# City of London Corporation Committee Report

| Committee(s): Professionalism and Trust Committee – For information Police Authority Board – For information | Dated: 02/02/2026 |
|---|---|
| Subject: Equity, Diversity, Inclusivity (EDI) Update | **Public report:** For Information |
| This proposal: <br> • **delivers Corporate Plan 2024-29 outcomes** | People are safe and feel safe |
| Does this proposal require extra revenue and/or capital spending? | No |
| If so, how much? | N/A |
| What is the source of Funding? | N/A |
| Has this Funding Source been agreed with the Chamberlain's Department? | N/A |
| Report of: | Commissioner of Police |
| Report author: | Det Supt Kate MacLeod |

## Summary

Our focus on measurement and performance continues, workshops have taken place in the interim period between December and February Committees to help us refine our frameworks. This paper describes how this will be applied to a quarterly performance pack; setting out progress against EDI deliverables and trends in relation to our outcomes and objectives.

The last reporting period has seen an increase in 'completed' high-priority actions from 14 to 19, with 9 'in progress' which are being carried in to 2026. Key achievements of note include a refresh of our Youth Independent Advisory Group (YIAG) and establishment of an Ethics Panel.

Delivery of our 'Inclusivity Programme' continues with 5 events taking place over the reporting period and an average knowledge gain of 28%. Absolute compliance (2 modules per calendar year) has improved across the force from 10% to 24%. In addition, a further 20% of the Force have now also completed one Inclusivity Programme module bringing overall engagement with the programme up to 44% compared with 26% at the end of September 2025. However, we are conscious that we still have much to do before April to improve this picture, we are working with our senior leaders, Chief Officers and Communications team to deliver clear messaging on expectations.

**Performance against 2025-26 prioritisation**

Our previous update showed 14 of our high priority actions as completed, with our ambition of achieving all 28 actions by the end of the first quarter of Year 2.

For this reporting quarter (covering October – December 2025), a total of 19 actions have been completed, with 9 remaining. Actions completed include ongoing and consistent evaluation of Inclusivity Programme modules (including level 1 & 2 evaluation metrics), with a plan to move towards a higher level of evaluation to show behaviour change and impact.

| Actions status 2025 | Launch Q1 (Jan - March 2025) | Q2 (April – Jun 2025) | Q3 (Jul - Sep 2025) | Q4 (Oct - Dec 2025) | Q5[1] (Jan - March 2026) |
|---|---|---|---|---|---|
| *Completed* | 4 | 7 | 14 | 19 | |
| *In progress* | 20 | 21 | 14 | 9 | |
| *Not started* | 4 | 0 | 0 | 0 | |

We have also completed our refresh of the Youth Independent Advisory Group (YIAG), carried out in consultation with departments across CoLP, including Public Protection Unit (PPU), MAPT (Multi-Agency Prevention Team) and AOJ (Administration of Justice). The YIAG has sat quarterly since 2024 with members receiving inputs on topics such as TASER, Vetting, Stop & Search and Policing Protests. The inputs and recommendations of the YIAG has been used to inform training for City Police Officers and influence policy.

Our Ethics Panel has also now been created, all members have received 'ethical dilemmas' training to prepare them for the role. The Terms of Reference for this group have been signed internally at our EDI Delivery Board and the first meeting was held on 20th January 2026. Following discussions by the panel, the themes and accompanying suggestions will be shared at Organisational Learning Forum and published internally on 'City Net'. The Ethics Panel has had a full Equality Impact Assessment and received broad consultation. An independent Chair has been recruited, and is currently going through vetting.

