

EQUALITY & INCLUSION STRATEGY

Policing in the Square Mile
2017-2020



Delivering the City of London Police's Equality and Inclusion
Vision:

'To promote Equality, Diversity and Human Rights in all areas of our service enabling a culture of inclusivity and respect that is at the heart of everything we do, for our communities, for our staff and for our officers'.

EQUALITY & INCLUSION STRATEGY 2017-2020

Introduction

The City of London Police is committed to providing a policing service that is representative and meets the needs of our community. The City of London is a diverse place to live, work and visit and through the introduction of this strategy we will strive to deliver a high quality policing service that builds and maintains public trust and confidence.

We will through our culture and by having in place the necessary processes and procedures listen, learn and strive to improve to meet the needs of our diverse communities.

We will also aim to make the City of London Police an employer of choice for people from all backgrounds and cultures, ensuring our workforce is representative and enhancing overall performance.

Our society continues to become richer in diversity and it is important that as a police service we are best placed to meet those varying needs. This strategy is our commitment that to ensuring inclusivity and representativeness.

Force Mission

As the police force for the nation's financial heart our core mission is to protect the UK from economic crime and maintain the City of London as one of the safest places in the country. We will do this by upholding the law fairly and firmly; preventing crime and antisocial behaviour; keeping the peace; protecting and reassuring the community; investigating crime and bringing offenders to justice.

We are an organisation that continually strives to deliver for our community, achieve excellence in everything we do, and in doing so, deliver an exceptional policing service. This is not just in relation to maintaining high performance but also being recognised as a centre of excellence for our policing services.

Force Values

Integrity: Our behaviour, actions and decisions will always support the public interest and those we work in partnership with. We value public trust and confidence in policing and to earn this we will be open to scrutiny and transparent in our actions. We will respond to well founded criticism with a willingness to learn and change. We will ensure that the public can have confidence in the integrity of the data used and published by us; we will make sure that all crime is recorded ethically and in accordance with all current guidance.

Fairness: We are an organisation that believes in openness, honesty and fairness. We believe in mutual trust and respect, and in valuing diversity in our role both as an employer and as a public service provider. We will support equality by creating an environment that maximises everyone's talents in order to meet the needs of the organisation and those of the community we serve.

Professionalism: Professionalism is a quality that we value highly. We will investigate crime professionally and thoroughly, doing everything in our power to protect those at the greatest risk of harm. We expect our staff to be dedicated to professional development, both for themselves and the people they are responsible for, and empowered to use discretion and common sense to make appropriate operational decisions. Our professionalism ensures that we meet the needs and demands of our customers to deliver high quality, fast, effective and efficient services

NOT PROTECTIVELY MARKED

Version 0.3

National Police Code of Ethics

Our values, which encompass the Code's nine principles, underpin everything we do. Adhering to them enables us to demonstrate not only our commitment to the national Police Code of Ethics, but also to deliver it.

The Police Code of Ethics nine principles are –

- Being **accountable** for our actions, decisions and omissions
- Being **honest** and trustworthy
- Treating people **fairly**
- Acting with **integrity** by always doing the right thing
- Displaying **leadership** through leading by example
- Displaying **objectivity** by making choices based on evidence and best professional judgement
- Being **open** and transparent about our actions and decisions
- Treating everyone with **respect**
- Acting **selflessly** in the public interest

2017 – 18 Force Priorities

We have set the following priorities based on the analysis of threats from our Strategic Assessment.

- Counter Terrorism
- Cyber Attack
- Fraud
- Vulnerable People
- Violent Crime
- Roads Policing
- Public Order and Protective Security
- Acquisitive Crime

To ensure that we can deliver against our priorities equality and inclusion will be a core aspect of considerations around policy, procedure and operational deployment so that the needs of our staff and the public are taken into account.

