create new ways of working.
- We will monitor the effectiveness and impact of our IASG and YIAG, through our internal and public reporting metrics.
- We will use our staff networks and associations as key partners in delivering inclusive and relevant policies and review these quarterly to ensure their effectiveness.
- We will track the progression of talent through robust and impartial development platforms and processes.

HOW WILL WE MEASURE THIS?

- Monitoring and scrutinising data through qualitative insights into effectiveness of relationships with key community groups and the impact this has had on policing, including new policies, processes, or codes of behaviour.
- Equitable processes will be measured in respect of their purpose; data will be collected on the value they add and/or the problem they solve.
- Our gender and ethnicity pay gap reporting will provide insights into progress made on equitable pay structures.
- Our staff networks and associations' ability to inform, contribute and shape policies that impact our people.
- Staff survey and staff engagement scores will allow us to measure the effectiveness of equitable hiring activities and policies.
- Exit interviews and the national leavers' framework will provide insights and inspire on-going activity to ensure we retain our skilled and talented people.

WHERE DO WE WANT TO BE?

City of London Police policies are intrinsic to tackling systemic challenges that compromise our ability to be an inclusive, accessible and equitable police service.

We will be a police service which has inclusion and equity, organically, at the forefront of policy design, creation and implementation. Policy-makers will lead with empathy, emotional intelligence and understanding of the impact such policies have on those working within our service and those we serve.

Additionally, any updates to policies will incorporate equity, accessibility and inclusion in real time for those working within the police service.

Our measuring mechanisms will inform progress on this goal across the three-year cycle.



OUR PUBLIC



By collaborating with our **PUBLIC**, we will build and sustain authentic engagement, increase standards in our response to crime and place victims at the heart of our policing.

We will proactively and enthusiastically engage with the public and communities by actively listening to their experiences. We will partner with key community stakeholders and those living and working within the City of London, to solve and tackle crime, create new ways of working together and opportunities to build on the positive work of the City of London Police.

WHERE ARE WE TODAY?

Our current victim satisfaction surveying process looks at responses from victims of crime who have answered questions relating to their treatment, how well they were kept informed, and their satisfaction with the overall service. The response rate for July-December 2023 survey was just three percent, with 51 responses from a possible 1031.

The data told us:

- how they were treated had the highest victim satisfaction levels and showed the largest increase at 27 percent;
- ‘kept informed’ levels experienced a 16 percent increase in satisfaction;
- satisfaction with the overall service had a 12 percent increase;
- satisfaction with the service provided by the contact centre voice channel remains above the 95 percent target and stable over the long-term;
- satisfaction rates concerning the online reporting tool have seen slight increases over the last three quarters, although in the main they remain under the 85 percent target;
- positive anecdotal feedback included: ‘we were treated very well’, ‘supportive’, ‘professional’, ‘respectful’; and
- negative anecdotal feedback included: ‘ignored’, ‘long delays between updates and progress’ and ‘disappointment’ with case investigations and outcomes.

Disproportionate use of stop and search and force has remained consistent in the previous two years, although figures within City of London Police are observably better than the national average.

EDUCATION

Our Inclusivity Programme will continue to upskill our officers on experiences from a broad range of backgrounds. Police officers and staff must feel confident communicating, understanding, and appreciating the intersectionality of all members of the public and their colleagues to ensure we effectively and efficiently tackle crime. Our Custody ADHD screening has increased awareness and education of neurodiversity, adjustments, and assessment. We will continue to extend this education to ensure inclusive policing for non-neuro-typical people. As well, our sign video app has ensured that our service is accessible to deaf British Sign Language users, offering communication via video calls. We recognise this is just the beginning and are committed to being a fully accessible service to all who rely on us and will continue to build on these efforts.



Since 2016, City of London Police has partnered with the Prince's Trust, supporting the Mosaic primary and secondary school mentoring programmes. Mosaic's secondary school mentoring programme creates opportunities for young people growing up in our most deprived communities. We have also supported our people to complete a 12 week placement on the team programme, where officers and police staff undertake a short attachment to co-deliver the team's programme, with a delivery partner organisation, for example, higher education providers and the YMCA.

