

# Equity, Diversity & Inclusion Strategy

2024-2027

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CITY OF LONDON  
**POLICE**



*"Our aim is for the City of London Police to become the most inclusive and community orientated police service in the country"*

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DRAFT FEB 2024

## **COMMISSIONER FOREWORD**

I am delighted to introduce our new Equity, Diversity and Inclusion Strategy (2024-2027) which is at the heart of our journey to create an environment where our employees feel valued and included. The strategy underpins the values within our [Policing Plan](#) and outlines how we will continue to provide a professional and compassionate service to all of our communities.

The foundation of effective policing lies in trust, confidence, and legitimacy. To truly uphold policing by consent, we must embrace diversity in all its forms. This means treating all our communities fairly and welcoming individuals into our organisation from various backgrounds. This range of unique perspectives drives sound decision-making and represents the rich tapestry of our communities. We know that by fostering an inclusive environment where everyone feels a genuine sense of belonging and knows that their voices are heard, we unlock the full potential of our organisation and deliver better services to our communities.

In developing our approach, we have involved our employee networks and associations, internal workstream leads, diversity champions, and key partners. Their insights and experiences have enriched this strategy, ensuring it is comprehensive and relevant to the realities we face.

While we have made significant strides since the publication of our last strategy, it is a long-term journey that requires unwavering focus. We are committed to building upon our past achievements and setting ambitious equality objectives. Our goal is not only to meet legal requirements but to exceed them, actively promoting equality across the delivery of all our services.

As we embark on this journey, we remain accountable to our communities. By fostering an inclusive culture that encourages open dialogue, we will cultivate a deeper understanding of the challenges faced by different communities and deliver a police service that meets unique needs.

I am excited about the positive impact this strategy will have on our organisation, the communities we serve, and the broader landscape of policing. Together, we will continue to work to become a police service which is the most inclusive and community orientated in the country.

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## SECTION 01: OUR EDI PROBLEM STATEMENT

The City of London Police recognises the critical need for fostering an inclusive and diverse environment with a strong sense of belonging in order to better serve and protect the communities it represents. In alignment with our principles of Equity, Diversity, and Inclusion (EDI), we aim to address existing and future challenges by implementing a comprehensive and ambitious EDI strategy. However, we also acknowledge that we face obstacles in achieving these goals, some of which are addressed below.

In designing our Strategy, we have sought to address the following Problem Statement so we can be clear on what our overall mission is:

### ***How does the City of London Police become the most inclusive and community orientated police service in the country?***

To answer this question, it was important for us to not only understand the importance of promoting Equity, Diversity, and Inclusion (EDI) in all that we do but also how we will continue to proactively invest in its importance. Not just across the organisation in enhancing our internal and external trust and confidence levels and sense of inclusivity and belonging, but also how we develop our community and partnership relationships, and overall operational effectiveness to provide the very best policing service to the public.

It is important to acknowledge that policing nationally has seen a fundamental redesign of policies and practices to eliminate all forms of discrimination. Indeed, alongside most other police services, we have heavily invested in improving our commitment to EDI priorities and developing innovative ways to improve community engagement and trusted relationships.

Despite this progress, we must acknowledge that there exists notable policing challenges hindering the successful implementation of a robust EDI Strategy. Many of these challenges are reflected in the lack of progress which policing has made to improve how it interacts with under-represented groups, and more locally, how we can improve our internal culture and processes to ensure that behaviours of employees who do not align to our values are dealt with robustly. Some of these broader acknowledgements have led to interventions by the Home Office, National Police Chief's Council (NPCC) and College of Policing (CoP) to bring about collaborative action through a number of plans and policing requirements.

In response, we have taken a candid review of how well we are delivering tangible progress for our people and our communities across EDI measures. It is clear that in previous years we have made insufficient progress and reform to meet the size of this challenge. This was observed in our 2020 rating of "Compliant" by Inclusive Employers, an extremely disappointing result which required focused attention for EDI to become front and centre in all that we do.

All police services have a collective responsibility to improve the policing profession nationally. Public trust, confidence and legitimacy do not re-set across force boundaries and systemic failures in one police service, tend to leave a footprint across all areas, particularly, where national policies and standards are set. So, it would be remiss not to consider the national policing EDI landscape when outlining what our City of London Police EDI priority objectives should be.

### **National Policing perspective:**

Since the publication of our last EDI Strategy in 2020, there has been a cataclysmic shift in our national policing efforts to improve Equality, Diversity and Inclusion. Much of this work has been driven under the banner of 'improving trust and confidence', as we try to restore the significant harm caused by the lack of trust and confidence in policing, largely from under-represented groups who have traditionally had greater adverse experiences with police. Inquiries such as the Baroness Casey Review and Op Hotton, have also highlighted the need for all forces to improve upon their internal culture, professionalism, handling of complaints and misconduct cases, vetting procedures and community relationships.

At this time, both the National Police Chief's Council (NPCC) and the College of Policing (CoP) are re-writing their EDI Strategies to ensure that they reflect the current 'state of policing'. In absence of a current and relevant national strategy to inform our local perspective, we can place some reliance upon the national priorities set by both the NPCC and CoP to deliver on key areas, such as: National Police Race Action Plan, Violence Against Women and Girls, and National Hate Crime Performance, to inform the direction of our EDI Strategy. Additionally, in 2023 the Home Secretary added Violence Against Women and Girls to the Strategic Policing Requirement, which extended the importance for all forces to assess their capability and capacity to deal with this issue as a national threat.

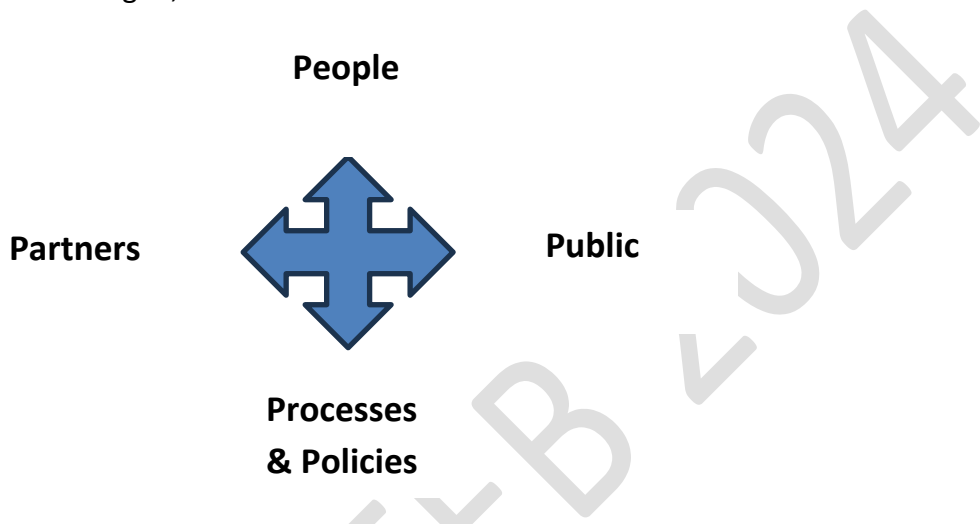
Policing has also learned that trust and confidence is a much broader issue in how we serve our communities, beyond protected characteristics. This has been particularly true in the Duty of Candour which has now been introduced by the College of Policing within our upcoming Code of Practice for Ethical Policing. This requires policing to openly acknowledge when mistakes have been made and to act in the interests of the public. In January 2024, the College of Policing also launched the new Code of Ethics which is supported by the Code of Practice for Ethical Policing, including actions that Chief Officers should take to support people in their force to use the ethical policing principles. To uphold these responsibilities, a priority for our Strategy will be to provide a supportive environment where everyone is encouraged to be open, candid and raise any concerns without fear of repercussions.

### **City of London Police perspective:**

One of the most helpful discussions for us to have had in improving EDI outcomes, has been involving our people and communities in how we redesign our policies, practices and implementation of our activities in order to eliminate discrimination and become truly inclusive in all that we do. Analysis of our own internal Violence Against Women and Girls Action Plan and our Race Action Plan have equally shown that we do not yet fully understand these communities and how to improve the effectiveness and impact of how we can include these communities in how

we operate. This is part of our ongoing project in improving our approaches to community engagement so that they are innovative, relevant and agile to the needs of our communities.