Context

This strategy provides the framework that we will use to ensure our duties under the

Equality Act 2010 are fulfilled within Force. It will provide direction for the Force Equality and inclusion Board to monitor so we will be able to define what success looks like based on the College of Policing Equality Improvement Model.

This Model has been evaluated by the Force to define our actions and measures we can undertake to deliver within our organisation and champion equality and inclusion within Force.

Considering Equality & Diversity

Our Equality Duty

As a public sector organisation the Force has a duty set out within the Equality Act 2010 to protect people from discrimination in the workplace and within society in general. We are required to comply with this legislation and in particular section 149 of this Act that sets out the Public Sector Equality Duty. This duty requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and to foster good relations between different people when carrying out their activities.

The Equality Act 2010 sets out 9 protected characteristics that we must consider as part how we work and deliver our services.

- **Age**
- **Disability**
- **Sex**
- **Gender Reassignment**
- **Marriage & civil Partnership**
- **Pregnancy & Maternity**
- **Race**
- **Religion or Belief**
- **Sexual Orientation**

We have a duty to publish information on these characteristics to show compliance with the Equality Act 2010. Data on these will be captured within our Equality and Inclusion Dashboard and reported for senior managers to monitor and action before being published on our public website.

Governance Oversight

Oversight for the implementation of this strategy will be provided using the following structure: (A Diagram of this is contained within **Appendix A**)

Assistant Commissioner

The Assistant Commissioner is the Force Strategic Lead for Equality and Inclusion and approves the Force Strategy to drive through the organisation maintaining oversight of its implementation.

Police Committee

The Police Committee hold Chief Officers accountable for Force performance and will receive updates on the progress of strategy implementation

Police Committee Lead

The Police Committee appoint a Lead Member for Equality & Inclusion who sits on the Force Equality & inclusion Board to retain oversight of this area of work.

Independent Advisory Group

These are engaged to inform and develop the Force work in Equality and Inclusion providing independent advice and guidance for the Force to consider.

Equality & Inclusion Board

This board oversees the implementation of the Force Equality & inclusion Strategy and is chaired by the Assistant Commissioner.

Equality & Inclusion Officer

The Force dedicated resource for implementing and embedding EDHR principles within all that we do.

Diversity Champions

These are appointed within Force to assist in the implementation of our Equality & Inclusion Dashboard.

Equality & Inclusion Directorate SPoCs

Each Directorate has an appointed SPoC to act as a central point and assist our Equality & Inclusion Officer in undertaking their duties.

Support Networks

Our support networks will be engaged to capture how the work they do will support the implementation of our strategy and inform the development of our measures of success.

- Black Police Association
- Christian Police Association Disability Enabling Network
- LGBT Support Network
- Muslim Police Association
- Women's Network
- Health and Wellbeing Network

Aspects of this Strategy

This strategy is based on the College of Policing Equality Improvement Model. This sets out 3 themes which we will be using as the framework for our delivery plans:

- Operational Policing
- People and Culture
- Organisational Processes

Over the coming pages we will set out what we plan to do in each of these areas to promote equality and inclusion within our organisation and the City of London.