Our police cadets programme promotes a sense of citizenship and life skills amongst our cadets; this is achieved by having a structured policing development program which the cadets attend each week. Cadets compete in competitions such as first aid and policing skills, undertake Duke of Edinburgh training at all three levels and take part in policing operations which are suitable for their age, amongst other initiatives.

HIGH STANDARDS IN RESPONSE TO CRIME

We will remain visible and accessible to all, especially those communities who have lost faith and trust in policing. Our commitment to delivering recommendations across national plans will help to renew community relationships including, but not limited to, the National Police Race Action Plan, national hate crime guidance and the VAWG action plan. The Police Authority's Independent Custody Visitor Scheme will hold our officers and staff accountable for ensuring inclusive and equitable experiences for all individuals while in custody.

INFLUENCE

Our public will continue to have the agency to influence the depth and breadth of our work. We will respond promptly and professionally to their contributions through consistent consultation with a diverse range of voices, to ensure that our public are active contributors to the success of our policing. Our publication of forthcoming misconduct hearings on our public website will hold us accountable to our commitment to our policing values and build trust with disengaged community members.

TACKLING DISPROPORTIONALITY

Our use of force and stop and search figures relating to disproportionality, while less than the national average, still need to be reduced. By improving our measuring and data set collation, we will become more effective at interpreting and analysing effectively what the data reveals. Improving this process can address any issues raised through targeted training and increased understanding of the impact on adversely affected communities and seek continual improvement through peer and academic review.

OUR CONTINUED COMMITMENT

- We will continue to engage positively with young people throughout London, while also offering our unique skills and training opportunities to all police cadets across the UK, so that our young people meet and take part in peer-to-peer teaching and learning with diverse range of cadets.
- We will implement regular victim satisfaction surveys to assess and measure the effectiveness and professionalism of our services delivered.
- We will ensure the national plans that promote trust and confidence are embedded into our policing activities and provide metrics to measure the success of these.
- We will continue to engage in accessible ways with all our communities.



- We will review our complaints processes to ensure they are robust and offer a prompt way for us to efficiently respond to the views and needs of our people, public and partners.

HOW WILL WE MEASURE THIS?

- publishing and monitoring data on disproportionality and use of police powers, especially stop and search and use of force;
- auditing consultations, the number of consultations taken place with our communities, their visibility and reach and tracking our response;
- narrative and quantitative reporting on our promises, commitments, and the success of our plans; and
- monitoring the levels of reporting of hate crime and demonstrating how we have responded.

WHERE DO WE WANT TO BE?

Our victims will be at the heart of all we do and this will be evident in our data. Our investment in a new survey system that improves our ability to tackle individuals' dissatisfaction in real time, while increasing the ability for managers to hold their teams accountable, will show our victims they are a priority for all who work for us.

We are a police service that has seen a significant reduction in disproportionate use of stop and search and use of force, thus increasing confidence within our communities that our service is a fair and impartial one. Additionally, we will have established an effective way to tackle this disproportionality head on. Our metrics provide a richer picture of this data, so that we can continue to identify why disproportionality exists and provide valuable insight to reduce it.

Our Professional Standards Department will have cemented our robust approach to providing a professional service, led with integrity, delivered compassionately and supported by effective reporting mechanisms which will allow for those internally and externally to raise concerns. Additionally, the department will be holding our service accountable via an established, dedicated review panel for all decisions that involve a discriminatory allegation, including for vetting appeals. Furthermore, we will remain responsible for delivering the Police Race Action Plan, particularly around disproportionate use of police powers, and our commitment to supporting black victims of crime, embedding organisational learning and high standards.

The community we serve will be working in partnership with us and our existing Independent and Advisory Scrutiny Group to help us understand the impact of adverse interactions with the police, to ensure that we continue to be a service that understands the intersectional and cultural nuances of our communities.

