



OUR PEOPLE

Equity, Diversity and Inclusion Strategy
2024-2027



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OUR PEOPLE

Equity, Diversity and Inclusion Strategy 2024-2027



“The City of London Police will be one of the most inclusive and trusted police services in the country”

The City of London Police has a unique position, in that we are a local service, keeping those who live and work in the square mile safe, with a national role, to protect the United Kingdom from fraud, economic and cyber crime.

COMMISSIONER'S FOREWORD



“We are passionate about our duty to keep everyone safe. We know equity, diversity and inclusion are essential for us to do that. Ensuring our people – meaning our staff, our public and our partners know how much we value them; and that our policies and processes are equitable and accessible will lead to us delivering the most inclusive police service possible.

Embedding this strategy at the core of all we do will mean that we truly serve to the highest standards of professionalism, compassion and integrity.

T/Commissioner of the City of London Police
Pete O'Doherty





“Equity, diversity and inclusion means I can be trusted to help, no matter who you are.”

OUR ACKNOWLEDGEMENT



There have been widely-publicised policing challenges and failings that have damaged the public's confidence in our police service.

We have been shocked and horrified by the wholly unacceptable incidents that have occurred across policing, nationally and locally, and recognise there has been insufficient progress to meet the size of the challenge and address these failings.

Our police officers and staff embrace the task ahead and remain committed to providing a service driven by integrity and a service that can be trusted to behave appropriately. We are determined to lead by example and deliver policing with legitimacy and trust.

Specifically, we will tackle local challenges head-on, including any disproportionate use of force and stop and search, improving the victim experience and continuing to create a psychologically safe, equitable and inclusive working environment for all who work with us. We will proactively continue to increase the diversity of those working with us at all levels and focus efforts to retain and promote those from underrepresented backgrounds, so that our colleagues reflect the diversity of the communities we serve.



“We value the expertise of our external and independent partners, and will ensure that we work effectively with them to address and confront issues that compromise our service's ability to deliver value-driven policing.”

OUR ALIGNMENT AND COLLABORATION WITH NATIONAL POLICE RESPONSES

The City of London Police is driving behaviours and processes that deliver on the recommendations required of all police forces nationally, with particular focus on those detailed below.

- Baroness Louise Casey's Review, Part 1 of the Lady Angiolini Inquiry, and Operation Hotton have highlighted the need for all forces to improve upon their internal culture, professionalism, handling of complaints and misconduct cases, vetting procedures, support to victims and community relationships.
- The new Code of Ethics focuses on police services 'doing the right things, in the right way, for the right reasons'. This includes the Duty of Candour, requiring policing to openly acknowledge when mistakes have been made and to act in the interests of the public.
- The National Police Chiefs' Council (NPCC) and the College of Policing will implement a new Culture and Inclusion Strategy, to which we will ensure alignment of our own EDI strategic plans.
- We are also committed to delivering our local action under the National Police Race Action Plan, Violence Against Women and Girls National Framework and upholding the Equality Act 2010.



WHAT DO WE WANT OUR STRATEGY FOR EQUITY, DIVERSITY, AND INCLUSION (EDI) TO ACHIEVE FOR OUR POLICE SERVICE?

Specifically, equity, diversity, and inclusion will be significant in our ability to:

- put the victim at the heart of our policing;
- ensure our people have the resources to do their jobs effectively and efficiently;
- enable us to operate with integrity, compassion, and professionalism;
- earn the trust of diverse communities and partners through honesty and legitimacy;
- cultivate a culture of inclusion to ensure our diverse police service can do its best work and attract and retain all talent, to build and maintain strong, engaging relationships with all communities; and
- effectively embrace new technologies, where relevant, to fight crime robustly and engage with our communities.

WHAT IS DIFFERENT IN OUR 2024-2027 STRATEGIC PLAN?

- We will improve transparency, sharing failings, learnings and improvements to be proactive in building trust.
- We will provide yearly objectives and report on their progress.
- We will be collaborative: our people and public will consistently be part of our policing response.
- We will be accountable, measured, and open: our quantitative and qualitative data will tell the story.
- We will responsibly partner with industry-wide organisations to ensure effective and measurable outcomes for our service, public and communities.

