

Committee(s): Professional Standards and Integrity Committee Police Authority Board	Dated: 8 February 2023 15 February 2023
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 32-23	For Information
Report author: Kam Dhaliwal, Equality & Inclusion Manager, T/Chief Superintendent Sanjay Andersen, Head of Professionalism and Trust	

Summary

This report provides an update regarding E&I activity within the Force from a national and local perspective since the last report to your Committee in November 2022. 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 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 January E&I Strategic Board.

Current Position

b. National updates:

Nationally, Chief Constable Gavin Stephens has taken over the National Police Race Action Plan, from Deputy Chief Constable Tyron Joycen, who implemented the National Police Race Action Plan. The plan's key objectives are to improve policing through more effective public protection, increasing trust and confidence, and a legitimate focus on those who seek to prey on the vulnerable.

The National Police Race Action Plan (PRAP) was released as a first version in May 2022. Since the implementation of the PRAP, the national lead asked all forces to complete a short survey, to understand how the plan has progressed locally, which the force has completed. This survey results will be used to help inform any changes and reviews to the PRAP.

Since the introduction of the PRAP, the forces Professionalism & Trust Team, have reviewed a number of recommendations that have originated from Government, Policing and internal reviews, on how to improve race equality in policing. All the recommendations have been captured and evaluated to remove duplication. The recommendations have been amalgamated with the National Police Race Plan, to create a personalised Force Race Action Plan. The Forces Race Action Plan activities and themes have been cross compared with the Forces overarching Equality, Diversity & Inclusion (EDI) Action Plan, to remove any duplication, ensure collaboration between action owners, and to help create the EDI Strand Lead working groups. This process will allow the force to become more efficient and effective when dealing with any EDI activities.

Members will note that a separate detailed report for Violence against women and girls is included in the committee pack for review.

c. **Local updates:**

Independent Advisory Scrutiny Group Support

The force has an independent community group, called the Independent Advisory Scrutiny Group (IASG), which is made up of independent community members who have no link to the force. The IASG members volunteer their own time and act as a critical friend on policing processes such as Stop & Search, Use of Force, critical incidents etc. The IASG portfolio has now moved over to the Professionalism & Trust Team, which is being headed by T/Chief Superintendent Sanjay Andersen. This involves being the liaison point between the IASG and the force, the recruitment of new members, administrative support and providing the members with training on policing processes, to enable them to make informed decisions.

Review of E&I process:

There are a number of reviews taking place, with regard to the Equality, Diversity and Inclusion (EDI) activities, taking place in force. The reviews are coming along at a steady pace and once complete, the paper will be brought to the next E&I Strategic Board for signoff.

Public Sector Equality Duty Report:

The Public Sector Equality Duty Report is due to be published on the 30th March 2023, and it will contain Gender Pay Gap information, and all the forces workforce data with regard to the Equality Acts 9 protected characteristics. HR and the E&I Manager are currently working on the report and also plan to review the equality objectives, which are:

Objective 1: Increase the number of black and minority ethnic and female officers to be reflective of the London population.

Objective 2: Increase the number of officers and staff self-declaring their protective characteristics.

Work Experience:

The force re-introduced work experience into the force, back in 2018 due to the benefits it provided on community engagement, promoting positive policing, recruitment and youth engagement. Due to limited resources, the request for work experience from external students has been suspended. Once the situation improves, the board will be updated.

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

1. Recruitment and onboarding

In December 2022, the Force ran a Superintendents recruitment process for Police Officers, with the results being released in January 2023. Five applicants were successful, of which four are female, which is one of the Forces Public Sector Equality Duty objectives, to increase female representation.

