

Committee(s): Professional Standards and Integrity Committee Police Authority Board	Dated: 25 May 2022 30 June 2022
Subject: Quarterly Equality and Inclusion Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1 and 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 33-22	For Information
Report author: DCS Rebecca Riggs, CI Carly Humphreys, Professionalism and Trust; Kam Dhaliwal, Equality & Inclusion Manager	

Summary

Members will recall the Equality and Inclusion (E&I) Strategy and Plan, originally submitted to the November 2021 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 February 2022.

As presented in February 2022, 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 of activity in the last reporting period on the various workstreams and includes the success measures or Key Performance Indicators (KPIs) for Equality and Inclusion, for Members' information. The Force is currently considering how these will be presented for internal governance ahead of them being presented to Members for scrutiny.

In discussion with the Police Authority Director / Team and in line with the revised Terms of Reference, this Committee will now oversee the Diversity Workforce Data and this is included at Appendix B.

In terms of an annual review of E&I activity, this is being provided as part of the formal City of London Police Annual Report 21-22 submitted to the Police Authority Board.

Recommendation(s)

It is recommended that Members note the report.

Main Report

Background

1. At a 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 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 the last Committee in February 2022, Commissioner McLaren has appointed a Chief Superintendent to lead a new Professionalism and Trust Portfolio. The Commissioner will remain the strategic lead for the E&I programme and the new Chief Superintendent responsible for Professionalism and Trust, will lead the delivery at a tactical level. Due to the change in leadership and portfolios, the Force will be reviewing a number of its diversity boards and processes.
4. The Commissioner has reviewed the draft report following the internal Black and Minority staff survey and has tasked the new Professionalism Portfolio lead, to develop a new Race Action Plan by establishing a working group that represents the diversity of the force and specialist advisors. The Professionalism and Trust Team has reviewed a number of government race reports and staff surveys to help inform the new action plan.
5. Additionally, at the February Police Authority Board the Commissioner referenced the Police Federation Survey of which the results had recently been circulated to Forces. The Chief Officer Team is due to meet with the Chair of the Police Federation to discuss the outcomes from the survey with a view to taking any action required. It is also anticipated that the National Police Chiefs Council (NPCC) will be developing a new Race Action Plan and once received this will be consolidated into existing work in Professionalism and Trust.
6. Highlights of work since the February update include:

Recruitment and onboarding

- a. On 14 January, the Force commenced its recruitment and outreach campaign, for the year 3 uplift to increase our headcount by 100 officers, via 4 different entry routes, with intakes for courses starting in August. A dedicated uplift team has been established to achieve this including recruitment across Human Resources, Comms Learning and Development, Vetting and Occupational Health to support the increase in numbers. They are using targeted advertising at universities as well as social media and home office publications to push their campaigns to the furthest reach. The emphasis of the campaign is to attract diverse candidates and to build the brand of the Force, to become an 'employer of choice'. Alongside the probationers, the Force has also launched its transferee campaign in a bid to attract experienced officers into the Force before the end of this financial year.
- b. The Force recruited a dedicated Positive Action Team of 1 Sergeant and 2 Police Constables to co-ordinate and deliver the outreach campaign. This includes community events in high diversity areas, graduate and recruitment fayres as well as online webinars. Please see Appendix C, which contains a copy of the current recruitment advert.
- c. The Force has recruited 15 force ambassadors known as "buddy's" from serving staff and officers who support candidates through the recruitment process. They will provide specific support to female and Black and Minority candidates to ensure they are doing everything they can to support these candidates through the process. The force will continue to report to the Police Authority Board in respect of the progress of the recruitment campaign over the coming months.

Training and development

- d. The Force's Learning & Organisational Development (L&OD) Team is designing a new mandatory training programme for all staff and Officers, which advocates a modular approach to Equity and Belonging training. It utilises a new blended learning approach where staff will be able to choose activities and events from a menu of options, according to their own areas of interest and preferred learning style. Engagement is ongoing with staff networks to inform the content and rollout. This will be launched late summer 2022 with an introduction at each 'launch' session from the Chief Officer Team. Mentivity¹ will be one of the options, alongside community engagement projects, targeted learning through a theatre company delivery, online inspirational speakers and face-to-face coffee mornings with under-represented groups.
- e. Alongside this, the L&OD Team continue to deliver 1-2 hour 'Focus on' sessions, accessible to all staff and officers, via Microsoft Teams. The April 2022 programme focuses on Neurodiversity and Mental Health, adding this to the range of topics already covered which include Unconscious Bias, Gender and Equity, LGBT+, Gypsy/Roma/Traveller, Living with HIV and Disability.

¹ Mentivity- Mentivity seeks to deliver bespoke mentoring for each group and individual based on the identified need displayed by mentees.