WHAT YOU SHOULD KNOW ABOUT OUR QUALITATIVE AND QUANTITATIVE DATA

Over the past three years, we have used metrics to measure the impact our actions have had on our public, policies and processes, partners and people.

However, we recognise that we need to build on and improve how we measure the impact of some of the action and progress we have made. In some instances, we need more time to be able to properly evaluate, others need a meaningful indicator of progress or regression, or to put in place a measuring tool and metric.

While we do have some indicative data, both qualitative and quantitative, that provides insight into the police service we are today, we still need to build on our ability to capture relevant data and baselines and will do this as this strategy evolves.

We have included this in our yearly priorities and will provide updates to our public, partners and people as we implement the commitments in this plan.



“It’s not about ticking boxes or fulfilling quotas.”



WHERE WOULD WE LIKE TO BE IN 2027?

We want our service to be ranked, at a minimum, ‘integrated’ on the Inclusive Employers Maturity Index, which would define the City of London Police as being ‘inclusive leaders and role models in our approach to business, our behaviour and our policies.’

Equally, we want to increase trust and confidence among the public we serve, and will use our victim satisfaction surveys, Independent Advisory and Scrutiny Groups, use of force and stop and search data, and partner feedback to measure our relationship with our public and partners.

Our ambitions will be achieved through our people, partners, public and policies (our four Ps). The detail provided under each ‘P’ will be the focus of our efforts between 2024 and 2027.



THROUGH PRIORITISING OUR PEOPLE WE WILL:

increase diverse representation, improve our standards and ethics, drive inclusive leadership and individual accountability, create an equitable working culture and deliver zero tolerance of any behaviours that compromise this.



THROUGH STRENGTHENING OUR POLICIES AND PROCESSES WE WILL:

ensure our policies and processes are equitable, accessible, inclusive and informed by the diverse representation of our police service and independent scrutiny and key decision-making bodies. Our policies and processes will enable inclusive leadership, accountability and deliver commitment to continuous learning and fairness for our people, public and partners.



BY COLLABORATING WITH OUR PUBLIC WE WILL:

build and sustain authentic engagement and relationships with all communities, to ensure their confidence in our policing and improve our standards in response to crime, by placing victims at the heart of our policing.



THROUGH WORKING WITH OUR PARTNERS WE WILL:

- lead by example by building inclusive relationships with professionals to provide enhanced services for our communities, foster innovative collaboration and establish partnerships that empower our service to deliver our EDI commitments.
- ensure accountability and independent scrutiny of our commitment to become one of the most inclusive police services in the country, we are externally audited by Inclusive Employers. Our 2020 Inclusive Employers benchmark placed us at the ‘compliant’ stage within the Inclusion Maturity Model. This defined our approach to diversity and inclusion, as: ‘we pay lip service to diversity and inclusion, doing the minimum to be legally compliant’. We are disappointed by this scoring and over the last three years we feel we have made significant efforts in progressing into the police service we aspire to be.



“It’s about being able to access everything without needing to ask.”



THE DETAIL:

OUR PEOPLE



Through our **PEOPLE** we will increase representation, improve our standards, drive inclusive leadership and individual accountability, and create an equitable working culture for our diverse police service, through zero tolerance to behaviours that compromise these obligations.

Our people will reflect the diversity of the City of London, will be well resourced to work effectively and efficiently in a healthy working environment, enabling them to work inclusively and collaboratively with colleagues, partners and our public.

WHERE ARE WE TODAY?

We have a police service populated with a diverse range of skilled and talented people. Nationally, we employ the fifth largest percentage of ethnic minority police officers (10 percent) and the third highest percentage of ethnic minority police staff (24 percent). Additionally, 60 percent of our police staff are female. Disappointingly however, we have one of the lowest representations of female police officers nationally (24 percent).

Of our employees, 3.1 percent disclosed that they have a disability and 3.9 percent disclosed that they were LGBTQ+. We recognise our data does not reflect all identities and excludes those protected characteristics within the Equality Act, care leavers, or those from socio-economically diverse backgrounds. Furthermore, it doesn't provide insight into the intersectionality of our police officers and police staff. We want to report accurately on the entirety of our employee population, so we can ensure an equitable and inclusive working culture and service.