NOT PROTECTIVELY MARKED

Version 0.3

EQUALITY & INCLUSION STRATEGIC THEMES

Strand	Our Aims	How We Will Achieve This
Operational Policing	<p>We aim to deliver services that are easy to access and that respond to and meet the needs of all our communities.</p> <p>We will improve the public's perception that the police treat everyone fairly and with respect and ensure that we work with our communities to understand and tackle their priorities.</p> <p>We will ensure that more offenders are brought to justice and that we support victims and witnesses through understanding of their specific needs.</p>	<p>We will embed our Community Policing model to work more closely with our partners and members of the community to understand their specific needs, including marginalised and emerging communities.</p> <p>We will measure the satisfaction of our service through regular interaction with our community partners, victims of crime and witnesses.</p> <p>We will ensure that our culture and values, underpinned by the code of ethics, are at the heart of everything we do.</p> <p>We will assess services, strategies and policies through Equality Impact Assessments and Community Impact Assessments to identify any disproportionate effect on service users (particularly protected groups).</p>
People & Culture	<p>We will develop and sustain an organisational culture that recognises, respects and values diversity.</p> <p>We will continue to work to make our organisation more reflective of the community we serve and continue to think of new and innovative ways of achieving this.</p> <p>We will ensure our staff are sufficiently skilled to enable them to treat people fairly, professionally and with respect. Our organisation will be transparent and effective in our resolution of grievances and complaints to increase staff satisfaction and public confidence.</p>	<p>We will work with our partners and support networks to ensure that the workplace environment is inclusive to all.</p> <p>We will continue to support our internal leadership programme to encourage the development of our entire workforce.</p> <p>We will develop our recruitment, retention and progression processes to ensure we provide equality of opportunity for all.</p> <p>We will ensure that our staff and the public have confidence in our professional standards and procedures.</p>
Organisational Processes	<p>We will ensure that we have the processes and procedures in place to support the delivery of our objectives under operational policing and people and culture.</p> <p>We will ensure that our Senior Leadership Team take a robust and visible approach to managing performance against this strategy.</p>	<p>We will ensure that Equality and Inclusion measures under the Equality Improvement Model are included in the Performance Management Group framework for scrutiny.</p> <p>We will ensure the matters relating to Equality and Inclusion are scrutinised through the elected Police Committee and our Police Committee Equality representative.</p> <p>We will ensure a robust and supervised approach to Equality Impact Assessments and Community Impact Assessments.</p> <p>We will reflect on the work we do ensuring that we are in a continual process of professional development and improvement.</p> <p>We will continue to promote Equality and Inclusion through our Leadership Programme and new staff inductions.</p>

STRATEGY IMPLEMENTATION

National to Local Framework

The College of Policing has published an Equality Improvement Model. This has provided the basis for the structure of this strategy and ensures that we will deliver the strategy in line with national expectations.

Appendix B sets out how the flow of the national strategy has been cascaded into the Force assumptions so that we will deliver on the national picture through our own local processes. This will ensure that we demonstrate how we are impacting Equality, Diversity and Human Rights within the Force and fulfilling our obligations under the Equality Act 2010.

Collating Our Evidence

The Force Equality and Inclusion Officer will retain oversight of the EDHR Action Plan and be responsible for liaising with action owners to provide evidence on Force progress.

Each quarter the Force Equality & Inclusion Board will assess the progress against the EDHR Action Plan supported by the evidence collated and quality assure the Force assessment of each area. Should there be a need to progress actions the group will be able to report by exception to the Force Performance Management Group to raise awareness of issues and link to the wider performance framework.

Overtime our evidence base will increase and we will be able to track how EDHR matters are becoming fully embedded within everything the Force does both to support the public and our staff.

Conclusion

As the Force Equality and Diversity Champion I fully support this strategy as it represents our formal commitment to ensure we promote equality, diversity and human rights in everything we do, enhancing the value of the services we provide to the public and making sure the Force fully represents the society we serve.