- f. Following the success of PALs (Positive Action Leadership Scheme) for Black and Minority colleagues launched last year, a second programme will be running with a launch date in May 2022. An engagement and awareness event took place on 28 February 2022 with the PALs champion, the Assistant Commissioner for Economic Crime and PALS Alumni, where Organisational Developmental members were also in attendance.

Leadership and Culture

- g. The Force held its first cross-force E&I conference on 11th March 2022 for managers, framed under the title *Our People*. This event was supported by a promotional video created by the Force which demonstrated the value of our diverse workforce.
- h. A framework for internal E&I awareness inputs has been jointly developed between the Head of L&OD and the strand lead for Leadership and Culture. The approach will be considered by the force's Chief Officer Team (COT) prior to roll-out in Q3 2022.
- i. The Force held its first Code of Ethics Working Group in March 2022, coordinated by the Force's new ethics champion (Deputy Director, Professional Standards Directorate (PSD)). A fuller update on this is also on the PSIC agenda.
- j. The force's data bias working group has met a number of times to identify areas where conscious or unconscious bias can potentially impact on the use of information and intelligence. These themes will be monitored and actioned by relevant departments / oversight groups.

Community Engagement

- k. The 'Schools Project' led by the force, City of London Corporation (CoLC) and Amazon Web Services (AWS) Schools Project has concluded, it was considered a success (further projects likely to follow). Workshops introduced young people to the different types of digital careers available to them across policing and local government, in total 43 students took part across 5 schools. The Force workshop was delivered online, and students given advice on how to obtain support, and report cyber bullying concerns to the police. Further, students were told about the different routes into policing, with some later expressing an interest to join at the end of the programme.
- l. Project Outreach – Recruitment outreach events have targeted high footfall, diverse areas both inside and [mainly] outside of the City. This has led to a significant increase in applications (over 500), with many having completed their day-2 recruitment assessments already. There has also been a focus towards outreach events at Universities (those offering degrees in Policing and Criminology) – these were a mixture of in-person events and online sessions. As of 6 April 2022, across 41 different outreach events/engagements, a total of 1867 recruitment cards have been disseminated (inc. QR code – link to application), and 622 face-to-face interactions (officers demystifying recruitment prerequisites/process). Again, this has led to excellent feedback and an uptake

in force applications. Finally, there remains sustained efforts at networking events and religious institutions to improve the diversity of applicants.

- m. Dedicated Ward Officers (DWOs) continue to engage regularly with Afghan refugees being accommodated in the City. Considerable multi-agency and partnership working is still taking place, with the Force providing support during the ongoing programme of 'Orientation Sessions' which aim to provide assistance with adapting to life in the UK. Weekend sports activities were also arranged by Tactical Firearms Group (TFG) with support from Sector Policing for children over a number of weeks.
- n. Following their launch last year, the latest Sector Cluster Panels took place on 4 and 16 May 2022 updates on these are given in the Community Engagement Update to the Police Authority Board. The first round was well attended by both business and residential communities, including Elected Members, and highlighted a number of themes that local policing will seek to address. In total there have been 6 Panels held (1 for each Cluster), and whilst individual issues/concerns/sentiments were raised in each (i.e., drug use, homelessness) a common agenda was set for all, including Sector Policing updates (local activity, events, engagement opportunities), a crime data presentation (emerging trends, hotspots), and a question/answer session. Membership tends to be broad, with business representatives, residents and Elected Members attending. For the next set of Panel meetings, there will be a comprehensive communications plan with the support of Corporate Communications; this will include (where practicable) social media awareness raising (i.e., future meetings, summary of discussions), and the publication of locally agreed priorities.
- o. Plans are underway to develop a Night Time Economy (NTE) operation; the overall intention, to reduce the level of crime and disorder in the area and provide a safer environment for residents and genuine visitors, who come to enjoy the Night Time Economy. The plan will consider how best we proactively engage with City stakeholders and take every opportunity to communicate and build a good rapport with the public. The plan will seek to build upon a number of workstreams including; Reframe the Night, which is a joint operation with CoLC and Safer Business Network to deliver engagement activities for NTE Safety, primarily focused on the safety of women and girls, but added focus on men, looking at their own behaviours and actions; Street Safe, an online platform to report any concerns around personal safety within public spaces – linked to the NTE; Ask for Angela, which seeks to develop the skills, knowledge, and confidence of those working in licensed premises focusing on identifying vulnerability and making appropriate interventions. This is outlined in more detail in the report on Violence Against Women and Girls on the agenda.
- p. The Force Volunteer Cadet Unit continues to be recognised for its involvement in local events, supporting policing operations and work with blue-light partners. As a snapshot, in the last 12 months, Cadets have attended a number of events/policing activities including, but not limited to; the Lord Mayor's Show, Remembrance Sunday, Custody community project, Project Servator deployments, and weapons sweeps. The recruitment aim continues to be 50 active Police Cadets, with the overarching ethos to create a culture of inclusion,

seeking to retain a diverse talent pool of Cadets. There are currently 29 active Force Cadets, 12 male and 17 female. 5 are due to leave this year (due to age), and at least 1 Cadet has expressed an interest to join the Force as a probationer constable. There is 48% Black and Minority representation, and broad diversity in terms of culture and religion. Recruitment is an ongoing process.