Therefore, it clearly made sense that in determining what our Strategy should prioritise and why, community engagement featured heavily alongside existing data such as HR modelling, community demographics and surveys. We have also reflected upon the existing consultation carried out with key stakeholders through workshops and listening circles pertaining to existing priority areas, such as our Neighbourhood Policing Strategy, Police Race Action Plan and Violence Against Women and Girls Action Plan. Combined, this helped shape our priorities for this Strategy across four areas, consisting of, Our:



Across these priorities, our engagement and existing national and local evidence revealed that the biggest problem areas preventing our organisation from moving the dial on EDI are:

1) Underrepresentation:

Data shows that our representation across ethnic groups for Police Officers is lower than the percentage from City residential communities, and much lower than the Greater London percentage. For Police Staff, the representation levels across ethnic groups more closely resemble a Greater London percentage. Greater representation across ethnicity, gender and sexual orientation is required for us to be truly representative.

In comparison across the National Police Workforce Census (March 2023), the City of London Police has the fifth highest percentage of ethnic minority Police Officers across all forces. For Police Staff, City of London Police has the third highest percentage of ethnic minority staff across all forces. However, we understand through consultation that comparators across policing are not always an ambitious benchmark. In recognition of this, our Strategy will seek to make year-on-year improvements through dedicated recruitment and retention schemes to improve how we reflect the communities we serve.

Across our specialist and leadership teams, there is a noticeable underrepresentation of diverse communities, both in terms of ethnicity, sexual orientation and gender. Unless addressed, this underrepresentation will inhibit our ability to understand and respond effectively to the diverse needs of the communities we serve and may result in a narrower perspectives within decision

making. It may also hinder people within the organisation from seeing 'someone like them' in more senior or specialist roles to represent back as a mirror.

Having role models from underrepresented groups is important, however we recognise the need for a critical mass to create change. So we must remain steadfast in our commitment to improved representation levels across all roles, ranks and grades.

## 2) Cultural Sensitivity and Competence:

There is a pressing need to enhance cultural sensitivity and competence among police officers to bridge the gap between the police and diverse communities we serve. Our Police Race Action Plan and survey data demonstrates a need to improve in this area. Although we have made progress over the past few years, in particular with training and how we embed understanding of lived experiences, some training programmes nationally and within our organisation still lack the depth required to instil the necessary understanding and respect for diverse cultural backgrounds and protected characteristics.

## 3) Perceived Bias and Trust Deficit:

Some of our communities, particularly those from underrepresented groups, express concerns about perceived bias in police interactions. This is also evidenced through national reviews into our policing response for Violence Against Women and Girls and the Police Race Action Plan. This trust and confidence deficit, has hindered our ability to effectively collaborate with all of our communities and some areas of our workforce.

## 4) Inclusivity and Belonging Deficit in Organisational Culture:

Our existing organisational culture does not yet fully embrace inclusivity and belonging, making it challenging for individuals from diverse backgrounds to feel valued and contribute optimally. Addressing biases, both explicit and implicit, within our organisational structure is crucial for fostering an environment where everyone feels included, has a sense of belonging and can thrive. Promisingly, a recent survey from our Race Action Plan showed that 88% of respondents believed that the organisation was either 'Totally Inclusive' or 'Mostly Inclusive'. However, our consultation with our Networks and Associations in designing this Strategy, also revealed that not all groups have similar feelings of equity and belonging in the organisation.



#### 6) Embracing difference:

Our organisation needs to improve its understanding of the social model of disability and take action to improve environmental barriers. Within our workshops and across a number of surveys, our employees have asked for more to be done in ensuring that we embrace difference and understand both our workforce and all of the communities we police, whether through reasonable adjustments to support those with disabilities, ensuring our estates and processes are truly accessible, and making the most of our neurodivergent talent.

#### 7) Community Engagement:

Our organisation has unique responsibilities which reflect our local role, where we are responsible for keeping the iconic City of London safe, alongside our national roles in relation to economic crime, cybercrime and protective security. Engagement needs to be considered as a core element of our policing activity and our consultation supports our recognition that we need to continue to truly understand the needs of our external communities. We have a genuine commitment to this and have already begun in our investment to improve this area, particularly around digital engagement and feedback platforms. However, more growth is needed to ensure that our engagement approaches meets the needs of our evolving and expanding communities.

#### 8) Hate Crime:

The College of Policing have developed new Authorised Professional Practice guidance on Hate Crime. Nationally, communities have raised this as a consistent policing issue and we share this concern, it also compliments the work we are doing through our Police Race Action Plan and Violence Against Women and Girls Action Plan. As part of our Strategy, we will ensure that we prioritise our response to Hate Crime and ensure that steps are taken to manage risks to vulnerable people and communities. Part of this work is intrinsically linked to improving public trust and confidence in our police service, to ensure that all incidents of hate crime are being reported, providing us with confidence in the issues we face and also how we can prevent incidents and support communities adversely affected.

## Objective:

Our aim is to develop and implement an EDI strategy that addresses these challenges comprehensively, leading us to *become the most inclusive and community-orientated police service in the country*. This strategy will focus on increasing representation, enhancing cultural competence, rebuilding trust, fostering an inclusive organisational culture, embracing our differences and improving how we engage with our communities. Through this, we will seek to become a policing role-model for inclusivity and belonging, reflecting the diversity of the communities we serve and promoting effective, equitable, and community-oriented policing.

We acknowledge that the challenges to improve EDI go much beyond this, however the purposes of this Strategy are to focus our efforts on what will move the dial on EDI to make significant improvements for our employees and communities. Working with finite resources will always mean that despite the collaborative arrangements we have, we won't be able to tackle all of the issues which pertain to EDI. However, we will ensure that this Strategy is refreshed annually to ensure that we are dealing with the contemporary issues that matter most to enable us to deliver our Policing Plan objective in delivering a **local service with a national role, trusted by our communities to deliver policing with professionalism, integrity and compassion.**

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## SECTION 02: CONSULTATION WITH OUR PEOPLE

**“What does the most inclusive and community orientated police service look like to you?”**

**Our people said:**

- Understanding the views and needs of all our communities.
- A force that polices all people fairly.
- Policing to needs of individuals and community.
- Reach includes online and in person.
- Treat all communities the same, this also means not giving priority to certain minority groups over others.
- Police staff regarded equal to officers.
- Diverse staff progressing and developing within the force.
- Diversity of staff reflects the demographics of the people we serve.
- Elimination of existing nepotism and misogyny.
- Proper processes, support mechanisms and structures in place to fully support the ambition. Just saying it and committing to the ambition verbally doesn't make this happen.
- Implementation and sticking to what policies we have in place already including acting on grievances.
- Celebrating good work, not just highlighting issues.

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## SECTION 03: HOW OUR PRIORITIES WILL WE MOVE THE DIAL ON EDI

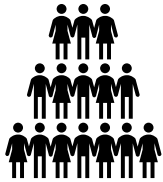
In order to make effective change, we must prioritise our efforts on the areas of EDI that most acutely affect our people, our communities and our collective ability to be an efficient and effective police service.



### Our

Objective:

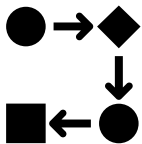
We have a workforce that reflects the communities we police and an environment which creates a sense of belonging.



### Our

Objective:

Equity, Inclusion and Belonging is central to how we deliver our service (local and national communities) and the public trust us to act fairly and with integrity.



### Our

### Processes

Objective:

Our Policies, Processes and Procedures are fully inclusive and informed by diverse representation on our scrutiny and key decision-making bodies.



### Our

### Partners

Objective:

We influence Equity and Inclusion through our network and supply chain.

## SECTION 04:

# WHAT EQUITY, DIVERSITY AND INCLUSION MEANS TO US

**The City of London Police is committed to promoting diversity and fostering an inclusive environment. Our focus lies in ensuring that all employees are valued and respected, thereby enhancing our ability to provide a professional police service for all our diverse communities.**

We embrace and support under-represented groups and encourage a workplace where everyone can be their authentic selves, regardless of race, age, gender identity, beliefs, abilities, or who they choose to love. Employee networks and groups play a vital role in promoting achievements and organisational values. Our focus remains on continuous improvement to foster a strong sense of belonging and pride in our collective accomplishments across our equity, diversity and inclusion workstreams.