This data only includes the detail of those comfortable with sharing their personal information. We must address how we can improve and increase confidence in sharing these details with us.

Our outreach team will continue their focused efforts on increasing interest in our service, through proactive engagement with schools and education centres with high proportions of ethnic minorities, socio-economically diverse people and those of varying religions and faith.

While having a diverse workforce is valuable, we recognise that accessibility and equity - everyone having what they need to be successful and feeling included - is what will drive innovative, effective and efficient policing. To measure this, we ask our staff, through our people survey, to share how true this feels for them. In February 2024, 57 percent of our workforce shared their views and 87 percent of those believed their manager treats them with respect, 86 percent confirmed they felt accepted and respected within their team, and 70 percent agreed that poor behaviour is always addressed quickly. Our latest EDI score was disappointing, with 64 percent of respondents disagreeing with the comment, 'COLP delivers on its commitment to promoting diversity, equity, and inclusion'.

REPRESENTATION

Our approach to inclusive and equitable recruitment processes will continue to ensure we hire the best people from all backgrounds and, where necessary, respond to trends in underrepresentation with equitable hiring processes. Efforts to challenge inequity in



recruitment processes, is already in train, including collaboration with our staff networks, and our leadership accelerator, both of which have seen us attract and engage with an increasing number of ethnic minority and deaf, disabled, and neurodivergent talent. We know this is just the beginning and remain enthusiastic about building careers for talent from all backgrounds. Hiring inclusively is the first step, however, to ensure our people feel psychologically safe, valued, and respected, our workforce will continue to benefit from consistent education through our inclusivity programme and engagement with the varying lived experiences of our partners and people continues.

LEADING BY EXAMPLE AND LEADERSHIP ACCOUNTABILITY

Our active bystander' education has begun to equip our leaders with the knowledge to lead by example, learn from effective practices within other forces, tackle inappropriate behaviour and ensure our police service prioritises the wellbeing of those working with us with professionalism, integrity, and compassion. Programmes such as 'Leading with Impact' for female employees, and the Positive Action Leadership Scheme (PALS) for black, asian and ethnic minority constables, sergeants, and police staff, enable accountability among our senior leaders to ensure they remain proactive in levelling the playing field for underrepresented talent at every level. Additionally, the addition of inclusivity objectives within personal development reviews will ensure our workforce prioritises its commitment to equity and can demonstrate those objectives are being met.

STANDARDS AND ETHICS

It is vital that those who work in policing have trust and confidence in the police as their employer and feel empowered to uphold the high standards the public expect. We have invested in our Professional Standards Department to ensure that we effectively uphold our commitment to 'police with professionalism, integrity, and compassion'. For example, our 'Domestic Abuse Matters' training for all officers has already seen 800 officers successfully trained, including 80 percent of frontline staff. We are now in the top two police services in England and Wales for successful evidence-led prosecutions for domestic abuse.

CULTURE

We have invested in proactive cultural review audits which examine internal conduct and the culture of teams, uncovering elements of hidden culture which impact on how people feel at work, including low level unacceptable behaviours not reaching the threshold for misconduct. While in the pilot stage, these reviews have and will continue to inform how we consider and value intersectionality, ensure access needs are met, tackle microaggression, and to ensure an authentic sense of inclusion. Our wellbeing activities are shaped by our people, enabled and supported by our leaders and assessed against the His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) police effectiveness, efficiency, and legitimacy (PEEL) inspection regime. We continuously spotlight wellbeing, participate in national activities and events and offer a large variety of services to provide mental health and wellbeing support to our staff and officers.

ZERO TOLERANCE

Our zero tolerance for all behaviours that compromise the values of our Policing Plan or the public's trust in our ability to serve them, is expected as business as usual. Our listening circles, which provide our people space to safely share concerns, have been described as 'effective practice' by the College of Policing and have since been implemented by several police services. Our Violence Against Women and Girls (VAWG), and Police Race Action Plans, are both leading our work to be actively anti-racist and strengthen our response to crimes directed at women and girls. This, with our evolving inclusivity programme, will drive our continuous improvement in this area.