OUR PARTNERS



By working with our **PARTNERS**: leading by example, we will continue to build inclusive relationships which provide enhanced services for our communities, foster innovative collaboration and establish recognition for our partners that exemplify our values.

We will achieve this by adopting a learning mindset in which both partners and the police learn from one another to increase trust and build mutually strong relationships. In turn, we will generate an inclusive and representative supply chain.

WHERE ARE WE TODAY?

Today we have positive relationships with our partners, and value the honest dialogue and knowledge sharing we have in place, including the scrutiny and feedback we receive and the value this provides.



“Working with the City of London Police has been refreshing, to say the least. Having delivered police training for the last four years with another police force, I’ve noticed a stark difference between the two forces in terms of environment and inclusivity during my sessions. Although I haven’t been embedded within the service, the inclusivity in the sessions I’ve run for student officers has been evident.

Those who participated in the inclusivity program sessions were very progressive, asked lots of questions, and showed a strong willingness to learn. The environment within the City of London Police is positive from my perspective, and there’s a genuine desire among senior leadership and others to understand and address issues, many of which stem from other forces. While the City of London Police can still improve, their unique demographic challenges mean their approach to policing is necessarily different. The communication and willingness to learn have been outstanding. Remarkably, the sessions have not been mandatory, yet attendance has been high. This demonstrates a commitment to understanding different perspectives, such as those related to colonialism, imperialism, racism, and their ongoing impacts on communities. Understanding oppression and implementing anti-discriminatory practices are crucial for finding progressive, collaborative solutions to problems often not created by those trying to solve them.

I believe we can improve further by enhancing the sessions and exploring these issues in greater depth. This would help us improve job performance and support those who want to understand more and incorporate inclusive practices into their daily work. There is significant scope to investigate how we can do this more effectively and collaboratively, building on what we’ve achieved over the past three years.

We are at a critical juncture in policing, with various action plans and reviews like the Race Action Plan and the Casey Review. It’s important to review the training objectives and delve deeper into





these topics to create a greater understanding for interested officers and, more broadly, for those needing to explore these concepts from their perspective. There is an opportunity for growth in implementing the recommendations from these reviews into our day-to-day work. Although it's challenging to address these issues from an institutional rather than a community or social perspective, this partnership can be ground-breaking. It can demonstrate that this collaborative model is the way forward for many police forces across the UK.”

Mentivity



“Interacting with the City of London Police team is always an easy and pleasant experience, not only because they are determined and professional; they are also genuinely committed to including and supporting diverse talent.”

The College of Policing



“Very positive and encouraging. The inclusion team have phenomenal leadership skills – open, human, keen to learn and improve. It is obvious they are passionate and have a gift for the work they are doing. They have shared, freely, resources covering the work they are doing and have an approach which understands that this cannot be a tick box, that it takes a systems approach looking at all aspects of the organisational eco-system. They are thoughtful and careful in their decision making – even on the most complex and challenging topics.”

Inclusive Employers

INNOVATIVE COLLABORATION

We will work to improve the services designed for under-served groups through creative partnerships such as Operation Reframe, which includes our teams working with licensed premises, security staff and promoting ‘Ask for Angela’, in addition to our Ride Along Scheme that we plan to enhance through partnerships with communities. Both activities provide the public with insight into our policing and the chance to speak to officers on a one-to-one basis. These are some of the ways for us to build relationships with and learn from all of our communities and provide them with greater knowledge of our policing values.

ACCOUNTABILITY

Our partners will contribute to our solutions and responses in addressing equity, diversity, inclusion and accessibility challenges within our people, teams, and with our public. Our commissioner’s apology letter to the LGBTQ+ community recognised historical discriminatory application of legislation in place at that time towards that community. The ‘Be Lads’ safety campaign provided practical advice to men on how to assist women in feeling safe when they are walking alone. These are just two examples of how we proactively and practically continue to hold ourselves accountable, working with suppliers who can assist us in our aim to be one of the most inclusive police service.