Having Equity, Diversity and Inclusion front and centre in all that we do, and reflecting the communities we serve, helps to enhance public trust and confidence. This leads to greater community engagement, improved problem solving and an increased ability to provide a professional and compassionate service to all of our communities.

### **Why have we replaced 'Equality and Diversity' to have a new 'Equity, Diversity and Inclusion' Strategy?**

**Equity** refers to fair treatment for all people, it differs from equality in a subtle and important way which is why we have moved towards this. While equality assumes that all people should be treated the same, equity takes into consideration a person's individual circumstances, adjusting treatment accordingly so that the end result can bring about equality.

Every individual has unique characteristics. When we talk about **diversity**, we refer to how these characteristics differentiate people from one another and from different groups. This is not just about physical diversity but also diversity of thought and the benefits which are brought into decision-making by having a range of perspectives.

**Inclusion**, also referred to as inclusiveness, is a concept that refers to the practice of providing equal access, opportunity, and consideration to all individuals, regardless of race, ethnicity, gender identity, age, sexual orientation, socioeconomic status, disability, religion – or any other characteristic that might lead to discrimination or marginalisation.

Our inclusivity commitment is focused to create an environment where all our employees feel valued, respected, and empowered to participate fully and contribute to their maximum potential. These are collectively what creates a sense of Belonging, put simply, the degree to which our employees feel able to be their authentic selves in our organisation.

This extends to ensuring that diverse perspectives, backgrounds and experiences are taken into account and represented in decision-making processes, policies and practices. This commitment is for all of the communities we serve, ensuring that our inclusive policing approach builds trust and

confidence and is supported by our policing plan priority to keep those who live, work, and visit the City safe and feeling safe.

**Our new Equity, Diversity and Inclusion Strategy is not just about tolerance or acceptance; we go beyond that to actively embrace and celebrate the diversity of our people and the communities we serve.**

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## SECTION 05:

# WHERE WE ARE NOW – OUR EQUITY, DIVERSITY AND INCLUSION JOURNEY

Since the publication of our last Equality and Inclusion Strategy in 2020, the landscape of policing has changed dramatically. Sadly, there have been many instances across policing nationally where disrespect, abuse, misogyny, racism, homophobia and exploitation of police powers have shone a spotlight on the necessity to transform police culture. We see this Strategy as an opportunity to change the picture, we have brilliant people working for us who do brilliant things every single day. We want the public to see this and also all of the work we are doing to excel in our EDI commitments. This is why we will be ambitious in leading the way by ensuring that our organisation is trusted by our employees and the communities we serve, and that our workforce demonstrates the highest examples of our values of professionalism, integrity and compassion in all that we do.

At the heart of our policing model is legitimacy, and we can only maintain this through the support, trust and cooperation of our communities. Disappointingly, despite the significant work we have undertaken to improve our representation of the communities we serve within our workforce, we still lack officer representation of ethnic minority groups and women at all levels in particular. To address this, improving our representation and the experience of policing by our diverse communities must remain a top priority. Equally, we will prioritise our work to become an organisation which is demonstrably anti-racist and proactive in tackling discrimination. To understand our progress on this journey we will use our most recent 2020 Inclusive Employers benchmark and ensure that this is refreshed in 2024.

Our 2020 benchmark placed us at the 'Compliant' stage within the Inclusion Maturity Model. We were extremely disappointed with this and over the past 3 years have dedicated efforts across all areas of the organisation to provide rapid and tangible progress in this area. We have an extensive commitment to get this right with an aim for 2024 to be graded as at least 'Established'. We will review our progress with candour and ensure a clear focus on developing an inclusive workforce equipped to deliver an excellent policing service.



2020

### Inclusion Maturity Model



Since 2020, we have also published our new [Policing Plan](#) which marks a fresh start for the City of London Police during what remains a difficult time for policing. The Policing Plan is focused on rebuilding trust, putting victims first, and creating an inclusive and supportive culture.

Our new Equity, Diversity, and Inclusion (EDI) strategy encourages culturally competent policing and reduces biases, leading to more effective crime prevention and resolution. Moreover, it addresses how we can overcome disproportionate impacts, such as how we apply our use of force powers, cultivate inclusive leadership, and foster an environment that values diversity.

This strategy also sets out in greater detail how we will support all of our communities. We know that communities are not homogenous, they are composed of individuals from various backgrounds, cultures, races, religions, genders, and more. An inclusive police service reflects the diversity of the communities it serves, allowing officers to better understand and connect with the people they protect. When community members see officers who resemble them or share similar experiences, trust and cooperation are more likely to be established.

Our culture has continued to mature by embracing the wider range of perspectives and ideas which our people, public and partners offer. Different backgrounds and life experiences bring unique problem-solving approaches and creative solutions, our approaches to neighbourhood and evidence-based policing are just some of the ways we welcome diverse viewpoints to solve complex challenges in more comprehensive and innovative ways.

We have continued to invest in improving upon the cultural competence of our workforce. Our employees are now trained in cultural awareness and sensitivity through bespoke Inclusivity programmes, making them better equipped to navigate cross-cultural interactions and understand the nuances of diverse communities. This understanding reduces the likelihood of unintentional biases and misunderstandings, promoting fair and respectful treatment for everyone and creating a police service we can be proud of.

# SECTION 06: KEY ACHIEVEMENTS SINCE OUR LAST STRATEGY

**Establishment of Professionalism and Trust directorate:**

To address challenges in policing, a directorate focusing on professionalism and trust was created. It manages strategies for violence against women and girls, racism in policing, and other areas, including Equity, Diversity, and Inclusion.

**Mentivity:**

Training to gain insight into young Black people's experiences of interacting with the police.

**Listening Circles:**

Safe spaces for women to share experiences, recognized as good practice by the HeForShe movement.

**Disability Enabling Network and DANI working group:**

Addresses neurodiversity inclusivity with various stakeholders, prioritizing areas like workplace adjustments and recruitment.

**ADHD screening in custody national pilot:**

Fast-track ADHD diagnoses for detainees to improve case outcomes and mental health support.

**Superintendent's Association:**

Sponsorship and support for underrepresented individuals to develop into leaders, resulting in increased female representation.

**Active Bystander training:**

Being rolled out to leaders to tackle inappropriate behaviour and support staff well-being.

**Dyslexia Assessment Team (DAT) launched:**

Supports colleagues with dyslexia to reach their potential by providing assessments and reasonable adjustments.

**SignVideo app:**

Makes the City of London Police accessible to Deaf BSL users, offering communication services via video calls.

**BSL trained officers:**

Eight officers are Level 1 BSL trained, and Police Liaison Officers for Deaf people are being established.

**Events to tackle under-representation in policing:**

Organized by the Network of Women, including open-days with British Transport Police to showcase roles and demystify training requirements.

**Operation Reframe:**

Partnership approach to keeping people safe in the City at night, which includes working with licensed premises, security staff and promoting the 'Ask for Angela' campaign.

**Youth Independent Advice & Scrutiny Group (YIASG)**

Introducing a YIASG to afford further external, independent scrutiny of policing provisions and services, but through the lens of a young person.

## SECTION 07:

**OUR PEOPLE:** *We have a workforce that reflects the communities we police and an environment which creates a sense of belonging.*

### **Recruitment activity that improves how well our workforce reflects the communities we serve:**

In implementing an EDI Strategy which will provide tangible progress for our people and the communities we serve, it is paramount that we have an in-depth understanding of how we represent those communities.

Our current workforce profile based against the City of London and Greater London populations, largely show that disappointingly, we still have much more work to do to become fully representative of our communities.