OUR CONTINUED COMMITMENT

- We will introduce pledges from police leaders, staff and officers that they will be held accountable for delivering.
- We will increase the diversity of underrepresented talent from all backgrounds within student officer intakes and at all levels across our service.
- We recognise that the demographic of our employees does not reflect the diversity of the UK population and so we will focus efforts to enable, attract, retain and develop people from a broad range of backgrounds, including socio-economically diverse backgrounds, deaf, disabled and neurodivergent people.
- We will consistently deliver regular mandatory education on a variety of subjects pertinent to the cultures and lived experiences of our people, partners and public.
- We will ensure that all leaders working for us complete mandatory and regular inclusive leadership training. We will regularly review the effectiveness of this education through relevant metrics, including our staff survey.
- We will introduce inclusivity objectives into professional development reviews to drive individual accountability.
- We will leverage the value of our Professional Standards Department to monitor the complaints and feedback we receive on our service and use our new investment in technology to record and address these in a timely manner and with empathy. We are implementing the new National Code of Ethics locally, which has a focus on ethical leadership. This aligns with our ethical dilemmas training which equips our inspectors and supervisors with the confidence and knowledge to have challenging conversations with colleagues around ethical policing.
- We will complete audits every quarter and use the results of these to inform changes in culture, the content of our inclusivity programme and professional standards work.
- We will embed recommendations from all national policing plans and working together with Professional Standards, victim satisfaction, and use of force monitoring teams ensure expected high standards are met.

WHERE DO WE WANT TO BE?

In 2027, we hope to be reflecting the Greater London area and beyond more closely and improving representation levels year-on-year, particularly as the Greater London population is a part of our commuter and leisure communities and our own workforce.

We will continually review our internal data collection to ensure that it accurately reflects changing social interpretations of protected characteristics, such as gender identification and relationships.

We will have seen an increase in people self-declaring protected characteristics at all levels across our service, with all feeling included and valued.

Our staff survey will have seen an improved completion rate, indicating that people see the value in sharing their feedback and this would provide us a more representative picture of how all our people feel working within our service.

We want those who work for our service to feel a sense of pride in working for City of London Police to feel valued and respected as individuals.

HOW WILL WE MEASURE THIS?

- Recruitment and retention figures of all people, with special focus on those from minority backgrounds;
- A decrease in the number of complaints made due to poor ethical standards;
- Promotion of all people, with a specific focus on monitoring the progress of under-represented talent to bridge promotion gaps;
- Year-on-year progress of our people declaring their differences;
- Outcomes and impact of our ethical dilemmas training;
- The number of cases of discrimination, bullying or otherwise, being reported and consequences of this reporting;
- Improved assessment results of our culture, both qualitatively and quantitatively; and
- Our staff engagement score and staff survey will provide insight into the impact of interventions and solutions ascribed because of our cultural audits.





OUR POLICIES



Through our **POLICIES** we will ensure public, internal, and external scrutiny and accountability, a commitment to continuous learning, and enhance equity for our people, public and partners.

We create policies and processes that are informed by lived experiences and the expectations of our people, public and partners, including the diverse representation of our independent scrutiny and decision-making bodies.

INDEPENDENT, PUBLIC, INTERNAL, AND EXTERNAL ACCOUNTABILITY

Our Independent Advisory and Scrutiny Group (IASG), provides feedback and challenge on matters relating to stop and search, use of force, equality and inclusion and professional standards. We recognise the need to ensure these groups are made up of a diverse range of people, who have relevant lived experience or are directly impacted by the issues we are seeking to learn from, tackle or address. The group is also invited to provide appropriate independent input on critical incident gold groups, capturing community concerns. This relationship is successful in influencing our policies and has expanded to form a Youth Independent Advisory Group (YIAG), who were actively involved in our Stephen Lawrence Day Foundation event. Our partnership with Mentivity, who educate and provide insight into young black people's experiences of interacting with the police, has already seen an improved relationship with the black community. We remain committed to evolving the way we police with the support of these independent groups.

CONTINUOUS LEARNING

We engage regularly with staff networks and associations and external communities in reviewing our work, through listening groups and internal and external events, ensuring policies and practices translate into behaviours that ensure we proactively treat all community members and our people, with fairness. Our Professionalism and Trust team, combined with senior diversity champions across our organisation, will continue to cultivate a learning mindset in this area to ensure that policies are inclusive of considerations relevant to all.