Two 'Medium' priority actions have also been completed this quarter, including the delivery of 'Insights'. Insights is a programme designed to help people understand themselves and connect better with others. It provides a valuable framework for self-awareness and learning how others perceive you. Within the work environment, the system allows us to recognise strengths and preferences of behaviour within ourselves and each other.
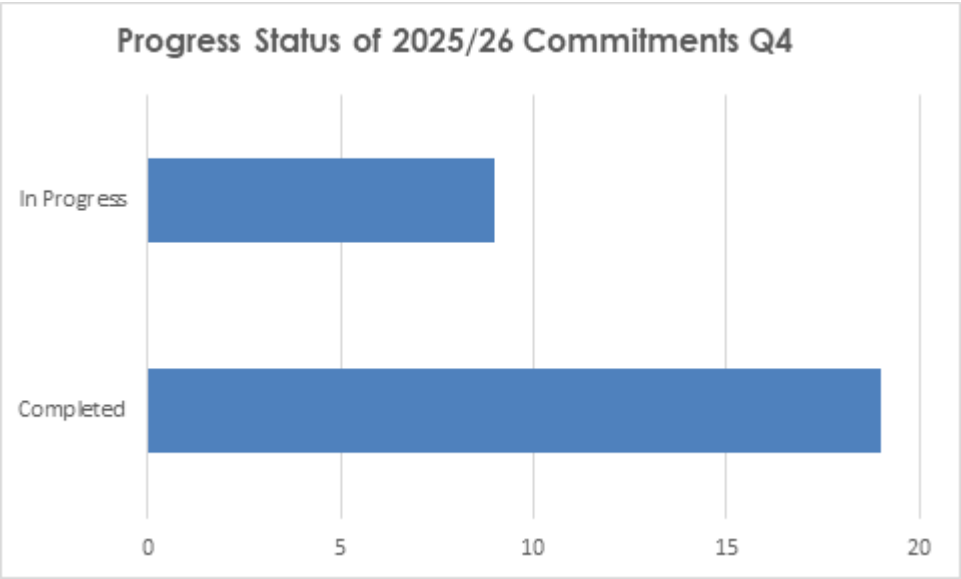
As part of our regular review, some actions have been moved from Low to Medium priority and are now in progress. The re-categorisation of priorities could be due to a number of factors such as launch of new Policing strategies, such as the National Talent Development Strategy. Likewise, supporting activities, such as 'ensuring diverse groups access to leadership programmes' are also re-prioritised and

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[1] As per previous discussions, moving to financial year to align with forcewide reporting frameworks

progressed. An internal workshop will have taken place in January to review all EDI Strategy actions for 2026 to determine if any further re-prioritisation is required.

A total of 9 high priority actions will see implementation move into year 2. The reason for this is nuanced. While many of these actions are in progress, ascertaining a 'completed' point is difficult. For example, our work on the Police Race Action Plan Maturity Matrix. Similarly, the Violence Against Women and Girls Delivery Plan is in progress but being adapted to consider the Government's new VAWG Strategy so currently unable to show 'completed'.

Although progress has been made on evaluation and engagement, both of these will need to move into Year 2 as they continue to evolve. We are also unable to complete some actions until procurement is completed i.e. Staff Survey provider.
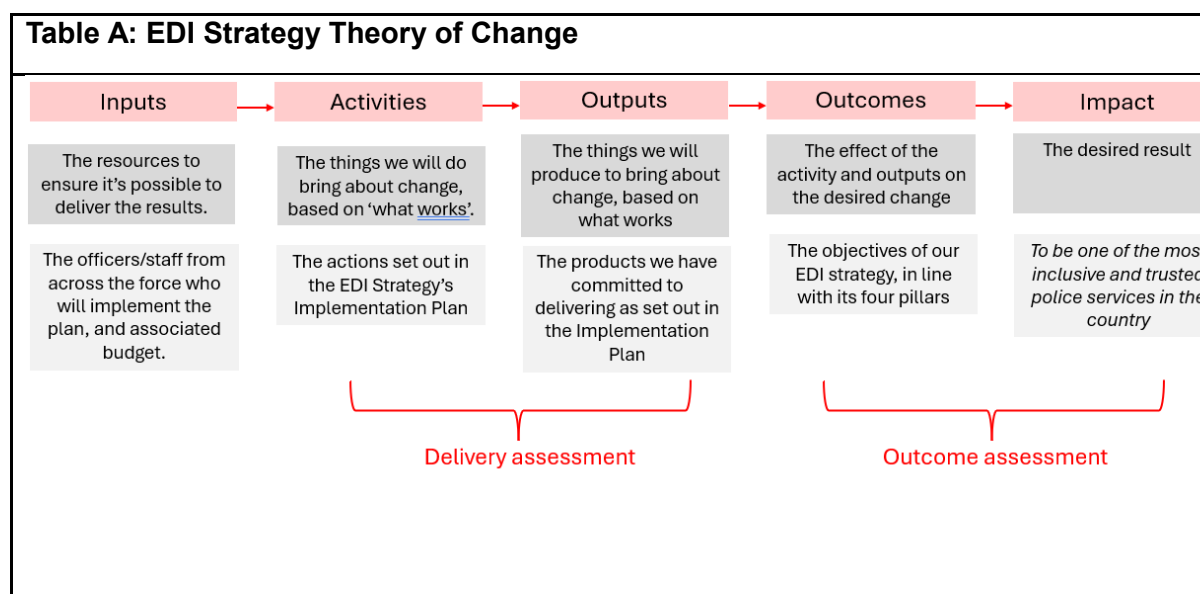


