

<b>Committee(s):</b> Professional Standards and Integrity Committee	<b>Dated:</b> 18 February 2022
<b>Subject:</b> Equality and Inclusion Update	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1 and 3
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N/A</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Commissioner of Police Pol 14-22	<b>For Information</b>
<b>Report author:</b> David Cleverley, Strategic Development	

### Summary

Members will recall the Equality and Inclusion Strategy and Plan, originally submitted to your November 2020 Committee for information.

This report provides a further update on the latest position regarding activity supporting the delivery of the plan to that provided to your last Professional Standards and Integrity Committee (PSIC) in November 2021.

As presented in November 2021, a consolidated delivery plan which is split into themes, each with a senior lead, has been developed, detail of progress against the consolidated plan is appended to this report at Appendix A.

The cover report includes highlights and details of proposed success measures or KPIs for Equality and Inclusion, for Members' information and feedback on these proposed measures is welcome.

### Recommendation(s)

It is recommended that Members note the report.

### Main Report

#### Background

1. At the previous Committee in November 2021, it was requested that a consolidated workstream action plan be presented to Members at the next Committee. The action plan is being managed and tracked via the workstream update pack (Appendix A) which shows the priority focus areas with target dates, progress on actions since the previous update, and key next steps being updated.

2. As requested by the Chair of the Police Authority Board previously. The actions in the Appendix represent a *consolidated plan* for all current actions outstanding for the National Police Chiefs Council (NPCC) Equality & Inclusion (E&I) plan, the Police Authority Board (PAB) recommendations, the Tackling Racism Taskforce (TRTF) recommendations, the Black and Minority Ethnic (BAME) action plan, and the Lesbian, Gay, Bi-sexual and Transgender + (LGBT+) action plan. The plan is arranged in cross cutting workstreams, and the plan slides are regularly updated for internal and external review and scrutiny.

## **Current Position**

3. Since your last Committee in November 2021, Commissioner McLaren is now in position is the strategic lead for the E&I programme along with T/Commander Blackburn continuing to lead the delivery at a tactical level. We are currently undertaking a review of workstream leads and will provide a further update on any changes as part of a future update.
4. The Recruitment and Onboarding workstream has now been merged with the Learning and Development workstream under the leadership of the HR Director. The merged workstream has been named Recruitment, Development, and Progression and will be responsible for all elements of recruitment, onboarding, training, transfer, and promotion.
5. The Commissioner has received a draft report following the internal BAME survey and is working through the findings with Black, Asian, and Minority Ethnic colleagues and support networks with a view to responding in the near future with actions.
6. Highlights of work since the November update include:
  - a. On 14 January we commenced our recruitment and outreach campaign for our September recruitment of 30 officers. We have reviewed our advertising strategy to ensure we are making the best use of social media and other channels, particularly aimed at attracting a diverse pool.
  - b. We are commencing a month of intense outreach where serving members of the service are going to a range of venues over a 4-week period. This will include targeted education establishments, places of worship, shopping centres and high footfall areas and events.
  - c. We have recruited recruitment ambassadors from serving staff that will buddy with applicants and support them through the recruitment process. We have also invested in several positive action interventions to support candidates from under-represented groups throughout the process. We will continue to report to Police Authority Board in respect of the progress of the recruitment campaign over the coming months.
  - d. Provisional funding has been agreed to commence the forces annual Values, Standards, and Ethics workshops and work has commenced between the Head of Learning & Organisational Development (L&OD), Culture workstream lead, and the forces recently appointed Ethics Lead.

- e. CoLP is now signed up to the MIND charity 6 standards of Mental Health proactivity in the workplace which is an NPCC commitment. 12 Mental Health first aiders have now received training including 6 from CoLP and 6 from the City of London Corporation. In addition, our Wellness Zone in Bishopsgate station has now launched.
- f. We are awaiting peer review of our Oscar Kilo<sup>1</sup> submission which will assist in planning our future actions in the health and wellbeing workstream for continued improvement
- g. The Joint Schools Digital Project (CoLP, CoLC, Amazon, Crime Stoppers, CyberHub Trust) launched on 13/01/2022; a series of workshops will cover the impacts of social media. 43 students across 5 schools enrolled. The CoLP Workshop is on 26/01/2022, introducing young people to careers in technology and the Police. The Project will culminate on 29/03/2022, with students providing a presentation.
- h. The CoLP Volunteer Cadet Unit (VPC) now has a cohort of 27 cadets (11 male/16 female – 66% B.A.M.E) aged between 13-18 years old, and is gaining National attention/recognition working alongside officers and staff
- i. Plans are underway to introduce a Youth Independent Advisory Group (YIAG), which will be administered by the Partnership and Prevention Hub (P&P Hub). The YIAG will consist of a cohort of members between 13-19 years of age, who live, work or who are educated within the City of London. The purpose of the YIAG will be as a conduit between CoLP and Young People for views, opinions, lived experiences and scrutinise on matters affecting policing/National priority areas (i.e. Stop and Search, Use of Force).
- j. Coinciding with the National Police Chiefs' Council's Neighbourhood Policing Week of Action, Cluster Panels launched on 20/01/2021
- k. Op Illuminate (Christmas Campaign) ran throughout November and December. Engagement activity included increased visible patrols in high footfall/hotspot areas, Safety Hubs in partnership with CoLC, St. Johns Ambulance and Victim Support, joint patrols with the Metropolitan Police Service and British Transport Police, and joint taskings with Park Guard. There were 82 stop searches, 43 arrests, and 70 licensed premises visits linked to the campaign. When considering theft, Robbery, ASB, Public Order and Sexual offences, there was a 23% decrease in crime when compared to the 7-week period immediately prior
- l. CoLC and CoLP worked with the Home Office to welcome over 450 Afghan refugees to the City, housed at two locations within the square mile. Dedicated Ward Officers (DWOs) visit the locations regularly and engage with the refugees, staff and Charity workers