ENHANCING EQUITY FOR OUR PEOPLE

We are committed to ensuring that we support investment in the recruitment, retention and progression of all people and, where relevant, focusing efforts on those from a broad diversity of backgrounds, including disabled, black, asian, and minority ethnic officers and staff, to improve the low levels of representation in senior roles. We will support promotion by delivering a variety of programmes developed to provide support for all our employees, with tailored focus on under-represented groups. This initiative will form part of our commitment to develop our future leaders and ensure equitable career progression for all.



OUR CONTINUED COMMITMENT

- We will establish partnership standards to ensure we can receive and review feedback from the public and our partners and share this with internal stakeholders to create new ways of working.
- We will monitor the effectiveness and impact of our IASG and YIAG, through our internal and public reporting metrics.
- We will use our staff networks and associations as key partners in delivering inclusive and relevant policies and review these quarterly to ensure their effectiveness.
- We will track the progression of talent through robust and impartial development platforms and processes.

HOW WILL WE MEASURE THIS?

- Monitoring and scrutinising data through qualitative insights into effectiveness of relationships with key community groups and the impact this has had on policing, including new policies, processes, or codes of behaviour.
- Equitable processes will be measured in respect of their purpose; data will be collected on the value they add and/or the problem they solve.
- Our gender and ethnicity pay gap reporting will provide insights into progress made on equitable pay structures.
- Our staff networks and associations' ability to inform, contribute and shape policies that impact our people.
- Staff survey and staff engagement scores will allow us to measure the effectiveness of equitable hiring activities and policies.
- Exit interviews and the national leavers' framework will provide insights and inspire on-going activity to ensure we retain our skilled and talented people.

WHERE DO WE WANT TO BE?

City of London Police policies are intrinsic to tackling systemic challenges that compromise our ability to be an inclusive, accessible and equitable police service.

We will be a police service which has inclusion and equity, organically, at the forefront of policy design, creation and implementation. Policy-makers will lead with empathy, emotional intelligence and understanding of the impact such policies have on those working within our service and those we serve.

Additionally, any updates to policies will incorporate equity, accessibility and inclusion in real time for those working within the police service.

Our measuring mechanisms will inform progress on this goal across the three-year cycle.



OUR PUBLIC



By collaborating with our **PUBLIC**, we will build and sustain authentic engagement, increase standards in our response to crime and place victims at the heart of our policing.

We will proactively and enthusiastically engage with the public and communities by actively listening to their experiences. We will partner with key community stakeholders and those living and working within the City of London, to solve and tackle crime, create new ways of working together and opportunities to build on the positive work of the City of London Police.

WHERE ARE WE TODAY?

Our current victim satisfaction surveying process looks at responses from victims of crime who have answered questions relating to their treatment, how well they were kept informed, and their satisfaction with the overall service. The response rate for July-December 2023 survey was just three percent, with 51 responses from a possible 1031.

The data told us:

- how they were treated had the highest victim satisfaction levels and showed the largest increase at 27 percent;
- ‘kept informed’ levels experienced a 16 percent increase in satisfaction;
- satisfaction with the overall service had a 12 percent increase;
- satisfaction with the service provided by the contact centre voice channel remains above the 95 percent target and stable over the long-term;
- satisfaction rates concerning the online reporting tool have seen slight increases over the last three quarters, although in the main they remain under the 85 percent target;
- positive anecdotal feedback included: ‘we were treated very well’, ‘supportive’, ‘professional’, ‘respectful’; and
- negative anecdotal feedback included: ‘ignored’, ‘long delays between updates and progress’ and ‘disappointment’ with case investigations and outcomes.

Disproportionate use of stop and search and force has remained consistent in the previous two years, although figures within City of London Police are observably better than the national average.

EDUCATION

Our Inclusivity Programme will continue to upskill our officers on experiences from a broad range of backgrounds. Police officers and staff must feel confident communicating, understanding, and appreciating the intersectionality of all members of the public and their colleagues to ensure we effectively and efficiently tackle crime. Our Custody ADHD screening has increased awareness and education of neurodiversity, adjustments, and assessment. We will continue to extend this education to ensure inclusive policing for non-neuro-typical people. As well, our sign video app has ensured that our service is accessible to deaf British Sign Language users, offering communication via video calls. We recognise this is just the beginning and are committed to being a fully accessible service to all who rely on us and will continue to build on these efforts.



