



Action plan focussed on BAME police officers and police staff

Workforce Attraction, Selection, Development, Retention, &
Progression
2019-2025

Ch. Insp. Hector McKoy

PURPOSE OF THE PLAN

EQUALITY ACT 2010: PUBLIC SECTOR EQUALITY DUTY

The **public sector Equality Duty**, which came into force on 5 April 2011. The Equality Duty ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all.

The Equality Duty has three aims. It requires public bodies to have **due regard** to the need to:

- **eliminate unlawful discrimination**, harassment, victimisation and any other conduct prohibited by the Act;
- **advance equality of opportunity** between people who share a protected characteristic and people who do not share it; and
- **foster good relations** between people who share a protected characteristic and people who do not share it.

NPCC National Police Chiefs' Council/Association of Police and Crime Commissioners

2025 VISION

Our vision is that by 2025 policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements.

NATIONAL POLICE CHIEFS COUNCIL PLEDGE

As Chief Constables both individually and as a collective, we recognise the significant work that has been undertaken to embed diversity, equality and inclusion into our workforce and into the services we provide to our communities. However, we recognise there is still significantly more to be done and we do not underestimate the effort needed to truly embed it within all that we do.

1. We are committed to ensure we better understand the composition of our communities and that having a truly diverse workforce that reflects those communities not only has great benefits for the organisation but also for the public we serve.
2. We agree there is not a 'one size fits all' approach to diversity, equality and inclusion and the local response needs to be tailor made to ensure local needs are addressed. A truly diverse workforce and service provision is one that reflects the nine protected characteristics and goes beyond to value difference.
3. We recognise and support the priority Government has given to tackling race disparity and commit to ensuring we address those issues in line with that agenda.
4. We aspire to be an employer of choice for people across our communities.
5. We will create an inclusive culture where people feel confident to provide information about themselves.
6. We recognise the legal obligations we have as leaders and are committed to ensuring these are met.
7. We also recognise the moral basis for diversity, equality and inclusion and how delivery of this strategy and associated toolkits strengthens both the legitimacy of policing and our operational outcomes.
8. We recognise the importance of having a strong evidence base for our decision making and will continually improve our approach based upon the research undertaken.
9. We agree that as a police service we sometimes create disparity but also have to deal with the consequence of disparity within other parts of the public sector system. We are committed to understanding disparity within policing and to explaining that disparity. If we cannot, we will reform. Furthermore, we are committed to working with partners to develop a whole system response that will help reduce and ultimately seek to eliminate disparity and create a truly diverse and inclusive service

City of London

The City of London is the historic heart of London, packed with history, commercial activity and culture. It is the world centre of international financial and business services, as well as home to many iconic buildings and visitor attractions. The City has a thriving night time economy, with over 900 licenced premises. The City of London has a demographic profile which is not replicated anywhere else: a residential population of 8,000, over 500,000 people travel in to work every day, alongside thousands of visitors and tourists.

Our reach extends far beyond the Square Mile's boundaries and across private, public and charitable and community sector responsibilities. This, enables us to promote the interests of people and organisations across London and the UK and play a valued role on the world stage.

The lifeline of the City, the River Thames, flows at the south of the City's boundaries and it borders the boroughs of Southwark, Tower Hamlets, Hackney, Islington, Camden and the City of Westminster.

Within all this is a rich diverse mix of people of different ethnicities, cultures and background and in order to provide a Policing service to the City of London we need to ensure we have a good understanding of the people we police and their needs.

We must also acknowledge that there is a divide between the Police and the diverse communities we serve and we should be committed to addressing this through improving our understanding and working relationship with these very communities and ensuring we have a Police service that reflects at all levels the diversity of London and in particular the City of London.

City of London Ethnicity Data

Previously we have used the City of London's resident population (around 6%) but now we have moved to the City of London's workforce population (21%).

We have looked at the diversity make-up of the City of London (the City) to use as a baseline.

According to the Economic Research team at the City of London Corporation (CoLC), in 2011, 39% of the City's workforce were female (compared to 61% male) and 21% of the City's workforce were Black, Asian or Minority Ethnic (BAME) (compared to 79% non-BAME).

According to Chief Constable Gareth Wilson, the lead on diversity for the National Police Chiefs Council (NPCC), the latest figures show that only 7% of police officers are from a black or minority ethnic (BAME) background, compared to 14% of the population as a whole.

The table below shows us how the Home Office have measured our population (which is 21.4) based on the City of London workforce.

Ethnicity of officers and proportion of BAME of population

Rank	Force	Total Police Ranks	Proportion of BAME Officers	Proportion of BAME Population	BAME officers at 31/03/2017	Change between 31.03.17 - 31.03.18	% change between 31.03.17 - 31.03.18	diff in % and pop	Ch insp & above
25	City of London	44	6.3	21.4	40	4	10.7	15.0	4

Therefore it is imperative that we take action to address this gap in order to improve trust and confidence within the communities we serve and of course to help us to better our investigations, gather intelligence and solving crimes through having the diversity we need to think differently within our Police service.

