

<b>Committee(s):</b> Professional Standards and Integrity Committee Police Authority Board	<b>Dated:</b> 27 February 2024 6 March 2024
<b>Subject:</b> Equity, Diversity, Inclusivity Update	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1- People are Safe and Feel Safe
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N/A</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Commissioner of Police Pol 30-24	<b>For Information</b>
<b>Report author:</b> Kate MacLeod, D/ Supt, Professionalism and Trust	

## I. Summary

Force engagement continues on key Equity Diversity and Inclusivity (EDI) strands, current focus in particular is on the Race Action Plan and ensuring we build on momentum from November's launch, workshops arranged for later this quarter will help further cement roles and responsibilities with our leadership team. Competing action plans and priorities across a number of EDI areas continue to place additional demand on our leadership. As well as addressing this, a focus in this reporting period has been work to inform the establishment of a refreshed EDI Governance and internal scrutiny framework that better reflects the maturing nature of this portfolio.

The team have worked hard to produce our first evaluation paper of our Inclusivity Programme, incorporating views from Committee members, next steps focus on capturing longer-term behavioural change.

Two significant pieces from the College of Policing are the recent roll-out of the new Policing 'Codes of Ethics' and the ongoing development of the National Leadership Programmes. Our proposal on the latter will be a significant opportunity for the force; a deliverable intrinsically linked to the start of PEEL 2025, our response to Staff Survey and our EDI Strategy launch.

The EDI strategy (as per separate paper) is nearing finalisation having captured a range of inputs internally and externally. Once finalised the success measures will be monitored by Professionalism & Trust and form part of the performance framework being evolved and reported against.

## II. Evaluation of Our Inclusivity Programme

Taking on feedback from our Members, the team has produced their first evaluation of the Inclusivity Programme and very much welcome further feedback from Members as this evolves. The full document can be found at Appendix A, with Compliance data at Appendix B.

Our Inclusivity Programme is an attempt to deliver awareness training to all of our officers and staff across areas of Equity, Diversity and Inclusion. However, instead of mandating classroom-style delivery, individuals are encouraged to choose from a range of modules according to their learning style and knowledge gaps. This allows us to move away from what could be perceived as a 'tick box' exercise to something which holds real meaning for those attending.

Modules evaluated this quarter are below, key evaluation points follow thereafter:-



- We know that 1,263 courses have been attended, 1,622 employees are eligible to undertake a module.
- For each module, 100% of respondents said that they would recommend to others.
- Quick time feedback has allowed us the opportunity to tweak delivery whether this be length of session, changes to content and so on.
- Some of the value of these sessions is simply not quantifiable- the quotes provide really valuable feedback which should still be captured.
- Once our EDI reporting dashboards are in production, we will also be able to look at other data (across areas such as recruitment, retention, promotion, standards of behaviour and so on) to assess what impact the Programme is having on force culture more widely. We understand this piece is vital.
- 'Next steps' have been noted for each module. We now need to ensure that we are messaging this back to our workforce so that they can see the value in providing feedback and some tangible action being taken as a result- a 'you said – we did' approach may work well.
- More generally, we need to improve feedback response rates in some areas (i.e. 17% completion for Mentivity), we have found that taking time to personally email respondents has already seen improvements.

### **III. EDI Dashboard**

The EDI Strategy 2024-27 is an updated draft and is also an item on the agenda today for information., The proposed measures for evaluating progress, which are included within the draft, are still in development and undergoing consultation.

Once the measures have been agreed, we will work with relevant departments internally to ensure that a dashboard is produced to support reporting requirements across different governance platforms. This will provide a current force picture of where we are with reporting measures and rolling quarter-by-quarter updates.

### **IV. Key issues, risks, and mitigations**

#### **Resourcing and Demand**

Owing to temporary abstractions there is still considerable demand on the remainder of the team. Efforts are being made to backfill where appropriate.

We have also recruited into one of the vacant PC posts and are awaiting their release (planned for March 2024). We need to progress recruitment of the additional PC/s.

Finally, we are awaiting the results of the current Chief Inspectors Promotion Process and decisions on the postings which will follow and allow us to fill this vacancy (posting expected early April 2024).

#### **Force Engagement on Police Race Action Plan ('PRAP') and Wider EDI Governance**

The PRAP provides a real opportunity for every force in the UK to commit to change in this really important space. However, Nationally it is clear that the plan has not been as developed as fully as the programme team has initially envisaged, there remains a real risk that this is not getting the traction it requires.