There has been no significant update since the Forces last Equality and Inclusion (E&I) Strategic Board. The Human Resources (HR) and Learning & Organisational Development (L&OD) will continue to progress:

- A detailed analysis of workforce data and produce aspirational targets.
- Complete a cradle to grave review of all recruitment processes.
- Review our vetting approach with regards to those with protected characteristics, with a priority focus on minority ethnic groups.
- Set up feedback processes for unsuccessful candidates and promote development plans for future potential candidates.
- Ensure transparency with all recruitment, progression and exit from service data in respect to all protected characteristics.
- Ensure diversity visibility throughout recruitment process.
- Police leaders should, through their continuing professional development, seek out opportunities to understand issues that affect underrepresented groups and address them through strategy and action planning.
- Police leaders should consider the use of 'reverse mentoring' to be more engaged with their workforce.
- Equip selection panels with unconscious bias training for all those involved in the recruitment process.
- Invest in training and development of Police leaders.
- The Force to develop a talent management program for upward and lateral development.
- The Force to ensure mentoring/coaching and support mechanisms are in place to support officers with protected characteristics.
- Staff with Protected Characteristic should, at the commencement of their service, be sign posted to support groups to seek early guidance should it be required.
- Review the Police Constable Degree Apprenticeship (PCDA) programme to ensure it aligns with E&I plans and principles.

Please see: Appendix B which accompanies the update.

2. Health & Wellbeing

There has been a significant amount of activity since the Forces last update in October. The key agenda is around the mental health of the staff, developing their activity collectively within the force to reduce it, and assist providing tools and assistance to the staff. The His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) have highlighted the importance of wellbeing within recent Police Effectiveness, Efficiency, and Legitimacy (PEEL) inspections reports.

- Completion of Better listening campaign training in collaboration with the Samaritans charity.
- Embedding of Mental Health (MH) first aiders (20 officers) and PSIP training (12 officers).

- Continuation of Collaboration with Police Mutual with the cost of living crises with helpful tips and links to financial planning and support.
- Occupational Health (OH) refresh , communication package created for a quarterly force wide update to highlight the good work within OH and signpost officers and staff to the services that OH offer.
- Refresh of the Wellbeing strategic document 2023 version
- Completion of the PEEL HMICFRS inspection good feedback received from the focus groups and reality testing feedback within the PEEL process

Key Next Steps

- Await PEEL HMICFRS force report and associated actions and improvements from this document.
- Continuation of force wellbeing coffee mornings looking to grow this further and include partners and 3rd sector agencies.
- Review Mental Health courses for supervisors which were launched by L&OD in October

3. Community Engagement

- Amazon Schools Project successfully ran in September bringing together 50 16–24-year-olds with the aim to improve trust and confidence between police & young people. Further workshops & expansion in planned (2nd Feb next meeting).
- The Volunteer Cadet Unit (VPC) continues to impact across the City Police Area. The Unit is now 35 strong, with applications consistently being received. There remains good gender parity and diverse representation (15 male and 20 females; 17 cadets have self-identified as from a diverse background). In addition, the City of London Prep school (a joint venture between CLSG and CLS Boys) have expressed willing to host a Junior Cadet Unit in the future.
- The Youth Independent Advisory Group (IAG) is progressing, and a Standard Operating Policy (SOP) has been drafted with benchmarking taking place. Partnership and Prevention Hub (P&P) are now actively recruiting young people to join.
- Cluster panels continue across the City quarterly with a number of local promises / priorities being set. For residential areas the Force will look to make these meetings monthly going forward.
- Operation Reframe continues to be held monthly, each with a different policing theme. Plans to scope new locations throughout the City based on crime/ASB data, and perceptions of crime/risk.
- Funding has been agreed to launch Schools Programme with Life Skills this academic year in all City Schools. Neighbourhood officers will be trained to deliver the training package in Schools, affording valuable time for youth engagement and early intervention.
- Partnership & prevention (P&P) hub being fully staffed to concentrate on key thematic areas such as mental health, using uplift Dedicated Warden Officers (DWOs) are being increased to 18 from 12.
- Independent Advisory Scrutiny Group (IASG) scrutiny of stop search forms and BWV continues to develop.