INCLUSIVE PROCUREMENT

We will ensure that our procurement process is equitable for existing and new suppliers, to ensure a fair process for those seeking to work with the City of London Police. We will continue to deliver our commitment for diverse independent companies across our supply chain. Supporting diversity in external companies and suppliers, is a key priority for City of London Police.

COMMUNITY-BASED ENGAGEMENT AND RECOGNITION

We have already made progress on establishing partnerships with organisations that can further educate us on cultural differences among our public and commit to building on this. Our educational discussion 'Focus On', which informed officers of the history and experiences of Gypsy Roma Travellers, was impactful in driving cultural understanding and respect for this community's lived experience and saw over 140 officers' attend. Moreover, our Network of Women, which introduced young women to careers within the service, has also allowed us to expand our talent pools. We plan to continue creating new partnerships and build on existing partnerships like these to maximise our ability to keep people safe.

OUR CONTINUED COMMITMENT

- We will ensure we can measure the impact of this work, review its progress, and build on outcomes.
- We will work in partnership with the Corporation Procurement Department to proactively identify and introduce partners from a diverse range of backgrounds to our supply chain.
- We will facilitate opportunities to proactively bring diverse suppliers on board, through engagement exercises, including our responsible procurement toolkit.
- We will build on these efforts and create additional plans in the areas where we still require growth and improvement, within the diversity of our hiring and partnering.

WHERE DO WE WANT TO BE?

We would like our partners to feel respected, valued and enthusiastic about working with us, to ensure that partnerships enhance the services we deliver for our victims, communities, and the public. We will achieve this by our partners actively seeking working relationships with us, because they see City of London Police as the service of choice.

Our partnerships extending beyond the relationships we currently have, to include other services, not limited to, but also capturing other police and emergency services, academia, social services, other sectors and relevant, associated networks. This will help us to shape and improve the service we deliver to the public.

HOW WILL WE MEASURE THIS?

- establish effective practice by learning from partners who have been successful at working with a diverse range of partner groups and suppliers;
- monitor procurement bids from those non-traditional suppliers;
- the number and quality of partnerships formed across all areas of our service delivery, demonstrating how we have formed partnership activities, both qualitatively and quantitatively; and
- surveys with partners, capturing their view on success and learnings.



HOW CAN YOU TRUST US TO DELIVER ON THESE PLANS, AND HOW CAN YOU HOLD US TO ACCOUNT?

Performance against this plan will be reported in our quarterly EDI progress report and assessed through internal and external scrutiny and governance, including the EDI Strategic Board, Professional Standards and Integrity Committee and Police Authority Board.

- **Measurement:** we will update our public and people every quarter on the progress we have made against this plan, including through relevant and transparent data.
- **Impartiality:** we will work with external, independent stakeholders to ensure that we are being independently reviewed on our progress.
- **Transparency:** this strategy will include public and people consultation. We will have pre-planned, quarterly meetings with our public and community-based partners to discuss live issues, hear their voices on matters affecting them and to build relationships with all those communities that live and work within the square mile.
- **Accountability:** we will report our progress through internal and external governance chains to ensure we are accountable on progress against each of the Ps and to reassure our people on our commitment and progress.
- **Consultation:** our public and people remain central to the success of our plan and we will create regular opportunities for engagement with both, to ensure we fulfil the commitment of ‘nothing about us without us.’
- **Understanding our impact:** using our Insights Team, we will monitor the impact of our efforts on our people, partners, public and policies. We will grow the number of teams involved in monitoring, to ensure our collective effort is evidenced and measured for impact and effectiveness. We will expand our monitoring, where relevant, to track representation of disabled people, women, and ethnic minorities.

OUR PERFORMANCE FRAMEWORK REVIEW

- We have set annual objectives for each of each ‘P’ outlined above.
- We will have quarterly progress reviews, including sharing public update to redress areas of focus (to ensure agility to achieving annual goals).
- We will report our progress to independent scrutiny groups, and the Police Authority Board, to ensure we are accountable on progress.
- Our Equity, Diversity and Inclusion Strategic Board will regularly review and monitor the progress we have made with this strategy.



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