

Committee(s): Professional Standards and Integrity Committee	Dated: 8 th September 2021
Subject: Equality and Inclusion Highlight Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	3
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 59-21	For Information
Report author: Head of Strategic Development on behalf of Assistant Commissioner Sutherland	

Summary

Further to the last report to your Committee in May 2021, this report presents the latest position regarding activity supporting the delivery of the Equality and Inclusion Strategy, which was originally submitted to your November 2020 Committee for information. At the May Committee, Members approved the proposed approach to report in this format.

A delivery plan which is split into themes, each with a senior lead, has been developed, details of progress against the plan is appended to this report at Appendix A.

Attached at appendix B provides is the survey report compiled by Inclusive Employers, which was requested at your last Committee.

Also attached at Appendix C is the Force's assessment of recommendations made by Inclusive Employers.

Recommendation(s)

It is recommended that Members note the report.

Main Report

Background

1. At the informal meeting of the Police Authority Board (PAB) on the 2nd April 2020, the Force presented the quarterly Equality and Inclusion Update which had been a standing quarterly item for a number of years as previously agreed. The report was noted, and the Commissioner updated that the Force was reviewing its

governance of this area of business and was introducing an Equality & Inclusion Operational Delivery Group that would be a tactical level group, attended by all equality and support network representatives and leads who will take ownership for delivery of specific areas of work. Members discussed the format of the update going forward and agreed that it would be more appropriate to have an update focused on deliverables and outcomes.

2. The Force received direction from the Police Authority Team that going forward this report would be an item at the PSI Committee rather than the main Board. The Force agreed with the Deputy Chief Executive that future reports to the PSI would focus on the refreshed Strategy and delivery of the action plan as this would be more performance and outcome focused

Current Position

3. Since your last Committee in May 2021, work has progressed across a range of E&I related areas, driven by the Force's E&I Delivery Group, chaired by the T/Commander ECD and overseen by the Force's E&I Strategic Board, chaired by Assistant Commissioner Sutherland.
4. Highlights of work include:
 - a. Introduction of a mandatory Diversity objective, which must be included in every member of staff Personal Development Review (PDR) across the organisation
 - b. Organisation of the NPCC's 48 point Action Plan into 6 themed areas, each headed by a Chief Superintendent or staff equivalent (there are 5 leads in total as one has responsibility for 2 connected areas):
 - i. Recruitment & Onboarding - HR Director
 - ii. Training and Development – HR Director
 - iii. Leadership & Culture – Ch Supt Operational Change
 - iv. Community Engagement – Ch Supt HQ Services
 - v. Retention & Exiting – Ch Supt Economic Crime
 - vi. Health & Wellbeing – Ch Supt Local Policing
 - c. Each lead has been briefed on the issues that need tackling. It is anticipated that the action plan is likely to grow as a result, as more actions are added to achieve new goals set by the leads. Progress is driven by the E&I Delivery Group.
 - d. An update of initiatives to deliver the action plan, broken down by strand area, is attached at Appendix A. An update for Retention and Exiting is not included at this stage due to the plan coordinator not having met with the lead in that area, that is due to take place imminently. If an update is

completed before your Committee, a separate sheet will be provided for Members' information.

- e. Supporting the Leads, the former 'Diversity Champions' have been rebadged' as Specialist Advisors and will advise Senior Leads on the various workstreams. The Force E&I Manager is also working to recruit internal volunteers that have specific interests in the above workstreams, so that they can become involved in actively delivering Force E&I objectives. A role profile and application form has been signed off and is now being advertised internally.
- f. Inclusive Employers recently led a 2-day training event on E&I with all Superintendents / staff equivalents and above, including all of the Chief Officer Team. Subjects covered included the issues that emerged from their staff survey and actions that are necessary to resolve them (see paras 7-10).
- g. The Force has introduced a number of Continuing Professional Development (CPD) events for the wider organisation. Sessions usually feature a guest speaker (which has included an MPS Superintendent, and Assistant Commissioner Angela McLaren) talking about their personal experiences, and have covered subjects that include:
 - i. Neurodiversity
 - ii. LGBT+
 - iii. Diversity, Representation and Unconscious Bias
 - iv. Gender
 - v. Disability
 - vi. Effective Communication.
- h. The Network Lead for the Association of Muslim Police is also leading on a professional recruitment piece for the Force – a video is in the final stages of production that showcases different individuals from various CoLP networks at work and at home. The intention is for this video to be utilised as a professional recruitment tool by the Force.
- i. The Force received a request to join the 'Stop Hate Campaign' across London enabling people to do third party reporting.
- j. An international company is keen to start working with the Force and initial meetings have taken place with Force representatives to use CoLP as a pilot that would set up a 12-week programme where schools can compete against each other to solve a policing challenge/problem. It is hoped that this will aid the Force to engage better and build a good rapport with schools. The project will be presented to the various Chairs/Boards of schools shortly and is expected to launch in November 2021.