#### **Population**

**8,600**

people

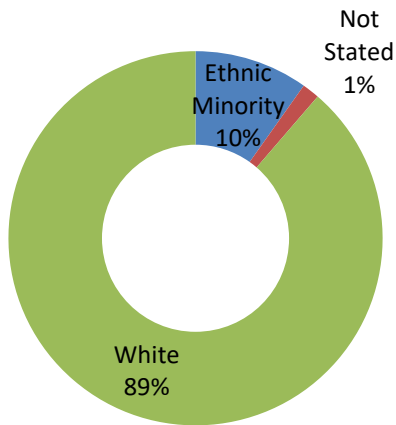
**56,490,000** people in England

Rounded to the nearest 100 people

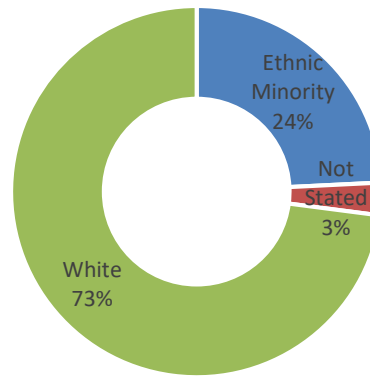
Data based on the 2021 Census shows that the City has a residential population of 8,600. However, the public we serve are beyond the square mile and span nationally and internationally through our National Lead Force areas for Cyber and Fraud. Indeed it is estimated that in 2021 there were 587,000 workers who commuted into the City of London.

Although we are working to improve representation across all protected characteristics, we know that greater representation for all minority ethnic groups and women in policing is critical to improving trust and confidence across our communities. Our current profiles are outlined below:

### Officer Ethnicity Profile (%)



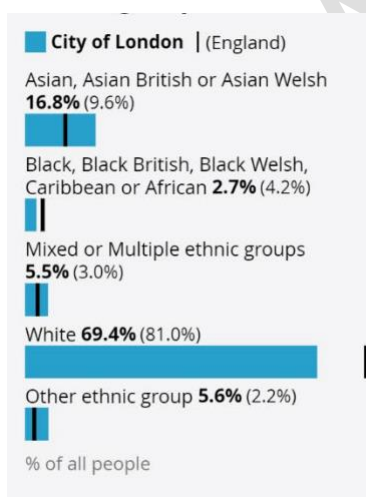
### Staff Ethnicity Profile (%)



The National Police Workforce Census for March 2023 shows City of London Police has the fifth highest percentage of ethnic minority Police Officers across all forces, the average across 44 forces was 4.9%. For Police Staff, the City of London Police has the third highest percentage of ethnic minority staff across all forces, the average across the 44 forces was 5.5%.

Comparing our ethnicity profile against the Greater London area is also an important gauge for how well we are representing the communities we serve. Particularly as the Greater London population is a part of our commuter and leisure communities, and our own workforce. Comparatively, to more closely reflect the Greater London population, we will continue to improve these representation levels year on year and be bold in our efforts to attract and retain diverse talent.

### Ethnicity (residential):



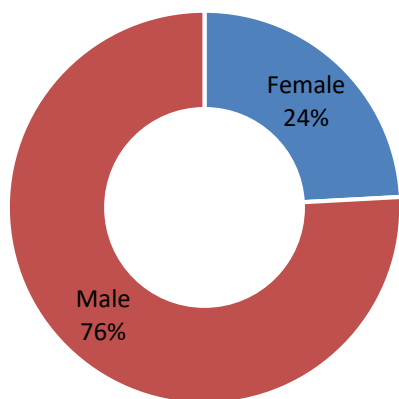
As of 2022, 37% of the **commuter workforce** was black, Asian or identified from another minority ethnic group, with the remainder identifying from a white ethnic background.

Data based on the 2021 Census shows that the City has a growing diverse ethnicity profile comparatively amongst our staff compared to our residential and workforce populations, however we need to work more innovatively to improve this for officers.

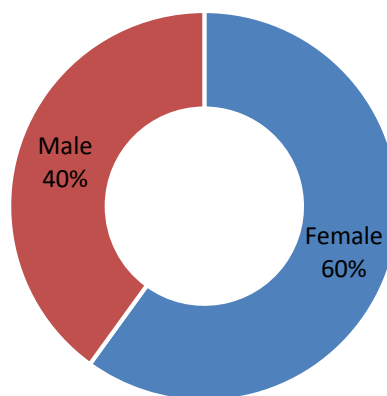
Ethnicity across Greater London:

- Asian (7%)
- Black (7.9%)
- Mixed (27.1%)
- White (43.4%)
- Other (14.6%)

### Officer Gender Profile (%)



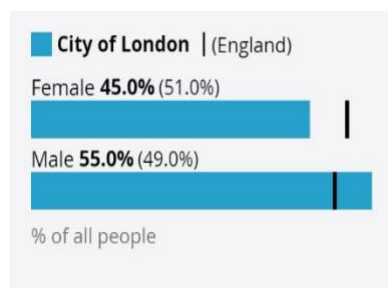
### Staff Gender Profile (%)



The National Police Workforce Census for March 2023 shows City of London Police has one of the lowest female representations amongst Police Officers across all forces. The average female representation across all 44 forces was 36.1%.

For Police Staff, City of London Police has a lower female representation compared to other forces, the average female representation across all forces was 63.2%. However, our profile shows that the City of London Police does have a positive gender split across Police Staff.

### Gender (residential):



As of 2022, the **commuter workforce** gender split showed that 64% of workers identified as male with 36% identifying as female.

Data based on the 2021 Census shows that the City has a largely equal gender residential split, although less so for our workers. This is reflected across our staff profile and shows that we need to work more innovatively to improve this for officers.

Gender across Greater London:

- Female (51.4%)
- Male (48.5%)
- Other (0.1%)

Our representation levels are continuing to improve through our recent recruitment initiatives under the Police Uplift Programme which have contributed to increased diversity. However, we need to do much more to improve the pace of this change. A significant impact will need to be

made through our recruitment and retention strategies which will incorporate additional outreach activities to attract more people from under-represented groups, particularly women and those from minority ethnic backgrounds. We also need to improve upon how we more accurately measure representation beyond our residential population to understand how we represent our workers and leisure visitors across the City of London.

Our internal gender data collection requires improvements as the binary interpretation of 'male' or 'female' excludes transgender and gender-nonconforming people. To overcome this, we need to collect gender data in a way which is more inclusive and equitable.

One area of work will be to continue to provide targeted support to people from under-represented groups, including those from the LGBTQ+ community, disability community and neurodiverse community, throughout the recruitment process, probation period and career pathways. Our employees should see diversity represented in our senior leadership across all ranks and grades. Finding ways to attract and retain diverse leaders is key to fostering an inclusive workplace, it also demonstrates to our employees that representation is a priority for everyone.

#### **Positive action schemes that support officers and staff from under-represented groups to develop laterally and through promotion:**

We will continue to operate positive action development schemes to help bridge our representation gaps within and across different levels of the organisation by providing targeted support and opportunities to under-represented groups.

In our recent promotions for Inspectors and Sergeants, HR collaborated with our Disability Enabling Network to ensure suitable reasonable adjustments were applied, making use of trained officers to assess individual adjustment requests and recommend necessary support.

Our PALS, the Positive Action Leadership Scheme, launched in 2021, which empowers officers and staff from visible Black or ethnic minority backgrounds with vital career development tools. Comprising six modules delivered over nine months, it focuses on presentation skills, networking, confidence-building, mentoring, and strategic awareness. Increased participation in 2022 highlights its success, and its continuation in 2023 reinforced our commitment to a more diverse and inclusive future leadership team. Development in this scheme will see these initiatives offered to other under-represented groups. This year we will also launch our new Sponsorship Scheme, an initiative adapted from the NHS which has created an ongoing partnership to share best practice across EDI activity.

#### **Leaders championing and being accountable for Equity, Diversity and Inclusion:**

Lessons learned from Operation Hotton, have been just as important to our organisation as all forces nationally in recognising the importance of supervision and leadership which sets the right tone and supports those who challenge poor behaviour.

Professionally developing our supervisors and line managers and also creating a culture of inclusive leadership is a crucial focus for us in the challenging yet rewarding role of policing. We have refreshed our Core Leadership Programme and Management Development Programme for

supervisors and first-line managers. Additionally, our promotion framework and performance development process requires leaders to demonstrate their contribution to equity, diversity and inclusion.