The following progress table shows breakdown of actions by quarter and by pillar.

| Progress by Pillar | Launch | Q2 | Q3 | Q4 | Q5 |
|---|---|---|---|---|---|
| *Our People* | 56% <br><br> (18 total actions: 3 completed, 14 in progress, 1 not yet started) | 67% <br><br> (18 total actions: 6 completed, 12 in progress) | 75% <br><br> (18 total actions: 9 completed, 9 in progress) | 83% <br><br> (18 actions, 12 completed, 6 ongoing) | |
| *Our Policies* | 50% <br><br> (2 total actions: 1 completed, 1 not yet started) | 75% <br><br> (2 total actions: 1 completed, 1 in progress) | 100% <br><br> (2 total actions: 2 completed) | 100% <br><br> (2 actions, all completed) | |
| *Our Public* | 33% <br><br> (6 total actions: 0 completed, 4 in progress, 2 not yet started) | 50% <br><br> (6 total actions: 6 in progress) | 75% <br><br> (6 total actions: 3 completed, 3 in progress) | 83% <br><br> (6 actions, 4 completed, 2 in progress) | |
| *Our Partners* | 50% <br><br> (2 total actions: 2 in progress) | 50% <br><br> (2 total actions: 2 in progress) | 50% <br><br> (2 total actions: 2 in progress) | 75% <br><br> (2 actions, 1 complete, 1 in progress) | |

For reference, a full copy of 'Our People EDI Strategy 2024-27 can found at Appendix A.

## Update on Key Developments

We are developing a performance framework to help the force – and Professionalism & Trust Committee (PTC) – assess CoLP's performance against its ambitions. By providing a consistent picture of performance and increasingly using this data to identify trends and insights, we can continue to refine our delivery approach to improve the likelihood of achieving our desired result. The Theory of Change below (*Table A*) visualises the connection between the EDI's strategy's activities, outputs and intended outcomes.



**Table A: EDI Strategy Theory of Change**

| Inputs | Activities | Outputs | Outcomes | Impact |
|---|---|---|---|---|
| The resources to ensure it's possible to deliver the results. | The things we will do bring about change, based on 'what works'. | The things we will produce to bring about change, based on what works | The effect of the activity and outputs on the desired change | The desired result |
| The officers/staff from across the force who will implement the plan, and associated budget. | The actions set out in the EDI Strategy's Implementation Plan | The products we have committed to delivering as set out in the Implementation Plan | The objectives of our EDI strategy, in line with its four pillars | *To be one of the most inclusive and trusted police services in the country* |

Delivery assessment — Outcome assessment

As well as monitoring progress towards achieving the deliverables set out in the EDI implementation plan (delivery assessment), the performance framework will include a set of outcome measures which we will use to monitor and track progress against a set of strategic objectives (outcomes assessment) and more readily identify organisational risk. These objectives align to the four pillars of our EDI Strategy - *Our People, Our Policies, Our Public, and Our Partners* (*Table B*) – all of which should contribute to the force's overall ambition of becoming *one of the most inclusive and trusted police services in the country.*

| Table B: EDI Strategy objectives | |
|---|---|
| **Pillar** | **Strategic objective** |
| ***Our People*** | Increase the inclusivity of our leadership and workplace culture |
| | Increase the representativeness of our workforce |
| | Improve the ethical and professional standards of our workforce |
| ***Our policies*** | Improve our use of external advice and scrutiny to develop our policies and procedures |