- k. CoLP HR have written an Attraction Plan (2019-2024) which the A/Cmdr. ECD will review as Chair of the E&I Delivery Group.
- l. CoLP has entered into an agreement with the MPS to work together at recruitment events (in tandem, not in competition), so both can actively recruit from diverse groups.
- m. Uplift programme to recruit 20,000 officers: The College of Policing has looked at the recruitment process to understand why individuals from diverse backgrounds do not apply for certain roles and leave policing. They are drilling into the recruitment process to ascertain if there is unconscious bias and have looked at a number of factors – including assessors recruiting black members of the community (and vice versa). However, they have not discovered any significant findings at present. CoLP will monitor the outcomes of this work so that it can learn and apply any lessons learned locally.
- n. CoLP is also in discussion with the CoLC regarding jointly hosting a national Diversity conference schedule for the New Year to coincide with the new Commissioner taking up her post.

Impact

- 5. When Inclusive Employers formally assessed the Force against its maturity model, the Force was considered to be 'Compliant'¹. The Force's aim is to move to 'Established'² by 2024. CoLP will not make that determination itself but is currently exploring with Inclusive Employers the cost of conducting another assessment to see what impact the actions being taken by the Force are having on its progress along the Diversity Maturity Model. Although the aim is to achieve Established by 2024, it is anticipated that the depth and range of activities being undertaken by the Force will see us achieving this well before 2024, and possibly jumping over the intervening level of 'Programatic'.³
- 6. Another method of gauging progress can be by improving survey results. Black Police Association has recently run a web-based survey aimed at all Force Black and Minority Ethnic Staff; 65% took part in the survey. The results are currently being analysed but can be included in a future update to your Committee.

Inclusive Employers Staff Survey

- 7. At your last Committee, Members requested that the results of the survey conducted by Inclusive Employers (IE) be submitted to this Committee, together with how the Force has responded to the findings. Attached at Appendix B are the survey results for Members' information.
- 8. The survey was conducted as part of a broader benchmarking assessment, the purpose of which was to inform the development of the E&I Strategy that was

¹ Described as "We pay 'lip service' to diversity and inclusion doing the minimum to be legally compliant"

² Described as "We actively promote diversity and inclusion and the business case, make sure it is a regular and established part of what we do"

³ Described as "Diversity and Inclusion fits around other business priorities"

signed off by the Force in early 2021. In the broadest sense therefore, the Force's response to the survey was the development and thereafter adoption of an overarching strategy, the delivery of which would address the findings of the survey.

9. To ensure however, that the Force was actively addressing specific issues raised in the survey, CoLP took the 16 recommendations made by IE to make certain they were covered by the Force's E&I Delivery Plan. That assessment is attached for Members' information at Appendix C.
10. Since that survey was conducted, the Force commissioned a second full staff survey to be delivered by Durham University. A report on that survey is being submitted to your Police Authority Board in September. To ensure that any common issues in the 2 surveys were being addressed in a co-ordinated way, CoLP ran a number of focus groups with staff to understand better the concerns being raised.
11. Inclusive Employers reviewed the actions being taken by CoLP to address the recommendations, and approved the response. They also endorsed the governance structure now in place to deliver the E&I Strategy.

Corporate & Strategic Implications

12. Strategic implications – The report outlines ongoing activities which the Force is undertaking to improve diversity, equality and inclusion and in so doing will help to deliver the Force's Equality and Inclusion Strategy and directly supports the Corporation's Corporate Plan's aims for equality of opportunity.
13. Financial implications – none.
14. Resource implications – none.
15. Legal implications – none.
16. Risk implications – none.
17. Equalities implications – The report outlines how ongoing work supports the Force to meet its obligations under and comply with the provisions of the Public Sector Equality Duty 2010.
18. Climate implications – none.
19. Security implications – none.

Conclusion

21. This report provides Members with details of work that is ongoing to deliver the Force's Equality and Inclusion Strategy and provides Members with assurance that robust governance is in place to ensure progress continues as expected.

Appendices

- Appendix A – Highlight summary of progress made against the E&I Action Plan.
- Appendix B – Staff survey report conducted by Inclusive Employers
- Appendix C – Force assessment of recommendations made by Inclusive Employers

Stuart Phoenix

Head of Strategic Development, City of London Police

T: 020 7601 2213

E: Stuart.Phoenix@cityoflondon.police.uk