The annual staff survey and pulse surveys are important opportunities for us to gauge employee feelings, allowing us to address concerns and improve psychological and emotional safety. All of our senior leaders have been given personal responsibility to improve outcomes from the staff survey.

Above all, we do not underestimate the role which our senior leaders have to foster an equitable, diverse and inclusive workplace. We know that irrespective of how many diversity training and inclusion programs we incorporate into our organisation, all efforts will be hampered without those in senior positions of responsibility being visible and pro-active in their support. We will achieve this by ensuring EDI advocacy becomes a focus of all that we do. This will be seen through our continued work to actively champion inclusivity schemes such as PALs and our Sponsorship Scheme, and also how our senior leaders role-model inclusive behaviour in their people management and across their own leadership teams.

#### **Fostering an inclusive culture where our people feel a sense of belonging:**

The Our People Inclusivity Programme, launched in 2022 and 2023, is a series of mandated events that allow participants to reflect on the significance of creating an inclusive culture. These events serve as gateways to a broader Inclusivity Programme, where all employees are required to undertake continuous professional development in this area through a blended learning approach.

The Programme also contains a focus on supporting, developing and retaining our neurodivergent colleagues. Policing has become far more attuned to reasonable work adjustments, particularly when thinking about neurodiversity; ranging from adjusting the working environment to providing software to assist with typing. Population data estimates that approximately 15% of people are neurodivergent, so we must be more switched on regarding the strengths, values and diversity of thought which this brings to our organisation. This is especially beneficial within our National Lead Force areas of Fraud and Cyber where often our neurodivergent colleagues can see solutions where others can't through different thinking and approaches.

Complementing the Inclusivity Programme, 2024 will see the introduction of pro-active team cultural audits which looks at the internal conduct and culture of teams. The cultural audits will provide the workforce with an opportunity to share how they feel about their immediate work environment, as well as the wider workforce. The results of the cultural audit will provide managers with an understanding of underlying issues or concerns which may not have been formalised. It will also provide the support and tools to address these, giving confidence to employees that issues are being addressed. The cultural reviews will also allow the force to have an understanding of risk areas or emerging themes which require positive intervention.

## **Dealing swiftly with discrimination, micro-aggressions and inappropriate conduct:**

It is vital that all those who work in policing have trust and have confidence in the police as their employer and feel empowered to uphold the high standards that the public rightly expect. To do that they must feel supported, especially when they are raising concerns and identifying where standards need to improve.

In response, we are strengthening our recruitment and vetting procedures to prevent unsuitable individuals from pursuing or continuing careers in policing. The findings from the Casey Review were a difficult read and hard hitting for everyone in policing, but brought with it a number of recommendations to focus on the need to strengthen the vetting and disciplinary system – ensuring only the right people come into policing and those who do not meet the standards are quickly removed.

We have invested in our Professional Standards Department capabilities to address increased reporting and robustly deal with anyone who does not meet our high standards of behaviour or demonstrates discriminatory beliefs. Resourcing has been increased in this area to conduct enhanced prevention work, including risk profiling to embed early interventions and prevent escalation. Our Professional Standards Department is also managing a number of activities within the [Police Race Action Plan: Improving policing for Black people \(college.police.uk\)](https://college.police.uk) in order to improve trust and confidence for our employees and external Black and minority ethnic communities in this area.

One area of focus is to continue in prioritising our response in tackling incidents of internal misogyny as set out in our [Strategic Delivery Plan for Violence Against Women and Girls | City of London Police](#). We have already implemented a number of internal innovative initiatives, some examples include:

- Holding listening circles for women throughout 2022, where female colleagues could safely share experiences and concerns, and find ways to deliver real change for women working for the City of London Police. This was identified as best practice by the College of Policing nationally and implemented by a number of other forces.
- Delivering the 'Leading with Impact' professional and personal development course to female officers and staff.
- Improving how the City of London Police uncovers and deals with misconduct by: increasing colleagues' awareness of early indicators of unacceptable behaviour; highlighting different routes for reporting concerns about behaviour and misconduct; and reviewing historic cases and our vetting processes.
- Accepting the recommendations made by the NPCC and College of Policing in their review of themes, learnings and recommendations on police-perpetrated VAWG (published October 2022) and continuing to work with stakeholders to address the recommendations made, including the development of a process map to formalise how cases of Police-Perpetrated Domestic Abuse are managed.



- Rolling out 'Domestic Abuse Matters' training to all Police Officers, and Police Staff in relevant roles last year, with more than 300 colleagues having taken part in the training designed to change and challenge the attitudes, culture and behaviour of colleagues when responding to domestic abuse.
- Publicising forthcoming misconduct hearings on our public-facing website and detailing the outcome of these, including where an officer is added to the police barred list.
- Taking every opportunity to promote awareness of action to address VAWG, with the Commissioner opening the City of London Crime Prevention Association's related event in February 2023.
- Issuing the Professionalism newsletter to colleagues every quarter, providing learning from complaints and conduct, national cases of significance and activity, and information to bring to life our Standards of Professional Behaviour.
- Introducing 'Walk & Talk'; a scheme whereby women visiting, working or living in the city can walk and talk with police officers, to share their thoughts on safety to bring about positive change.

Our values denounce racism and any form of discrimination as we are committed to becoming an anti-racist organisation. We wholeheartedly support the National Police Race Action Plan, and are delighted to be an Ice Breaker force to showcase our work in adopting it into our delivery plan to rebuild trust with our Black employees and communities. Together, we are embarking on a mission to challenge and eliminate bias, ensuring that our organisation is a place where discrimination has no room to breathe.

Our commitment goes beyond merely being "not racist." We aim to become an actively anti-racist organisation that Black people can trust. This plan demonstrates our zero-tolerance stance on racism and our determination to make further progress in collaboration with all staff networks and associations, especially the Black Police Association (BPA). Together, we will work towards creating an environment that promotes trust, inclusivity and a firm sense of belonging.

And whilst we recognise the progress we have made, we acknowledge that more work is needed. We are committed to addressing racism, discrimination, and bias at all levels, including policies and procedures that negatively impact Black individuals. This zero-tolerance approach towards racism is supported by a dedicated Professionalism and Trust team, working closely with all of our Networks and Associations. We hold each individual accountable to uphold these values, ensuring there is no place for racism within our organisation.

Examples of our innovative initiatives to deliver against our local Race Action Plan have included:

- Black History Month – our celebrations included a number of force wide events, including talks from inspirational people from the Black community.

- Sponsorship Programme - this year we are developing and launching a Sponsorship programme for our Black, Asian and minority ethnic colleagues. We are committed to ensuring that we support the investment in recruitment and also protect the retention of Black, Asian and minority ethnic Officers and Staff. This initiative will form part of our commitment to positive action and developing our future leaders.
- Positive Action Leadership Scheme – we will continue to deliver this successful programme and measure the impact it is making towards promotion and lateral achievements amongst these under-represented groups.
- Support for Promotion - a Promotion Development Programme is currently being developed to provide support to officers from under-represented groups who are applying for promotion up to Inspector rank. The programme will include inputs on dealing with barriers and risks, structuring best evidence, dealing with operational scenarios, current affairs in policing, navigating police culture and building confidence as future leaders. City of London Police will also include its sponsorship for females and minority ethnic officers and staff to join the Future Supers programme, last year our Superintendent promotion process resulted in 4 out of 5 successful candidates being female.

As we launch this EDI Strategy, we also welcome the launch of the new Codes of Ethics and the Duty of Candour contained within this. These requirements place responsibility on our Chief Officer team to ensure openness and candour within the organisation. Policing must never seek to defend the indefensible and we must openly acknowledge when mistakes have been made. This Strategy is part of how we will honour this commitment by providing a supportive environment where everyone is encouraged to be open, candid and raise any concerns.

## OUR PEOPLE



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### OBJECTIVE

“We have a workforce that reflects the communities we police and an environment which creates a sense of belonging”.