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|---|---|
| | Improve our use of internal advice and scrutiny to help us develop our policies and procedures |
| | Improve how well our policies and procedures reflect equality impact considerations |
| *Our Public* | Increase our engagement with children and young people |
| | Improve victim satisfaction levels across all protected characteristics |
| | Enhance our approach to engaging with communities and responding to their needs |
| | Reduce disproportionality in the use of our powers |
| *Our Partners* | Increase the diversity of the suppliers we work with |

The framework will be applied to a quarterly performance pack setting out progress against EDI deliverables and trends in relation to the headline outcome measures associated with each strategic objective.

It is important to note that, whilst we have included the full suite of metrics to show the ambition for a coherent framework across all pillars, CoLP cannot currently report on all of them due to data-related challenges (e.g. limitations of local and national systems, access to data, technical and analytical capacity and capability). We will work to address these data gaps so we can continue to strengthen the insights contained with the performance packs.

**Inclusivity Programme October- December 2025**

Appendix B provides evaluation data for modules delivered during this reporting period. We were able to utilise 'Black History Month' as a hook for our programme delivery in October, with 2 events delivered by ICOD with support from our Black Police Association, alongside hosting of the National Black Police Association Conference. These included a session delivered by Michael Fuller QPM, a retired Police Office and Barrister who became the UK's first and only Black Chief Constable when he led Kent Police from 2004-2010. The following week, a member of our Police Staff introduced us to her local church to discover more about African culture and its links with Christianity.

We have also delivered sessions on alcoholism (in support of our Health and Well-being Network), White Ribbon Day (in support of our action on Violence Against Women and Girls) and Assisted Technology (in support of our 'DEN'- Disability Enabling Network). The detail in relation to knowledge gain (averaging at 28%) and impact can be found at Appendix B. Although we celebrate the positive feedback gleaned from these events, we are also conscious that we need to do more to continually improve attendance, completion of feedback and evaluation.

**Inclusivity Programme Compliance**

We highlighted this as an issue previously, with poor completion rates in some areas of the force. It is clear that if we are to start moving towards a 'Gold Star' position through any accreditation we need to ensure that the EDI training we stipulate as being 'mandatory' is being completed across the force. We have also taken on feedback from PTC members that we need to ensure compliance from our more senior ranks. As such, the action of, '*Ensuring our SLT are attending Inclusivity Programme modules'* has also been moved from low to medium as the importance of role modelling has been recognised as a more higher priority action.

A full report on compliance can be found at Appendix C, to note that the following improvements have been made in Inclusivity Programme compliance in the last 3 months:

- At the end of September 2025, a total of 638 Inclusivity Programme modules were attended/accessed, this almost doubled by the end of December 2025 to 1285.
- At the end of September 2025, 10% of the Force had completed two or more Inclusivity Programme modules, this has increased to 24% at the end of December 2025. In addition, a further 20% of the Force have now also completed one Inclusivity Programme module bringing overall engagement with the programme up to 44% compared with 26% at the end of September 2025.
- All Directorates have seen increased compliance with the programme in the last 3 months, most notably within Specialist Operations, 8% of the directorate had completed the required two mandatory modules at the end of September 2025, this has now increased to 32%.

A plan is underway, with support from our Chief Officer Team, to ensure that clear messaging goes out to all of our supervisors around the importance of attendance. In parallel, our ICOD team continue to conduct focus groups to understand the reasons why a) uptake is poor in some areas, but also b) to understand what is working well in teams when attendance is high.

**Appendices**

Appendix A: 'Our People' EDI Strategy 2024-2027

Appendix B: Inclusivity Programme Evaluation Pack Oct-Dec 2025

Appendix C: Inclusivity Programme Compliance

**Supt Kate MacLeod**