In completing our launch event in November 2023, we were able to send a clear message to our teams that we are prioritising action to ensure that black people are represented in our work force, not over-policed, are involved and not left under-protected. As a force, we have worked with our networks and associations to prioritise a range of actions under each of these pillars.

We continue to receive feedback from the 'online' version of our launch event; it is clear that the majority of our workforce who have attended are understanding the need for a Plan. However, the issue we have is how we inject this enthusiasm and maintain momentum with our leaders across the force, appreciating the many other competing priorities and demand from what is perceived as 'business as usual' v's

'additional work'. Dr Angela Herbert attended a Senior Leaders Forum back in July '23 where she explained that our 'PRAP' is a priority for ALL departments and not just for Professionalism and Trust; with so many actions to be completed within different specialism, it needs to be force effort and thread that runs throughout each team's plans of work.

A workshop took place with Professionalism & Trust leadership and Dr Herbert earlier in January with a further session in early February. The aim of these is to finalise next steps for PRAP, we have agreed to hold further sessions with our Senior Leaders in early March, the planned outcome from these is to:-

- Agree on ownership of actions across the force
- Gain an understanding of what support is required from Professionalism & Trust
- Convey clear mechanisms to hold people to account for their actions within wider EDI governance.

We will also be launching our Sponsorship Programme for Black and Asian colleagues later this month, a key deliverable for our PRAP, uptake will be reported at the next Board. The Chief Officer Team are supporting this initiative as sponsors.

### **International Conflict in the middle east and Impact on CoLP**

We know that there have been increasing concerns that Jewish and Muslim communities are feeling unsafe and that the coverage of the conflict in Gaza is impacting on their wellbeing, daily movements, and feelings of overall safety. Police engagement with these communities suggest that this sentiment is also evident in the City. To support this, there has been increased engagement, taskings and dedicated operations to monitor and provide extra support. A review is currently underway to ascertain whether we have seen an increase in antisemitic crime since events of October last year.

Internally, we have created a rolling log for the conflict to provide our people with relevant messaging and signposting for those requiring further assistance. Professionalism and Trust have offered to host private conversations with anyone feeling particularly concerned; 3 such approaches have been made. We are also in regular conversation with members of our Association of Muslim Police, appreciating that they are in a transitional period due to the departure of previous Executive Committee members. To bridge this gap, a series of workshops have taken place to talk through future ways of working and provide ongoing support. Elections are planned for the first quarter of this year and internal communications publicising this have been circulated.

As part of our Inclusivity Programme we have led two sessions for our officers and staff to help them better understand the Jewish faith and recognise antisemitic crime, these have been delivered by the Community Services Trust (CST). Over 60 officers attended a face to face briefing in January, with an online version planned for later this month. We also had representation from the Corporation. Next steps are to ensure that our communities are getting the same reassurance

and signposting. Professionalism and Trust are also working to ensure that inputs are provided on islamophobia and protecting victims of anti-muslim hate, to ensure a balanced approach.

## **V. Notable national issues and developments**

### **National Violence Against Women and Girls Programme Changes**

As of 7<sup>th</sup> November 2023, ACC Samantha Millar QGM, has taken over as the Strategic Programme Director for the National Police Chiefs' Council Violence Against Women and Girls (VAWG) Taskforce. ACC Millar had previously been the Programme Lead for the Taskforce under DCC Maggie Blyth since early 2022.

ACC Millar is responsible for leading the team, which is delivering Policing's National focus on VAWG, DCC Maggie Blyth, who is the Deputy CEO of the College of Policing, continues to be the NPCC lead for VAWG. However, her role is now primarily focused on ministerial and parliamentary engagement, she will continue to update via Chiefs' Council.

A list of National dates and workshops for 2024 has been distributed; of note for us as a force are the publication of the framework for delivery 2024-2027 and self-assessment which we have in our calendars to complete and will bring any areas of note to this board. The Nationally mandated action plans are now moving from a '3 pillar' to a '4 P (Prevent, Prepare, Pursue, Protect) template, which Professionalism & Trust will review and adopt ahead of HMICFRS inspections.

### **National Police Race Action Plan Update**

As Senior responsible Officer for the National PRAP, Chief Constable Gavin Stephens has recently underlined his role in providing an inclusive environment where colleagues can share views, so we can understand each other and agree action "We have unanimously agreed that we have a duty to improve policing for Black people by becoming an anti-racist police service".