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### ACTIONS

- Implementing a recruitment programme of activity which improves how well our workforce reflects the communities we serve at all levels.
  - Delivering a viable positive action scheme which supports officers and staff from under-represented groups to develop laterally and through promotion.
  - Fostering an inclusive culture where our people feel a sense of belonging.
  - Ensuring that our leaders are championing and being held accountable for equity, diversion and inclusion
  - Promoting behaviours and conduct in line with the Policing Code of Ethics, dealing swiftly with discrimination, micro-aggressions and behaviour falling below this standard.
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### MEASURES

- Selection, Recruitment and Retention Figures (Number of employees applying, joining, leaving our force with protected characteristics)
- Number of officers and staff from protected backgrounds being promoted, including figures for those engaging in support programmes.
- Year-on-Year increases in the proportion of employees who self-declare their protected characteristics
- Improved assessments of our internal culture through the lens of our people (survey responses and evaluation of our Inclusivity Programme) and externally from our Inclusive Employers Standard (IES) rating and feedback.

## SECTION 08:

### **OUR PUBLIC: *Equity and inclusion is central to how we deliver our service (local and national communities) and the public trust us to act fairly and with integrity.***

**Understanding and engaging with all our communities so we can measure the impact of our priorities and services, adjusting the policing provisions and services accordingly:**

To better understand the needs of our communities, we are developing a new community feedback platform and community survey to provide more accessible opportunities for our residents, workers and visitors to share their experiences and views. The survey will be invaluable in achieving a better feel for what policing issues matter the most to the public we serve right now. [Community feedback | City of London Police](#)

This understanding will extend beyond our territorial policing obligations as it will also feature how we support communities in our national lead force responsibilities. As part of this commitment, we will remain forward-thinking in how our digital and in-person services support all of our communities. This ranges from accessibility of language and print to signposting those from vulnerable or underrepresented groups who require additional support through our new 'Next Generation Fraud and Cyber Crime Reporting and Analysis Service' project.

A community profile will map the diverse communities in the City of London. This will be regularly updated and made available to our people and the public. We will use this information to target our engagement activity ensuring it is representative of all our communities and uses the most appropriate channels.

Our engagement with communities who have lower levels of trust in policing is particularly important. Through regular dialogues and forums, we aim to collaboratively address concerns, gather feedback, and foster open lines of communication. We recognise that improving trust and confidence must be met with action and we will be steadfast in our commitment to driving meaningful change through our localised Police Race Action Plan and Violence Against Women and Girls Action Plan. Our broader Policing Plan links into these strategies ensuring that we are working collectively to improve trust and confidence across our national and local communities.

Through our implementation of the national Police Race Action Plan we will drive activity to increase the involvement of Black communities and those from other ethnic minority groups in the work that we do. Our engagement plans set out a series of actions that will support a step change in the way that we engage with, and respond to input and feedback from these communities, particularly digital engagement platforms to capture our transient Black business and leisure communities. We will also work to attract greater involvement of these communities in our Independent Advisory and Scrutiny Group (IASG) and workforce to provide oversight on activity, as well as input to inform our strategic decision-making at key governance boards.

It is worthy to note that the NPCC Violence Against Women and Girls Strategy was launched a year prior to the national Police Race Action Plan, meaning that we have already embedded a number of community engagement initiatives, and can bring the learning and best practice into how we engage with our Black communities. Examples can be seen through our successful Operation Reframe events and our Walk & Talk schemes to bring about positive change for women and girls within the City.

Other examples of our community initiatives to deliver against our Action Plans have included:

Focus on... 'Gypsy, Roma, Traveller (GRT)':

In celebration of GRT month, an awareness talk was delivered to 148 members of staff regarding GRT history, and discrimination suffered by the community historically, through to the present day. Stereotypes and the damage these cause are discussed, and an emphasis placed on valuing and respecting GRT culture and values.

Focus on... 'Find your Why':

Delivered by Asif Sadiq, a former CoLP officer, who brings a wealth of diversity and inclusion knowledge from his former position as Global Head of Diversity, Inclusion, and Social Impact at Adidas, and in his current position as Chief Global Diversity, Equity, and Inclusion Officer at Warner Bros. Discovery.

Apology letter to the LGBTQ+ community:

The Commissioner recognised and acknowledged the harmful way in which the LGBTQ+ was historically policed which undermined the trust and confidence in policing by this community. Peter Tatchell, Director of the Peter Tatchell Foundation, acknowledged the importance of this apology for the LGBTQ+ community.

'Alter Egos Theatre Company Presents...':

Alter Ego are one of the UK's leading Social Change Theatre and Film production companies. They have worked with CoLP's Professionalism & Trust (P&T) Team to create a bespoke product aimed at improving awareness of misogynistic behaviours and how to tackle them in the workplace. Alter Egos have already delivered successful inputs to Colleges and Universities, the NHS, Social Services, other Police Forces and the Ministry of Defence.

'Mentivity' Inputs:

Consist of whole-day in-person sessions, aimed at gaining insight into young Black people's experiences of interacting with the police. The Charity's founder, Sayce Holmes-Lewis, started the charity following his experience of being stopped & searched, and works with police forces to increase understandings of Black peoples' experiences and perceptions, and has regularly delivered training to CoLP's officers.

Focus on... 'Be Lads':

An awareness and safety campaign which provides practical advice to men, to assist women in feeling safer when they are walking alone. It recognises that most men do not wish to be perceived as threats to women and addresses why women are justified in being concerned as such. Following the tragic death of Sarah Everard, the conversation around women's safety is more important now than ever before. 'Be Lads' explains the significant of this event and the way it has fractured the public's faith in policing, without vilifying all police officers.

**Acting with cultural awareness to ensure that all our communities are treated with fairness, dignity and respect:**

In 2022, a dedicated 'Professionalism & Trust' department was established to bring together key areas of policing which work towards rebuilding trust and confidence internally and amongst our communities. Through this department, there is a coordinated approach to encourage a culture of learning and development, seeking lessons from other organisations, experimenting with new ideas, and using feedback from colleagues, partners, the public, and academia to improve our approach to policing diverse communities.

We will continue to develop our wide range of innovative approaches to engage with our communities and increase confidence in policing, particularly amongst those groups who have lower levels of trust and confidence. We will ensure our officers are knowledgeable about the diverse needs of our communities, and are well-trained in key aspects of equity, diversity and inclusion. This has already been seen through our work with the Mentivity community group to improve our understanding of, and engagement with young Black people.

As seen through our ADHD pilot and other innovative schemes, we will ensure detainees receive the care and support they need, fostering a compassionate and responsible approach to policing.

**Maintaining the highest standards of response to hate crime, ensuring we take action to provide appropriate and sensitive community reassurance:**

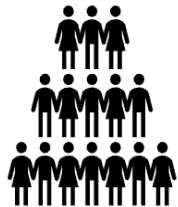
Hate Crime can take many forms and sadly has a devastating impact on the lives of people across all communities, often it acutely affects those who already have a sense of vulnerability. We will continue to robustly deal with anyone who victimises another through threats, abuse, and in some cases physical violence, because of their gender identity, sexual orientation, race, religion or other perceived difference.

Our approach to tackling hate crime will be informed by national best practice, utilising the College of Policing's new Authorised Professional Practice guidance. This will be a multi-faceted approach which involves a pro-active stance on prevention, involving educational initiatives which raise awareness about hate crime and broader crime where discrimination is a factor, developing our collaborative partnerships with community organisations, schools, and religious institutions to foster a culture of tolerance, diversity and mutual understanding.

Maintaining precise records of hate crime incidents will enable us to develop opportunities to prevent. We will also maintain transparency in our performance in this area with regular publication of hate crime statistics.

In our policing response to serve all communities, we will continue to prioritise the safety and well-being of victims of hate (and other) crime, taking a proportionate, sensitive and thorough investigation, taking into account the rights and freedoms of all parties, without unnecessarily restricting any individual's right to free speech.

## OUR PUBLIC



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### OBJECTIVE

“Equity, Inclusion and Belonging are central to how we deliver all of our services and the public trust us to act fairly and with integrity”.