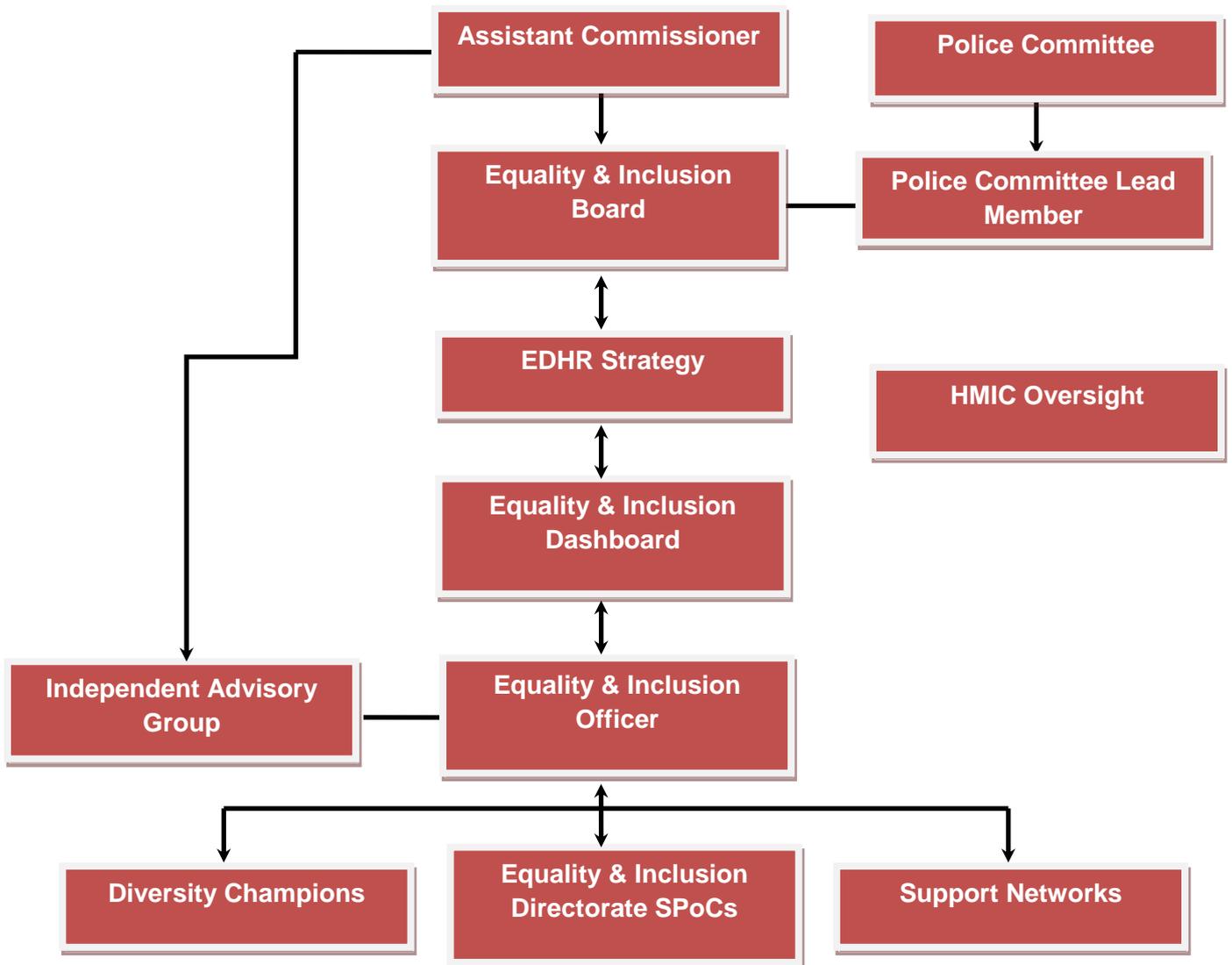
It is very important that as a Force we drive continued focus on equality and inclusion in all of the services we provide. Whether that is the way we police our communities, the way we treat victims of crime or the culture of our workforce. By embracing and understanding the richness of our diverse community we can build and maintain trust and confidence, and enhance our own performance.

We will act on the evidence collected as part of the monitoring of this strategy to ensure that we continually learn and improve. My aim is to deliver excellence to the public and be seen as an employer that values the views, skills and expertise of everyone.

I fully support the delivery of this strategy and will work with senior managers and staff to ensure the principles of this document are cascaded across the Force and become the cornerstone of our vision.

Alistair Sutherland
Assistant Commissioner
City of London Police

Equality & Inclusion Governance Structure



Equality & Inclusion National and Local Framework