How this Plan is structured

This Action plan focuses on BAME police officers and police staff, it looks at the workforce Attraction, Selection, Development, Retention and Progression.

The Action plan has a number of deliverables which aim to meet the 'purpose of the plan' outlined above.

ROLES AND RESPONSIBILITIES FOR DELIVERY OF THE PLAN

Commissioner
The Commissioner will lead the Force Senior Leadership Team in adopting and being actively responsible for delivering the principles of the Plan.
Assistant Commissioner
The Assistant Commissioner is the Force Executive Sponsor for Equality and Inclusion and through the Equality and Inclusion Board will ensure the effective implementation of the Plan and designation of a budget.
Human Resources Directorate
HRD is responsible for supporting delivery of the Plan.
Chief Officer Team (CoT)
CoT are actively responsible for supporting the Plan
Equality and Inclusion Board– Chaired by the Assistant Commissioner
Consisting of cross directorate representation, as well as the Equality and Inclusion lead in order to ensure ownership and delivery of the Plan
Senior Leadership Teams (SLT)
Members of SLTs will be responsible for driving forward the Plan by ensuring that staff embed it as part of day to day working practices within their directorates.
Managers
All line managers must take responsibility in ensuring that the Plan becomes business as usual.
Individuals
All individuals to take responsibility for the delivery of the Plan.
Role of organisation
In order for the Plan to be successful, Directorate Senior Leadership Teams, Organisational Development, Human Resources, the Equality and Inclusion Manager, managers and staff will work in partnership with the rest of the organisation to support the continued delivery of the Plan.

SETTING THE FOUNDATIONS FOR SUCCESSFUL DELIVERY OF THE PLAN

Areas of work	Deliverables	Person(s) responsible	Progress update	RAG status	Delivery date
1. Evidence	<ul style="list-style-type: none"> i. Collate and analyse the data of the current position in relation to attraction, selection, development, retention, and progression for BAME colleagues. ii. Make organisational decisions in relation to the future position in relation to attraction, selection, development, retention and progression for BAME colleagues. 				
2. Senior Leadership Team active engagement	<ul style="list-style-type: none"> i. Identify SLT sponsor for agreement and delivery of the plan. ii. Briefing with the SLT sponsor to outline the purpose of the plan, key ambitions and key deliverables. iii. Development of PDR objectives for the SLT focussed on the Plan for BAME colleagues within their operational command. 				
3. Resources	<ul style="list-style-type: none"> i. Established budgetary requirements to enable the CoLP to deliver the plan 				

	successfully				
4. Governance	ii. Establish Working Group to include membership and Terms of Reference				
5 PRIORITY AREAS					
1. Attraction	i. Management Information: Identify the current BAME workforce and establish the way forward in line with organisational requirements. ii. Create an advertising strategy to ensure improved candidate attraction. iii. Review and develop CoLP brand/employer proposition in relation to recruitment in order to ensure better candidate experience. iv. Consider external Charters that the Force would like to achieve and work towards their implementation. v. Consider long term engagement with schools, colleges and universities in order to attract a wider and more diverse talent pool. vi. Promote the Force through individual membership of professional Networks.				
2. Selection	i. Selection and Promotion Panel Members to be trained on				

	<p>Recruitment and Selection best practice.</p> <p>ii. Ensure that each Selection or Promotion Board has a diverse representation where possible.</p> <p>iii. Ensure that useful and detailed feedback is received by all internal candidates.</p> <p>iv. Provide support to BAME colleagues on selection processes i.e. application filling/interviews coaching and mentoring.</p>				
3. Development	<p>i. CoLP's mentoring schemes to be promoted to BAME colleagues.</p> <p>ii. Police leaders to progress the implementation of 'reverse mentoring' to be more engaged with their workforce.</p> <p>iii. Development plans to be in place to meet individual career aspirations.</p> <p>iv. Promoting recognition of prior experience and learning (RPL) of staff/College of Policing.</p> <p>v. Sponsorship Proposal supported by BPA Chair.</p> <p>vi. Promoting College of Policing and other membership bodies e.g. Open University Centre for Policing Research and Learning) to support the professional and personal development of BAME colleagues.</p>				

	vii. Selection and Promotion Panel Members to be trained to be aware of unconscious bias.				
4. Retention	i. Identify the current BAME attrition rate and review exit questionnaire findings to inform future plans. ii. Liaise with BPA and AMP to undertake work to establish why colleagues stay or maybe thinking of leaving and use this information to inform future strategy.				
5. Progression	i. Police Leaders (SLT) should take responsibility to understand issues that affect BAME colleagues. ii. Promoting Fast Track opportunities to BAME networks (i.e. providing support through selection process) iii. Offering CPD Workshops and opportunities to upskill BAME colleagues. iv. Establishing links with the College of Policing in order to have early notice of opportunities to support the progression of BAME colleagues.				