

<b>Committee(s):</b> Professional Standards and Integrity Committee  Police Authority Board	<b>Dated:</b> 29 November 2022  12 December 2022
<b>Subject:</b> Quarterly 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 114-22	<b>For Information</b>
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### **Summary**

This report provides an update regarding Equality &Inclusion (E&I) activity within the City of London Police (CoLP) from a national and local perspective, since the last update to your September Committee. Appendix A provides a number of slides to outline our delivery of the E&I Strategy through a consolidated E&I Delivery Plan.

The report also includes highlights of activity regarding the E&I workstreams, in addition to updated Key Performance Indicators (KPIs) for Equality and Inclusion and Diversity Workforce Data.

### **Recommendation(s)**

It is recommended that Members note the report.

### **Main Report**

#### **Background**

- a. The Delivery Plan provided in Appendix A represents a consolidated Plan for all outstanding deliverables across the below plans:

- National Police Chiefs Council (NPCC) Equality & Inclusion (E&I) Plan;
- Police Authority Board (PAB) recommendations;
- Tackling Racism Taskforce (TRTF) recommendations;
- Black and Minority Ethnic Action Plan, and
- Lesbian, Gay, Bi-sexual and Transgender + (LGBT+) Action Plan.

The Plan is arranged in cross cutting workstreams and is regularly updated for internal and external review and scrutiny, most recently discussed at the October E&I Strategic Board.

## **Current Position**

### **b. National updates:**

As previously updated, the national Police Race Action Plan (PRAP) was released as a first iteration in May 2022. This required all forces to individually engage with members of the public, business specific communities, and internal employees; the Professionalism and Trust (P&T) team ran a number of specific sessions to provide an opportunity for them to feed-back on the Plan. Nationally, 5,100 responses were received, it has been reported that these have been largely supportive

This was consistently communicated internally and externally through articles and links to the national work, in addition to specific feedback sessions run by the Professionalism and Trust (P&T) team. Nationally, this has provided 5,100 responses which are reported to have been largely positive about the steps being taken by Policing to become anti-racist. The City of London Police (CoLP) has been selected as an 'ice breaker' force and will work closely with the NPCC Task and Finish groups to promulgate good practice across the four workstream areas of:

1. Internal Culture and Inclusivity (ice breaker area).
2. Use of Police Powers (ice breaker area).
3. Community Engagement and Relations.
4. Protection against Victimisation.

The P&T team is working with our Black Police Association (BPA) to translate the PRAP into a local delivery plan which also consolidates local recommendations, such as staff surveys and independent assessments. This plan is now in final review with the Black Police Association (BPA) and will be released across the organisation once completed. To reassure members, the PRAP was disseminated to business and thematic leads for ownership around actions earlier this year. This has ensured that we make early progress before we receive a both a final version of the PRAP and the local consolidated Action Plan which will be refreshed in line with the national updates.

The P&T team await the results of their contribution to the pilot survey of Black and Black-heritage police officers and staff which was co-ordinated by the National Police Chiefs Council (NPCC) and Home Office's Police Uplift Programme.

Members will note that a detailed report for VAWG is included in the committee pack for review.

**c. Local updates:**

- The Equality and Inclusion Manager is continuing to work with the Head of Strategic Development to refresh and publish our new Equality and Inclusion Strategy. This will be shared with Committee Members following internal sign-off.
- The organisation has now procured a mid-term review of our position within the Inclusion Maturity Model to help establish how we are progressing. The review will consider our policies, processes, staff surveys, HR data, EDI Action Plans, training & development, recruitment, senior leadership messaging and general communication. The review should be completed by the end of January 2023 and the Board Members will be updated with progress in the next Committee paper.
- The staged review of the organisation's Equality, Diversity & Inclusion (EDI) processes are still ongoing. As previously updated, *Stage One* (initial consultation) has been completed. *Stage Two* remains ongoing, a refreshed ToR (Appendix B) has now been agreed, there is also a full review of the Staff Support Networks and Associations (SSNAs) underway; this has now also included a re-allocation of Workstream Leads following new Chief Superintendent appointments. The next step will be *Stage 3* and will focus on a review of our overarching Equality, Diversity & Inclusion (EDI) Action Plan, particularly to ensure that national changes are reflected in our local plan and compliment our work within our VAWG (Violence Against Women and Girls) and Race Action Plans. Additional work will also review the support programmes and schemes we offer for underrepresented groups, such as our successful PALs (Positive Action Leadership) programme and our Diversity Allies Scheme, to ensure that they provide meaningful delivery.