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### ACTIONS

- Implementing a Community Engagement Strategy to effectively understand concerns and measure the impact of our services, implementing any improvements required.
  - Improving our cultural awareness and putting our learning into practice to ensure that all of our communities are treated with fairness, dignity and respect.
  - Developing innovative mechanisms whereby we can maximise visibility and reach within our communities, seeking timely feedback which is acted upon.
  - Maintaining the highest standards of response to hate crime, ensuring we take action to provide appropriate and sensitive community reassurance.
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### MEASURES

- Publishing and monitoring data on disproportionality and use of police powers, especially stop / search and use of force
- Number of consultations taken place with our communities- ‘visibility and reach’ metrics
- Satisfaction levels of our communities and customers, including ability to provide feedback and whether this is acted upon.
- Narrative reporting from our own officers and staff on how their improved awareness / training has impacted on attitude and behaviour change.
- Monitoring the levels of reporting of hate crime and demonstrating how we have responded

## SECTION 09:

### **OUR PROCESSES AND POLICIES: *Our policies, processes and procedures are fully inclusive and informed by diverse representation on our scrutiny and key decision-making bodies.***

#### **Analysing and publishing data on disproportionality and use of police powers, at least annually, with a reform or explain approach where required:**

We understand that the impact of how we use our police powers, especially stop and search and use of force, significantly impacts minority ethnic communities and influences trust and confidence in the police. To address this, we have implemented robust processes for scrutinising the use of these powers. These processes enable us to examine and develop our understanding where disproportionality in our actions exist, supplemented by our work with our communities and partners as part of the National Police Race Action Plan to improve how we can reform or improve our ability to explain. By continuously evaluating and refining our practices collaboratively, we strive to ensure fairness, transparency, and accountability in our interactions with all members of the community, fostering trust and confidence in our policing approach.

#### **Ensuring internal and external scrutiny and decision-making is informed by a range of perspectives that are representative of our workforce and communities:**

The City of London's Police Authority Board and its Professional Standards & Integrity Committee (PSIC) have also become more representative of our communities, this enables them to apply scrutiny and monitor performance with a diverse lens. They play a vital role in helping us to embed equity, diversity and inclusion through all areas of policing. Both the Police Authority Board and Professional Standards & Integrity Committee ensure that complaints and misconduct with a discriminatory nature are closely scrutinised along with our stop and search and use of force data. They also monitor our representation across Police Officer and Police Staff numbers, and examine how we engage with our communities, particularly those from under-represented groups.

Our Independent Advisory Scrutiny Group (IASG) comprises of independent community members, representing residents, businesses, and diverse groups in Greater London, including under-represented populations. As recommended in [The Macpherson Report: twenty-one years on \(parliament.uk\)](https://www.parliament.uk), the IASG facilitates two-way dialogue between the police and communities, promoting effective engagement and community reassurance. The IASG plays a vital role in scrutinising specific policing areas, such as stop and search data, use of force data, and public complaints. Their feedback and voice enable us to improve our interactions with both employees and communities, fostering transparency and accountability.



Recognising the need for a youth perspective, we have launched a Youth IASG led by individuals aged 14 to 18. This new group empowers young people to influence policing practices and build trust and confidence within all communities. By including their views, we aim to enhance the quality of our policing services and cater to the needs of our youth population effectively.

We recognise that we have a deep impact on the communities we serve, and decisions made by the police can profoundly influence people's lives. By involving external community groups in the scrutiny process, we ensure that diverse perspectives, concerns, and experiences are taken into account when evaluating our practices and policies.

Internally, our recruitment efforts have resulted in growing diversity, leading to a wider range of perspectives and contributing to a truly inclusive workplace. This diversity of thought has been invaluable in challenging our current practices and identifying areas for improvement on our inclusivity journey.

**Engaging regularly with staff networks and associations so their perspectives and concerns are considered:**

Involvement of internal and external communities, including our own Staff Networks and Associations, provides us with 'checks and balances' on our decisions and behaviours, it can also help us to identify biases and blind-spots in our decision-making processes. By bringing attention to these issues, we can work towards more equitable and fair practices.

Each Network and Association has a senior Diversity Champion who supports their goals, champions workstreams and promotes achievements through the EDI Strategic delivery board. This regular engagement cultivates continuous improvement for the organisation as it encourages a proactive approach to addressing concerns and making necessary adjustments to our policies and procedures. Our Networks and Associations also participate in a number of our key decision boards to ensure that the perspectives of our employees and communities they represent are considered.

**Ensuring policies and practices enhance workforce equity and inclusion, including workplace adjustments, equal pay, flexible working with a clear and transparent process around promotion opportunities:**

Recognising the historical barriers to diversity in policing, particularly related to race, gender, and sexual orientation, we have taken proactive steps to address these issues. Our Staff Networks and Professionalism and Trust team have played a crucial role in driving these changes. As a result of their work, we have introduced important updates to our policies and procedures. These include the development of a Sponsorship Scheme to support Black and ethnic minority employees, a refreshed policy on Transgender and Gender, and a staged return to work policy for those returning from parental leave. The Covid-19 pandemic also quickened our move to a more hybrid way of working. Research has shown that this increased flexibility in being able to work remotely,

has particularly benefited women as primary care-givers as will contribute to closing the gender-pay gap as women are more able to balance full-time working hours.

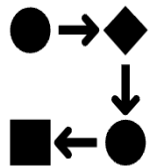
We appreciate that achieving true equality involves ongoing efforts to address and minimize disadvantages faced by individuals due to their protected characteristics. The Equality Act 2010 forms the backbone of our commitment, providing a comprehensive legal framework for protecting individuals from various forms of discrimination.

While the Equality Act outlines the general duty for public authorities to combat discrimination, it does not prescribe specific methods. However, we recognise the importance of conducting Equality Impact Assessments (EIA) to uphold our commitment to inclusivity. EIAs serve as an effective tool to ensure that both new and existing policies are fair, inclusive, and free from discrimination. The EIA process also systematically reviews policies to eliminate unconscious bias and ensure fairness in our decisions. This commitment reinforces our ethical practices and creates a positive impact on communities and suppliers.

At the heart of our approach is an understanding and appreciation of intersectionality across protected characteristics. We acknowledge that individuals can experience multiple forms of inequality or disadvantage, and these complexities can compound, creating unique obstacles that require careful consideration. To address this, we ensure that intersectionality is ingrained in our decision-making processes. Every policy undergoes an Equality Impact Assessment (EIA) Review, and those policies directly affecting protected groups are additionally scrutinised at our Equity, Diversity, and Inclusion Strategic Board. This board is chaired by the Commissioner and includes representatives from all employee Networks and Associations, guaranteeing that a diverse array of perspectives are considered.

By adhering to these principles, continuing to link in with the College of Policing to access national best practice and embedding EDI considerations into all our activities, we will continually strive to create a safe and inclusive environment for everyone who works for us and the communities we serve.

# OUR PROCESSES AND POLICIES



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## OBJECTIVE

“Our Policies, Processes and Procedures are fully inclusive and informed by diverse representation on our scrutiny and key decision-making bodies”

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## ACTIONS

- Implementing a Community Engagement Strategy to effectively understand concerns and measure the impact of our services, implementing any improvements required.
  - Improving our cultural awareness and putting our learning into practice to ensure that all of our communities are treated with fairness, dignity and respect.
  - Ensuring internal and external scrutiny and decision-making include a range of perspectives that are representative of our workforce and communities
  - Developing innovative mechanisms whereby we can maximise visibility and reach within our communities, seeking timely feedback which is acted upon.
  - Ensuring policies and practices enhance workforce equity and inclusion, including workplace adjustments, equal pay and flexible working. To include a clear and transparent process around promotion opportunities.
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## MEASURES

- Publishing and monitoring data on disproportionality and use of police powers, especially stop / search and use of force
- Number of active Staff Networks and Associations, including membership numbers, and levels of satisfaction in respect of engagement on our policies and procedures.
- Membership numbers of external scrutiny groups and assessment of representation across protected characteristics.
- Monitoring of numbers of policies reviewed and accompanying ‘consultation’ rates (number of requests for review of policies / process). Both internal (networks) and external (scrutiny groups).
- Feedback EDI members on governance and coherent approach
- Data on salary scales / pay gap, implementation of reasonable adjustments and flexible working application approvals

## SECTION 10:

### **OUR PARTNERS: *We influence equity and inclusion through our network and supply chain.***

#### **Contribute to development and delivery of the wider City of London Corporation equity, diversity and inclusion strategy:**

Our organisation already aligns itself to the City of London Corporation's Equity and Inclusion priorities, this includes supporting the application of their policies across our workforce, supply chains, partnership standards and ethical procurement. We will engage with the Corporation on their new EDI strategy and consider how we can collaborate to achieve common goals.