- q. Work continues with the Independent Advisory Scrutiny Group (IASG) in undertaking scrutiny of the Force in such areas as stop and search and use of force. Additionally, the Force are currently recruiting to establish a youth independent advisory and scrutiny group, which will both complement the existing work, but will also add scrutiny and thinking from a different perspective.

Health & Wellbeing

- r. Since the commencement of the Commitment to improving Mental Health (MH) in the workplace, the Force has commenced the MIND improvement Action Plan. To start the journey, they opened the conversation and dialogue to improving MH within the workplace. Senior level, Single Point Of Contacts (SPOC) have been appointed and have formed a working group, which is chaired by the Health and Wellbeing Strategic lead, who is ensuring there is a high-level commitment to the project. The highlights of the MH journey within the Force have been published in a blog on the MIND website. The Wellbeing Zone launched in December has been well received and is used to the benefit of the staff within the Force.
- s. The Oscar Kilo² peer review is due to commence in April 2022. The Force has been paired with Nottingham Police Service to complete reciprocal reviews. This will allow continued development and improvement in the Force and will dovetail with the MIND improvement plan which follows similar principles for a “whole force” approach.

Retention and Exiting the organisation

- t. A working group has been set up to progress the objectives and actions from the EDI Action Plan. The strand lead has engaged with Human Resources, the Equality Manager and staff representatives, to understand the Force’s current process, existence of any gaps, and benchmarking against other organisations and making the process accessible for all. Additionally, the Chief Superintendents and the Chief Officer Team are conducting retention interviews for those intending to leave the organisation.
- u. The working group has had its first meeting and has established a few gaps in the process that can be resolved easily. The working group has gained an understanding of why employees may not choose to complete the exit surveys and remedies have been sought. Various different exit processes from different organisations have also been sourced for comparison, which will be considered at the next meeting. An internal exit interview process is being considered to help understand the culture within business units and how the equality data should be captured. The strand lead for this area will continue to provide an update to the board.

² [Oscar Kilo](#) | [Oscar Kilo](#)- The National Police Wellbeing Service

Impact

- v. The Force has undertaken a review of how it measures progress and success against their E&I strategy and has compiled the following list of KPI measures which were presented to this Committee in February. These are aligned to the new Policing Plan 22-25. The Force is currently considering how these will be presented for internal governance ahead of them being presented to Members for scrutiny.

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"> 1. Community confidence & satisfaction measures through surveying victims of crime & the wider community 2. Sampling of stop & search & use of force incidents by our independent Advisory Scrutiny Group % graded as good & excellent v those requiring improvement 3. Number & breadth of community events attended each month and proactive communications out to communities
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"> 1. To recruit 40% of visible ethnic minority student officers in each new intake 2. Per year we improve our representation of visible ethnic minority employees by 3.23% 3. Increasing number of employees from a black minority background successful at promotion processes 4. The total number of new joiners to The Force each year is at least 51% female to achieve an overall increase of 2.6% per year of female representation across the service 5. Per year to improve 0.35% employees from a LGBT background
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 the force is an employer of choice.	<ol style="list-style-type: none"> 1. Our staff engagement score through surveying over the next 3 years increases Scores specifically relating to feelings of inclusion, leadership & culture related responses 2. 100% of eligible workforce having attended annual values, standards & ethics inputs by 03/23 3. No of staff members engaged in external attachments & CPD events/ support to voluntary organisations (+ direction of travel)
Wellbeing	Taking a proactive and preventative approach to workforce wellbeing, as well as intervening at the earliest opportunity to help protect our people & increase productivity	<ol style="list-style-type: none"> 1. Specific staff survey questions in relation to feelings of well-being to improve over the 3 years. 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.	<ol style="list-style-type: none"> 1. Line managers to offer an exit interview to all those intending to leave – Target of 100% 2. The % exit interviews completed officers and staff 3. Retention rates over the next 3 years (excluding retirements, transferees & ill health) are improved against the 2021 baseline 4. % of leavers that are contacted by the force within 12 months in respect of opportunities to re-join 5. Retention – Black, Asian and Minority staff Black, Asian & 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) 6. Retention female staff - female attrition rates for voluntary leavers are equal to or better than the rates for male leavers (xx% baseline)

Diversity Workforce Data

7. In discussion with the Police Authority Director and Team and in line with the revised Terms of Reference for this Committee, the Diversity Workforce data will now be presented to this Committee for oversight and scrutiny and is attached at Appendix B.

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- Diversity Workforce Data
- Appendix C – Recruitment campaign poster.

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