d. Highlights of the E&I strand work completed since the previous update include:

**1. Recruitment and onboarding**

- The Force has recruited 102 student constables year to date with the next intake due to join us on the 28<sup>th</sup> November which will see us having achieved our uplift target of 986 officers. This November intake currently has our highest number of students from underrepresented groups making up 53% of the cohort. We have also recruited 83 transferees with a further 14 confirmed to start in November and up to 15 planned to join us in December (depending on attrition). We have now closed our adverts for student constables and transferees and have a large pipeline which we will utilise for our future recruitment.

- The Outreach programme continues to attend events to promote recruitment for underrepresented groups in particular. Events have included the London Careers Fair, open days at Aviva, Southwark College careers events and continued social media campaigns.

## 2. Leadership and Culture

- The Commissioner has agreed the outline plan for CoLP's forthcoming series of internal E&I employee awareness events, these will be framed around *Inclusion* and *Compassionate Leadership* and will cover topic areas of Values, Ethics, Equity and Belonging.

These launch events will be held in November and December 2022 and will be mandatory for all Police Officers and Police Staff to support our roadmap to improve internal culture. Although the focus for these events will be on internal culture, future events will expand the inclusivity agenda to encompass our communities and stakeholders.

- The force's Data Bias Working Group met again in October 2022 to conclude its 12-month review on this subject. A proposal will be brought to the Force's next E&I Strategic Board for consideration and approval.
- Our Leadership & Organisational development (L&OD) team have now delivered the third module of the 2022 Positive Action Leadership Scheme (PALS) to seven employees from minority ethnic backgrounds. Topics covered to date have included presentation skills, values, feedback, networking skills, imposter syndrome and growth mindset. Feedback from the delegates has been extremely positive.
- The L&OD team are also working on a proposal for a Positive Action Programme for the Sergeants and Inspectors promotion process, this will be presented at the People Board.
- The College of Policing has recently announced that the senior Police National Assessment Centre and subsequent Strategic Command Course are being replaced by the Police Executive Leadership Programme. The aim is to ensure a more effective assessment and development approach for aspiring Chief Officers. There will be specific effort undertaken to identify, develop and support a pipeline of officers with the potential to become Chief Officers from minority and under-represented groups. Further details will be released by the College in December 2022.
- Friendly Ear Scheme: This is a new tool being developed to support student officers in their early career and improve the organisation's retention rates. As with many forces delivering on the police uplift, with an increase in numbers, the organisation has also experienced an increase in probationers exiting. The Scheme provides a confidential contact mechanism for student officers to discuss concerns with a more

experienced officer, thereby exploring supportive options for the officer to remain in the organisation. Appendix C provides fuller details on what the Scheme has to offer.