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<sup>1</sup> [Oscar Kilo • Evidence Base & Best Practice for Emergency Services Wellbeing](#)

- m. IASG recommended following their observations of the recent promotion processes further support for officers in relation to leadership and presentation skills training. L&OD have developed several courses which can assist in this (Appendix B)
- n. Mentivity pilot #1 has been delivered and very well received with high levels of engagement. The second of the pilot sessions is booked for Feb 2022 and delivery to student officers and tutor constables in March 2022 (Mentivity provide a BAME perspective input on police interaction and stop search. They are a mentoring organisation for young people)

## Impact

7. We have undertaken a review of how we measure progress and success against our E&I strategy and have compiled the following draft list of KPI measures for review by the committee. These are aligned to the new Policing Plan 22-25. We welcome any comments prior to formalising and producing a dashboard that will be provided for review at future committees.

Workstream	Overview of activity	Success measures
Community Engagement	Increasing our legitimacy & confidence within communities through active engagement with all communities. Increasing confidence by effective response to hate crime & scrutiny of police power such as stop and search	<ol style="list-style-type: none"> <li>1. Community confidence &amp; satisfaction measures through surveying victims of crime &amp; the wider community</li> <li>2. Sampling of stop &amp; search &amp; use of force incidents by our independent Advisory Scrutiny Group % graded as good &amp; excellent v those requiring improvement</li> <li>3. Number &amp; breadth of community events attended each month and proactive communications out to communities</li> </ol>
Recruitment Development & Progression	Building a diverse workforce in tune with London including people from black & minority communities, women, and LGBT. Ensuring we develop our workforce to achieve their potential and be the very best for the community. We will strive to improve our representation of underrepresented groups at all levels of the organisation & in specialist roles.	<ol style="list-style-type: none"> <li>1. To recruit 40% of visible ethnic minority student officers in each new intake</li> <li>2. Per year we improve our representation of visible ethnic minority employees by 3.23%</li> <li>3. Increasing number of employees from a black minority background successful at promotion processes</li> <li>4. The total number of new joiners to CoLP each year is at least 51% female to achieve an overall increase of 2.6% per year of female representation across the service</li> <li>5. Per year to improve 0.35% employees from a LGBT background</li> </ol>
Culture & Leadership	Work to build leadership capability across the force and build a workforce culture that it is truly inclusive & embeds our diversity & inclusion ambitions at all levels of the force. A workplace which people are proud of & one where COLP is an employer of choice.	<ol style="list-style-type: none"> <li>1. Our staff engagement score through surveying over the next 3 years increases Scores specifically relating to feelings of inclusion, leadership &amp; culture related responses</li> <li>2. 100% of eligible workforce having attended annual values, standards &amp; ethics inputs by 03/23</li> <li>3. No of staff members engaged in external attachments &amp; CPD events/ support to voluntary organisations (+ direction of travel)</li> </ol>
Wellbeing	Taking a proactive and preventative approach to workforce wellbeing, as well as intervening at	<ol style="list-style-type: none"> <li>1. Specific staff survey questions in relation to feelings of well-being to improve over the 3 years</li> </ol>

	the earliest opportunity to help protect our people & increase productivity	2. Op Hampshire 75% outcome rate for assaults and hate crime committed towards staff
Retention & Exiting	Ensuring that the service retains talent particularly from under-represented groups. Exploit opportunities for entry & re-entry at different levels & specialisms into the service. Understand why staff are exiting the service & use insight & data to improve retention.	<p>1. Line managers to offer an exit interview to all those intending to leave – Target of 100%</p> <p>2. The % exit interviews completed officers and staff</p> <p>3. Retention rates over the next 3 years (excluding retirements, transferees &amp; ill health) are improved against the 2021 baseline</p> <p>4. % of leavers that are contacted by COLP within 12 months in respect of opportunities to re-join</p> <p><b>5. Retention – Black, Asian and Minority Ethnic staff</b> Black, Asian &amp; minority ethnic attrition rates for voluntary leavers are equal to or better than the rates for non-Black, Asian and Minority Ethnic colleagues (xx% the baseline figure now)</p> <p><b>6. Retention female staff - female</b> attrition rates for voluntary leavers are equal to or better than the rates for male leavers (xx% baseline)</p>

## Corporate & Strategic Implications

8. 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.
9. Financial implications – none.
10. Resource implications – none.
11. Legal implications – none.
12. Risk implications – none.
13. 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.
14. Climate implications – none.
15. 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- Response to issues raised by the IASG regarding promotion processes.

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