Since 2016, City of London Police has partnered with the Prince's Trust, supporting the Mosaic primary and secondary school mentoring programmes. Mosaic's secondary school mentoring programme creates opportunities for young people growing up in our most deprived communities. We have also supported our people to complete a 12 week placement on the team programme, where officers and police staff undertake a short attachment to co-deliver the team's programme, with a delivery partner organisation, for example, higher education providers and the YMCA.

Our police cadets programme promotes a sense of citizenship and life skills amongst our cadets; this is achieved by having a structured policing development program which the cadets attend each week. Cadets compete in competitions such as first aid and policing skills, undertake Duke of Edinburgh training at all three levels and take part in policing operations which are suitable for their age, amongst other initiatives.

HIGH STANDARDS IN RESPONSE TO CRIME

We will remain visible and accessible to all, especially those communities who have lost faith and trust in policing. Our commitment to delivering recommendations across national plans will help to renew community relationships including, but not limited to, the National Police Race Action Plan, national hate crime guidance and the VAWG action plan. The Police Authority's Independent Custody Visitor Scheme will hold our officers and staff accountable for ensuring inclusive and equitable experiences for all individuals while in custody.

INFLUENCE

Our public will continue to have the agency to influence the depth and breadth of our work. We will respond promptly and professionally to their contributions through consistent consultation with a diverse range of voices, to ensure that our public are active contributors to the success of our policing. Our publication of forthcoming misconduct hearings on our public website will hold us accountable to our commitment to our policing values and build trust with disengaged community members.

TACKLING DISPROPORTIONALITY

Our use of force and stop and search figures relating to disproportionality, while less than the national average, still need to be reduced. By improving our measuring and data set collation, we will become more effective at interpreting and analysing effectively what the data reveals. Improving this process can address any issues raised through targeted training and increased understanding of the impact on adversely affected communities and seek continual improvement through peer and academic review.

OUR CONTINUED COMMITMENT

- We will continue to engage positively with young people throughout London, while also offering our unique skills and training opportunities to all police cadets across the UK, so that our young people meet and take part in peer-to-peer teaching and learning with diverse range of cadets.
- We will implement regular victim satisfaction surveys to assess and measure the effectiveness and professionalism of our services delivered.
- We will ensure the national plans that promote trust and confidence are embedded into our policing activities and provide metrics to measure the success of these.
- We will continue to engage in accessible ways with all our communities.



- We will review our complaints processes to ensure they are robust and offer a prompt way for us to efficiently respond to the views and needs of our people, public and partners.

HOW WILL WE MEASURE THIS?

- publishing and monitoring data on disproportionality and use of police powers, especially stop and search and use of force;
- auditing consultations, the number of consultations taken place with our communities, their visibility and reach and tracking our response;
- narrative and quantitative reporting on our promises, commitments, and the success of our plans; and
- monitoring the levels of reporting of hate crime and demonstrating how we have responded.

WHERE DO WE WANT TO BE?

Our victims will be at the heart of all we do and this will be evident in our data. Our investment in a new survey system that improves our ability to tackle individuals' dissatisfaction in real time, while increasing the ability for managers to hold their teams accountable, will show our victims they are a priority for all who work for us.

We are a police service that has seen a significant reduction in disproportionate use of stop and search and use of force, thus increasing confidence within our communities that our service is a fair and impartial one. Additionally, we will have established an effective way to tackle this disproportionality head on. Our metrics provide a richer picture of this data, so that we can continue to identify why disproportionality exists and provide valuable insight to reduce it.

Our Professional Standards Department will have cemented our robust approach to providing a professional service, led with integrity, delivered compassionately and supported by effective reporting mechanisms which will allow for those internally and externally to raise concerns. Additionally, the department will be holding our service accountable via an established, dedicated review panel for all decisions that involve a discriminatory allegation, including for vetting appeals. Furthermore, we will remain responsible for delivering the Police Race Action Plan, particularly around disproportionate use of police powers, and our commitment to supporting black victims of crime, embedding organisational learning and high standards.