### **3. Community Engagement**

- The organisation has continued working with the successful Amazon Web Services (AWS) 'Schools Project'. This included meeting with a number of young people from different schools, colleges, youth groups and charities at Experience Haus studio on Saturday 24<sup>th</sup> September 2022 as a launch event. Working alongside the Metropolitan Police, the organisation will engage in a number of follow-up events sponsored by AWS.
- The Partnership and Prevention Hub<sup>1</sup> is looking to implement a Schools programme via an external provider to educate young people on current issues, provide visible reassurance in City schools, and improve relations with the Young Community. Procurement has commenced and benchmarking has begun, to identify when is best to launch the programme with maximum impact.
- As previously reported, the Force Volunteer Cadet Unit now has a cohort of 27 cadets (11 male, 16 female and 66% of those from Black and Minority Ethnic backgrounds). The Cadet Unit has continued to receive national attention regarding its work alongside officer and staff. Additionally, the cadets recently won the Annual National Cadets Competition for the best visiting team in First Aid at the National First Aid Competition. Subject to funding and staffing considerations, plans are being explored to expand the cadets in relation to age and numbers.
- Plans are underway to introduce a Youth Independent Advisory Group (YIAG). The aim of the YIAG is to act as a critical friend to CoLP, challenge conventional thinking and stimulate the viewpoints, ideas, experience, and skills of young people on current issues affecting policing. Young people will have an opportunity to review, challenge and develop policies and procedures that will impact upon young people and make improvements in service delivery. A paper is imminently due to be submitted around governance and implementation of the YIAG to the Force.
- The Strategic Research & Analysis Unit has produced a CoLP Community Profile – pulling together data from various sources to provide a picture of the various groups within the City of London and map its diverse communities. This profile will be continually updated with the Census results later this year. This, along with our calendar of events and meetings, will be published on the internet.

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<sup>1</sup> The Partnership and Prevention Hub is focused on problem solving, reassurance and engagement. Hub Officers support Dedicated Ward Officers with specialised knowledge of crime prevention and community enforcement options to develop long-term problem solving approaches to high harm and volume crime priorities. The Hub develops community relationships and leads on Business Crime Reduction Partnerships at a tactical level.

#### **4. Health & Wellbeing**

- The key focus for this area remains on the mental health of our staff and developing our activity collectively within the force to improve it. In line with this, the following activity has been completed:
  - Mental Aid first aider training completed - 20 staff have been trained, which further supports the force ambition to look after the Mental Health (MH) of our staff.
  - PISP(Post Incident Support Procedure) structure established - 12 officers and supervisors are to be trained over a 2-day period , this is scheduled to commence in November.
  - MH courses for Supervisors launch in October.
  - Trauma Risk Management (TRiM) process and referral mechanism is being used and officer and staff signposted to this service.
  - L&OD have also launched MH courses for Supervisors, these went live in October.
- This quarter, in response to the national cost of living crisis, there has been a greater focus on financial wellbeing. Financial awareness training for employees was delivered with Police Mutual Assurance and the Police Federation who provided support and seminars outlining further tips and budgeting advice. The wellbeing page on the force intranet has also been refreshed with financial planning activities included on the site.

#### **5. Retention and Exiting the organisation**

- The working group has identified the need to ensure that there is an additional “retention conversation” as part of ‘business as usual’ line management. It is also recommended that there are at least two “retention conversations” within the notice period. This would also ensure that there is a two-tier data capture phase to better understand why people are leaving the organisation.
- Further work is being completed to improve support and advice to all levels of line management with the aim of improving the culture towards “retention conversations”. In particular, that people wanting to exit the organisation, to a degree should be anticipated, and therefore “retention conversations” should take place prior to this point.

#### **e. Diversity Workforce Data**

The Diversity Workforce data continues be presented to this Committee for oversight and scrutiny.

Please refer to Appendix D for full details.

## **f. Performance Measures**

The force has undertaken a review of how it measures progress and success against their E&I Strategy. Key Performance Indicators are aligned to the new Policing Plan 22-25. As part of the ongoing E&I Review, the KPIs will also be evaluated to ensure that they measure delivery for both national and local objectives.

Please refer to Appendix E for full details.

## **Conclusion**

- Appendix A – Highlight summary of progress made against the E&I Action Plan
- Appendix B – E&I Strategic Board Terms of Reference
- Appendix C – The Friendly Ear Scheme
- Appendix D – EDI Report Workforce Equality Data October 2022
- Appendix E - KPI Measures Table.

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