

Workstream	Health and Wellbeing	Owner	Ch Supt Local Policing	Date	Aug 2021	Project RAG		Benefit RAG	
Workstream objectives				Priority Deliverables					
<ul style="list-style-type: none"><li>Staff with Protected Characteristic should at the commencement of their service be sign posted to support groups to seek early guidance should it be required.</li><li>Develop a local plan that incorporates Health and Safety, Wellbeing and Fulfilment</li><li>Ensure CoLP leaders are equipped to deal with Mental Health difficulties</li><li>Implement wellbeing initiatives to improve peoples quality of life whilst at work</li><li>Focus on staffs mental health and embed supportive and preventative policies and initiatives</li><li>Review current HR policies to ensure the maximum support is given to all staff with protected characteristics</li><li>Ensure teams supporting our Occ Health are trained in issues around inclusion and diversity</li></ul>				Description		Date			
				Launch a Buddy Scheme for all new joiners		09/21			
				Launch full comms strategy on Health and Wellbeing		01/22			
				Oskar Kilo recommendations and planning		12/21			
				20 MH first aiders to be trained and launched		01/22			
				Launch Wellness Zone in Bishopsgate		12/21			
				Long covid support group launch		01/22			
Progress since last update				Key next steps					
<ul style="list-style-type: none"><li>Buddy scheme was launched in September 2020 for all new joiners with protected characteristics. Anonymous questionnaire sent to all participants in August 21</li><li>Wellbeing strategy has been written and published</li><li>We have held wellness events, financial webinars , healthy eating campaigns fitness classes , spin classes, the use of an inhouse trainer to give dietary and fitness advice on officers staff passing fitness test.</li><li>In House MH trainer has been developed</li><li>AC has confirmed to line managers individuals right to time to be involved in network activity.</li><li>Developed a calendar of wellbeing events published on the force intranet, for example a breath seminar focussed on relieving stress</li><li>Bronze welfare SOP created for critical incidents and events, to ensure staff are supported and debriefed during and post incident – Published and launched</li><li>Reviewed and discussed Occ Health support and confirmed a E&amp;I strategy is in place the training is regularly provided with a review completed each year against the Equality Act</li></ul>				<ul style="list-style-type: none"><li>Launch buddy scheme for all new joiners and make any changes following feedback from questionnaire by October 21. Networks will be given formal time to present to all new joiners.</li><li>Review how we use disability info and reasonable adjustments further into an individuals career span.</li><li>Complete and submit Oskar Kilo self assessment framework by end of August for recommendations</li><li>Train 20 MH first aiders ready for launch in Jan 21 alongside a TOR and guidance</li><li>Launching a wellness zone in Bishopsgate station that can be utilised as a prayer room / feeding room and can be used for relaxation events.</li><li>Develop a Trauma risk register with a matrix to monitor the amount of trauma that officers/staff are being exposed to.</li></ul>					
Recommendations to Operational Delivery Board				Decisions required by Operational Delivery Board					
None at this stage				None					