The community we serve will be working in partnership with us and our existing Independent and Advisory Scrutiny Group to help us understand the impact of adverse interactions with the police, to ensure that we continue to be a service that understands the intersectional and cultural nuances of our communities.

OUR PARTNERS



By working with our **PARTNERS**: leading by example, we will continue to build inclusive relationships which provide enhanced services for our communities, foster innovative collaboration and establish recognition for our partners that exemplify our values.

We will achieve this by adopting a learning mindset in which both partners and the police learn from one another to increase trust and build mutually strong relationships. In turn, we will generate an inclusive and representative supply chain.

WHERE ARE WE TODAY?

Today we have positive relationships with our partners, and value the honest dialogue and knowledge sharing we have in place, including the scrutiny and feedback we receive and the value this provides.



“Working with the City of London Police has been refreshing, to say the least. Having delivered police training for the last four years with another police force, I’ve noticed a stark difference between the two forces in terms of environment and inclusivity during my sessions. Although I haven’t been embedded within the service, the inclusivity in the sessions I’ve run for student officers has been evident.

Those who participated in the inclusivity program sessions were very progressive, asked lots of questions, and showed a strong willingness to learn. The environment within the City of London Police is positive from my perspective, and there’s a genuine desire among senior leadership and others to understand and address issues, many of which stem from other forces. While the City of London Police can still improve, their unique demographic challenges mean their approach to policing is necessarily different. The communication and willingness to learn have been outstanding. Remarkably, the sessions have not been mandatory, yet attendance has been high. This demonstrates a commitment to understanding different perspectives, such as those related to colonialism, imperialism, racism, and their ongoing impacts on communities. Understanding oppression and implementing anti-discriminatory practices are crucial for finding progressive, collaborative solutions to problems often not created by those trying to solve them.

I believe we can improve further by enhancing the sessions and exploring these issues in greater depth. This would help us improve job performance and support those who want to understand more and incorporate inclusive practices into their daily work. There is significant scope to investigate how we can do this more effectively and collaboratively, building on what we’ve achieved over the past three years.

We are at a critical juncture in policing, with various action plans and reviews like the Race Action Plan and the Casey Review. It’s important to review the training objectives and delve deeper into





these topics to create a greater understanding for interested officers and, more broadly, for those needing to explore these concepts from their perspective. There is an opportunity for growth in implementing the recommendations from these reviews into our day-to-day work. Although it's challenging to address these issues from an institutional rather than a community or social perspective, this partnership can be ground-breaking. It can demonstrate that this collaborative model is the way forward for many police forces across the UK."

Mentivity



"Interacting with the City of London Police team is always an easy and pleasant experience, not only because they are determined and professional; they are also genuinely committed to including and supporting diverse talent."

The College of Policing



"Very positive and encouraging. The inclusion team have phenomenal leadership skills – open, human, keen to learn and improve. It is obvious they are passionate and have a gift for the work they are doing. They have shared, freely, resources covering the work they are doing and have an approach which understands that this cannot be a tick box, that it takes a systems approach looking at all aspects of the organisational eco-system. They are thoughtful and careful in their decision making – even on the most complex and challenging topics."

Inclusive Employers

INNOVATIVE COLLABORATION

We will work to improve the services designed for under-served groups through creative partnerships such as Operation Reframe, which includes our teams working with licensed premises, security staff and promoting 'Ask for Angela', in addition to our Ride Along Scheme that we plan to enhance through partnerships with communities. Both activities provide the public with insight into our policing and the chance to speak to officers on a one-to-one basis. These are some of the ways for us to build relationships with and learn from all of our communities and provide them with greater knowledge of our policing values.

ACCOUNTABILITY

Our partners will contribute to our solutions and responses in addressing equity, diversity, inclusion and accessibility challenges within our people, teams, and with our public. Our commissioner's apology letter to the LGBTQ+ community recognised historical discriminatory application of legislation in place at that time towards that community. The 'Be Lads' safety campaign provided practical advice to men on how to assist women in feeling safe when they are walking alone. These are just two examples of how we proactively and practically continue to hold ourselves accountable, working with suppliers who can assist us in our aim to be one of the most inclusive police service.