The City of London is an extraordinary unique network of networks which encompasses many different communities, one of which we are part of. The new City Belonging Project initiated by the City of London Corporation, will bring about further opportunities for us to work collaboratively in inclusive spaces to improve links amongst diverse networks.

#### **Embedding equity, diversity and inclusion throughout the contract process and work with suppliers who are diverse owned enterprises and/or have proven to take active steps within their own organisations, supply chain and industry:**

The organisations we choose to work with and the partnerships we build, have implications on the trust and confidence communities have in us. By prioritising fair treatment of workers and respecting human rights in our ethical procurement practices, our organisation demonstrates our commitment to social justice and fairness.

Within this we will support the City of London Corporation's Responsible Procurement Commitments to embed equity, diversity and inclusion throughout our contract process and work with suppliers who have proven to take active steps within their own organisations, supply chain and industry. This will also include working with suppliers who undertake due diligence to guard against modern slavery and other human rights abuses.

#### **Use our understanding of local communities/protected characteristics needs to inform partnership activities to keep communities safe:**

Recognising the power of community insight, we know that their knowledge aids our ability to identify risks and emerging issues early on. This understanding is particularly pivotal for communities with diverse characteristics and those from underrepresented groups who tend to

have lower levels of trust towards policing. Our strategy seeks to bridge this trust gap. By listening actively and comprehending concerns, we aim to dissolve barriers and foster relationships towards a collaborative and responsive policing service for all. Working in collaboration with the Corporation, our Secure City Programme is an example of this, delivering state-of-the-art technology upgrades to maximise safety in the square mile; keeping people safe and feeling safe. This particularly provides enhanced protection for groups who are more acutely affected by hate crime and hate incidents.

Continuing to build relationships with community groups and non-profit organisations will help us to understand and work collaboratively to keep our communities safe. This is why we have integrated our work with charities such as Mentivity and public initiatives such as our 'Walk and Talk' scheme to help provide us with continued insight into the experiences of those who tend to have lower levels of trust and confidence in the police.

Our new Neighbourhood Policing Strategy involves working with our partners and communities to prevent and reduce crime and embed long-term problem-solving solutions. In keeping our communities safe, we recognise that this is a whole-system approach. This is why working with our Business Improvement Districts as part of the Safer City Partnership, and engagement through our Dedicated Ward Panels has been such a success in delivering high quality community safety interventions for all our national and local communities.

We also recognise that our communities are continually changing. New investment and regeneration in the City will play an integral part in the Destination City vision and City Belonging Project, boosting the City's leisure offer for visitors, workers, residents and other stakeholders. Working closely with the Corporation we will continue to maintain an understanding of how we will need to adapt our policing approach to serve our existing and future communities.

## OUR PARTNERS

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### OBJECTIVE

“We influence Equity and Belonging through our networking channels and our supply chain”.

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### ACTIONS

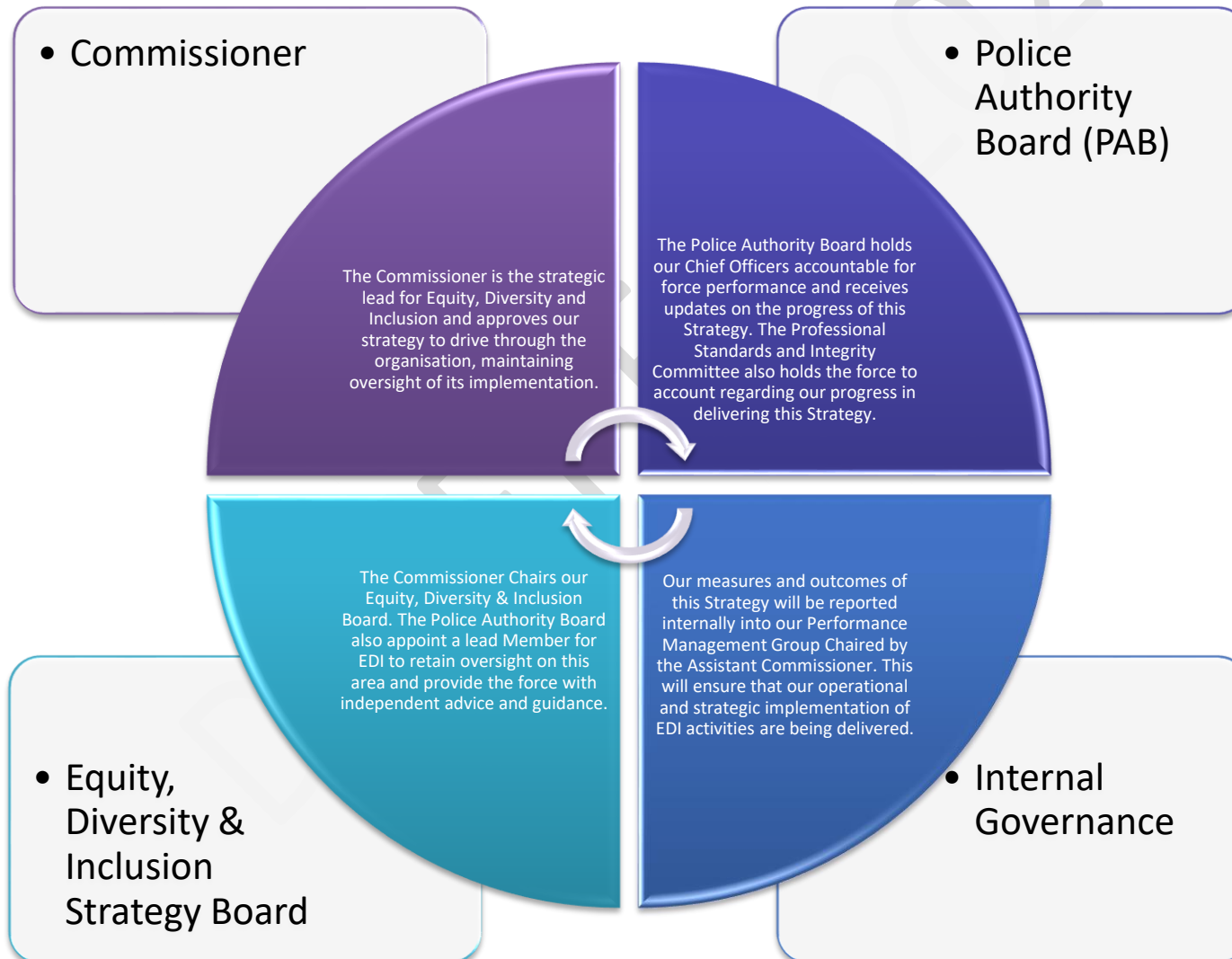
- Contributing to the development and delivery of the wider City of London Corporation Equity and Inclusion Strategy.
  - Embedding equity, diversity and inclusion throughout the contract process, working with suppliers who operate with EDI values which are aligned to our own.
  - Use our understanding of local communities and protected characteristics to inform partnership activities to help keep communities safe.
  - Actively seeking out best practice from other organisations and initiatives who ensure that EDI considerations form part of their approach to partnerships, replicating this where appropriate.
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### MEASURES

- Number of Procurement bids which properly incorporate an EDI assessment (as per City of London Corporation Commitments)
- Number and ‘Quality’ of new ethical partnerships formed across all areas of our service delivery.
- Demonstrating (via narrative) how we have informed partnership activities using EDI mechanisms.

## SECTION 11:

# GOVERNANCE AND ORGANISATIONAL PERFORMANCE AGAINST OUR STRATEGY



# Thank you!

In writing this Strategy, we are grateful to the continued support of our Networks, Associations, Diversity Champions and Community Groups who dedicate time to raise awareness of their work in Diversity, Equity and Inclusion. They also act as valued critical friends through regular conversations with our Commissioner and providing valuable advice at governance boards. These conversations help to inform the organisation on the actions we need to take to create an environment where everyone feels they belong and will guide us on our journey to become the most inclusive police service in the country.

DRAFT FEB 2024