Key next steps:

- Launch Walk & Talk and Ride Along initiatives to better engage with local communities and afford an opportunity for scrutiny.
- Support the formation of Business Improvement Districts Sounding Boards (akin to a business Independent Advisory Group (IAG)) to sense check operations/initiatives in Force.
- Continue to increase Nextdoor membership through residential flyer (sending Feb).
- Following Neighbourhood Policing Peer Review (Surrey Police) there is an opportunity to utilise partner data sets quickly via 'Acorn' to map communities better – P&P Hub to research.
- Prioritise P&P Hub restructure and identify SMEs for Community Thematic areas including suicide prevention, mental health, homelessness and hate crime.
- Promote opportunities in the Special Constabulary and other voluntary roles internally and externally with our communities.
- Increase cluster panel attendance through a comprehensive media strategy.
- Continue outreach to ensure our recruitment pool remains diverse for 23/24 intakes, plus focus on expanding recruitment for Special Constabulary

4. Leadership & Culture

- The Force launched its internal series of *Our People – Inclusivity Programme* events. The two-hour sessions, hosted at the Aviva building, provided a gateway to the force's wider programme of activities (to commence in 2023). The vast majority of police officers and police staff experienced one of the events, albeit a series of national rail strikes impacted on attendance. Each event included an interactive section, with feedback currently being used to shape the menu of options for future activities.
- The force's data bias working group concluded its year-long review of this subject area. Proposals will be brought to the March Equality & Inclusion (E&I) Strategic Board for consideration and approval.
- The results of the Force annual workforce survey have been shared with staff, with unit heads / team leaders being given the task of creating relevant action plans.

Next Steps

- Cross-check participation in initial gateway events and provide alternative access where appropriate.
- Finalise and publish the plan for *Our People – Inclusivity Programme* activities in 2023.
- Formalise data bias work within the existing force governance structure - including the integration of the National Police Chiefs Council (NPCC's) *Data Literacy Framework*.
- Review annual staff survey results (leadership & culture related responses) - and ensure that areas for improvement are reflected in unit / team action plans.
- Finalise the plan for Force's annual E&I award.

5. Retention and Exiting the organisation

In January, the Strand Lead organised a workshop for all employees to discuss the revised draft mapping process, using the four key areas. The feedback for each key area is:

Work Strand 1 – The identification and recording of data use

- Increase completion rates – All messaging about the changes to the organisation should come from the Chief Officer Team (COT) to help encourage employees to engage. Publishing the data and evidence will also encourage more people to complete the exit interview.
- Knowledge sharing – Due to the relative low number of people leaving the organisation, improved data disaggregation per team/department/unit over different time periods would enable managers to see trends and help capture any learning, trends and behaviours .
- Exit interview question themes – If the responses were broken down by themes, it would help the force understand the cultural/societal behaviours that cause employees to leave.

Work Strand 2 – A review and agreement of the Exit Interview process

- Collaborative working between specialist advisors – Collaborative working between specialist advisors would address any gaps in knowledge and timescales and ensure the best outcome for the employee and the organisation.
- Introduction of a Stay Interview/Retention Conversations – The force currently has an exit interview process for when the employee has already decided to leave. With the introduction of a Stay Interview, it allows the line managers to address any issues the employee has, before acting on their desire to leave.
- Advertisement of inclusive developmental/mentoring opportunities – If the conversations are held at a local management level, it could encourage people to have the conversation about their career and aspirations with line managers.

Work Strand 3 – Exit interview questions.

- Personal Development Report (PDR) – It would be helpful to give all line managers a PDR objective that requires them to complete all people management process.
- Training to be provided on the difference between police staff and police officers terms and conditions of employment – Training should be provided to all line managers on the differences.

Work strand 4 – Retention conversations.

- Template on how to conduct the exit and stay interview – The creation of a toolkit that guides managers on how to conduct the exit interview, with helpful tips on what language to use and what support is available.
- Mandatory Management Development Programme (MDP) – Line managers should be mandated to attend the forces MDP.
- Re-entry scheme for Police Staff – The force has a re-entry scheme for police officers and not police staff. Police Staff should also be given the opportunity to re-enter.

Key Next Steps

- The new EDI Strand working group, which is made up of key specialist advisors and departments, will collaborate to implement and embed the recommended changes.
- The working group will continue to consult with key stakeholders, staff support representatives and force employees.

e. Diversity Workforce Data

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

Please refer to Appendix B 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 C for full details.

Conclusion

The Force continues to progress the workstrands under Equality and Inclusion as a priority.

Appendices

- Appendix A – Highlight summary of progress made against the E&I Action Plan
- Appendix B – EDI Report Workforce Equality Data December 2022
- Appendix C - KPI Measures Table.

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