There is a new reiteration of the plan coming in summer 2024 which will likely not be greatly different from the current version. Of note, a benchmarking / maturity matrix is being designed for completion by all forces. CoLP continue to have regular engagement with the National PRAP team, we were fortunate that strand leads attended our launch event and continue to request more detail on our insights and experiences.

### **Launch of new Policing Code of Ethics**

Last month, the College of Policing launched the new Code of Ethics for Policing, this is being led internally by T/Commander Rob Atkin. The new Code reflects the challenges of modern-day policing whilst outlining the professional behaviours that the

public can expect from officers, staff and volunteers. This is subject of a separate detailed report on this agenda.

The nine principles from the 2014 Code of Ethics have been mapped into three principles that are easier to remember and apply:-



To help our officers and staff understand why these changes have been made, a series of guidance tools (including videos) have been circulated to set out what ethical and professional behaviour looks like on a day-to-day basis. These align well with our force values of professionalism, integrity and compassion.

Over the coming months, we are working hard to embed the new Code in all our work and policies, with a working group already established to drive this forward. As part of our Inclusivity Programme, we have an 'ethical dilemmas' module which helps to bring scenarios to life and is an ideal opportunity to test our understanding of the new Code.

## **VI. Forward look**

### **Leadership Programme**

The College of Policing has now launched their 'National Centre for Police Leadership' (NCPL) which aims to support forces to deliver the police leadership programme. This will help to deliver a consistent standard of leadership development for each stage of a career in policing.

As a force, we are working hard on our delivery plans for this new model and in early February are working with our Chief Officer Team to gain a joint understanding of our vision. The first stage of the programme is already being delivered through our new entry routes within CoLP, stage two will be rolled out nationally later this

year. Each programme will be delivered in force but with support and quality assurance by the College to ensure that a core suite of standards and requirements are met and maintained.

'Stage two' of the programme is specifically for first line leaders. This includes Police Constables, Sergeants, Police staff and volunteers who are keen to develop their leadership skills in their current roles, as well as those seeking promotion.

This stage of the programme is designed to equip colleagues with the skills they need in their role. This is whether they're the first officer on scene at a homicide, taking ownership of a crime scene, leading a complex domestic harassment investigation or anything in between. The team are viewing this as a real opportunity to deliver something meaningful to our force; timing is critical in that we are soon expecting results of our recent staff survey, it is important that whatever we deliver takes into account these results as well as the vision from our Chief Officer Team.

### **Staff Survey and Cultural Audit**

Work continues on our cultural audit, we are currently at the design stage and awaiting results from our Staff Survey. We plan to roll out the pilot to 4 teams in March, current activity is focused on arranging briefings for our network leads, union, federation and so on.

The ultimate aim of this audit is to uncover elements of hidden culture which impact on how people feel at work (low level type of behaviors not reaching misconduct). The work involved to deliver this piece is considerable, it is currently being progressed, but two individuals with other competing priorities. Hence careful planning is critical in ensuring progress continues at a steady pace.

### **Visit from College of Policing SLT**

A senior delegation from the College of Policing will be visiting CoLP on 25<sup>th</sup> April 2023 to talk through the work underway so far, future workplans and just to gage general feeling on where we are in this space as a force. We know that the College have highlighted much of our work as 'best' or 'innovative' practice and regularly seek feedback from them as specialists in their field; we want to ensure that this working partnership continues.

### **Inclusive Employers Accreditation**

We previously invited Inclusive Employers to assess our work against their Inclusion Maturity Model back in 2020, where we were rated as 'Compliant'. Aligned to the launch of the refreshed Equity, Diversity & Inclusion Strategy, we will be undergoing a new assessment to independently assess our 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'.

## Inclusion Maturity Model



The window for submissions to Inclusive Employers opens 6th March this year and closes in May. We are working closely with the organisation to ensure we maximise this opportunity and that our submission showcases all that we do as a force. They are not able to give an exact date for results but will probably be looking at August / September.

## Conclusion

There is a breadth of work going on in this area of business as illustrated in this regular report to your Committee.

## Appendices

Appendix A- Inclusivity Programme Evaluation

Appendix B- Inclusivity Programme Evaluation Compliance data

Kate MacLeod  
**D/Superintendent**  
**Professionalism and Trust**