INCLUSIVE PROCUREMENT

We will ensure that our procurement process is equitable for existing and new suppliers, to ensure a fair process for those seeking to work with the City of London Police. We will continue to deliver our commitment for diverse independent companies across our supply chain. Supporting diversity in external companies and suppliers, is a key priority for City of London Police.

COMMUNITY-BASED ENGAGEMENT AND RECOGNITION

We have already made progress on establishing partnerships with organisations that can further educate us on cultural differences among our public and commit to building on this. Our educational discussion 'Focus On', which informed officers of the history and experiences of Gypsy Roma Travellers, was impactful in driving cultural understanding and respect for this community's lived experience and saw over 140 officers' attend. Moreover, our Network of Women, which introduced young women to careers within the service, has also allowed us to expand our talent pools. We plan to continue creating new partnerships and build on existing partnerships like these to maximise our ability to keep people safe.

OUR CONTINUED COMMITMENT

- We will ensure we can measure the impact of this work, review its progress, and build on outcomes.
- We will work in partnership with the Corporation Procurement Department to proactively identify and introduce partners from a diverse range of backgrounds to our supply chain.
- We will facilitate opportunities to proactively bring diverse suppliers on board, through engagement exercises, including our responsible procurement toolkit.
- We will build on these efforts and create additional plans in the areas where we still require growth and improvement, within the diversity of our hiring and partnering.

WHERE DO WE WANT TO BE?

We would like our partners to feel respected, valued and enthusiastic about working with us, to ensure that partnerships enhance the services we deliver for our victims, communities, and the public. We will achieve this by our partners actively seeking working relationships with us, because they see City of London Police as the service of choice.

Our partnerships extending beyond the relationships we currently have, to include other services, not limited to, but also capturing other police and emergency services, academia, social services, other sectors and relevant, associated networks. This will help us to shape and improve the service we deliver to the public.

HOW WILL WE MEASURE THIS?

- establish effective practice by learning from partners who have been successful at working with a diverse range of partner groups and suppliers;
- monitor procurement bids from those non-traditional suppliers;
- the number and quality of partnerships formed across all areas of our service delivery, demonstrating how we have formed partnership activities, both qualitatively and quantitatively; and
- surveys with partners, capturing their view on success and learnings.



HOW CAN YOU TRUST US TO DELIVER ON THESE PLANS, AND HOW CAN YOU HOLD US TO ACCOUNT?

Performance against this plan will be reported in our quarterly EDI progress report and assessed through internal and external scrutiny and governance, including the EDI Strategic Board, Professional Standards and Integrity Committee and Police Authority Board.

- **Measurement:** we will update our public and people every quarter on the progress we have made against this plan, including through relevant and transparent data.
- **Impartiality:** we will work with external, independent stakeholders to ensure that we are being independently reviewed on our progress.
- **Transparency:** this strategy will include public and people consultation. We will have pre-planned, quarterly meetings with our public and community-based partners to discuss live issues, hear their voices on matters affecting them and to build relationships with all those communities that live and work within the square mile.
- **Accountability:** we will report our progress through internal and external governance chains to ensure we are accountable on progress against each of the Ps and to reassure our people on our commitment and progress.
- **Consultation:** our public and people remain central to the success of our plan and we will create regular opportunities for engagement with both, to ensure we fulfil the commitment of ‘nothing about us without us.’
- **Understanding our impact:** using our Insights Team, we will monitor the impact of our efforts on our people, partners, public and policies. We will grow the number of teams involved in monitoring, to ensure our collective effort is evidenced and measured for impact and effectiveness. We will expand our monitoring, where relevant, to track representation of disabled people, women, and ethnic minorities.

OUR PERFORMANCE FRAMEWORK REVIEW

- We have set annual objectives for each of each ‘P’ outlined above.
- We will have quarterly progress reviews, including sharing public update to redress areas of focus (to ensure agility to achieving annual goals).
- We will report our progress to independent scrutiny groups, and the Police Authority Board, to ensure we are accountable on progress.
- Our Equity, Diversity and Inclusion Strategic Board will regularly review and monitor the progress we have made with this strategy.