Workstream	Culture & Leadership	Owner	Ch Supt Transform	Date	Aug 2021	Project RAG		Benefit RAG	
Workstream objectives				Priority Deliverables					
<ul style="list-style-type: none"><li>Leaders to ensure they create an inclusive culture within the organisation</li><li>Create a culture where people feel confident to share their protected characteristics</li><li>Objectivise leaders to continuously improve approach to inclusivity and ensure learning is regular</li><li>Develop a framework of champions and senior leaders to drive forward our E&amp;I agenda and work with internal and external partners to promote our activity</li><li>Recognise and reward good work and bravery across E&amp;I</li><li>Undertake annual workforce surveys</li><li>Further develop consultation and feedback mechanisms that enable all staff to take part in broad organisational decision making</li><li>Scope partnership and secondment opportunities outside the organisation to enhance and build new skills in leaders</li></ul>				Description		Date			
				Launch Values and Standards workshops		04/22			
				Develop an E&I secondment framework		02/22			
				Develop and launch a comms strategy with calendar of events		TBC			
				Complete a data bias review and recommendations		03/22			
				Introduce an annual E&I award as part of future event		07/22			
				Further develop our allies scheme		2022			
Progress since last update				Key next steps					
<ul style="list-style-type: none"><li>Senior workstream lead has been appointed to lead Culture and Leadership for E&amp;I and cover synergies with Transform</li><li>Allies scheme has been launched and has continued to grow in size</li><li>New PDR objective has been launched and communicated to all senior leads with cascade to all levels</li><li>Our comms strategy has kicked off with the creation of a diversity video highlighting our approach to inclusivity for internal and external use</li><li>Diversity champions have been appointed across all protected characteristics and workstream leads appointed across all portfolios in E&amp;I</li></ul>				<ul style="list-style-type: none"><li>Finalise E&amp;I video and launch internally and externally across social media platforms</li><li>E&amp;I conference to take place before the end of 2022 to outline the progress we’ve made and next steps. This will be a core part of our comms strategy</li><li>Develop framework for annual values and standards workshops and submit funding request in October 21 for approval</li><li>Review our existing external secondment process and look at senior opportunities for both short and long term secondments for senior staff to develop skills</li><li>Kick off data bias review work to understand if / how data creates a cycle of cultural bias within our policing practices. This will be linked in to communities workstream.</li><li>Hold a hidden protected characteristics workshop to develop our understanding of why individuals may not feel comfortable disclosing their protected characteristics.</li></ul>					
Recommendations to Operational Delivery Board				Decisions required by Operational Delivery Board					
None at this stage				None					

Workstream	Community Engagement	Owner	Ch Supt HQ	Date	Aug 2021	Project RAG		Benefit RAG	
Workstream objectives				Priority Deliverables					
<ul style="list-style-type: none"><li>Establish a Silver Group to lead on community engagement E&amp;I activity including outreach and attraction for recruitment</li><li>Host community based outreach sessions for engagement and recruitment</li><li>Establish longer term engagement with schools and colleges in order to attract and nurture future talent and introduce young people to policing</li><li>Work with local strategic partners to develop a shared data set that will allow for a better understanding of the communities we serve</li><li>Utilise data sets to better inform and identify areas of disproportionality and the negative impact on local communities</li><li>Engage in a calendar of events with the local community to promote good relations</li><li>Identify and engage with diverse communities to address possible adverse perceptions of the police service so that satisfactions levels improve across all communities</li><li>Undertake meaningful involvement and consultation with local communities to review such tools as Stop and Search and Use of Force</li><li>Evolve our force to be culturally competent to deliver legitimate and meaningful community policing</li></ul>				Description		Date			
				Launch Communities E&I Silver Group to run monthly		09/21			
				Develop a template and resource to run regular outreach events		TBC			
				Launch inaugural 12 week schools project across the city		11/21			
				Review existing data sets and set up CI process		TBC			
				Launch community based cluster panels		10/21			
				Pilot LGBT+ advisor network		01/22			
				Review policing practices such as Stop and Search and Use of Force		Ongoing			
Progress since last update				Key next steps					
<ul style="list-style-type: none"><li>Senior workstream lead has been appointed to lead Community Engagement E&amp;I including attraction and outreach</li><li>Police Now have been engaged to discuss different approaches to attracted minority groups to policing</li><li>Planning sessions held for our joint schools engagement project with Amazon Web Services.</li><li>Agreement reached with MPS to jointly hold recruitment outreach events across Greater London. Currently on hold due to recruitment plans.</li><li>Community scrutiny of interviews in place with IAG sitting on panels.</li><li>Sop and search / use of force board is operating and now reviewing how independent community scrutiny can form a stronger presence in the group.</li><li>New cohort of police recruits due to start September 2021</li><li>Volunteer police cadet – new strategy in place and relaunch planned for 24<sup>th</sup> September. Early indications show a good level of diversity.</li></ul>				<ul style="list-style-type: none"><li>Priority is to establish the communities silver group to draw all key parties in to one meeting to discuss solutions and planning. This will include Sector Policing, HR, Data, L&amp;OD, Comms, E&amp;I, and PSD.</li><li>Establish a calendar with the local community on key events so we can plan accordingly and ensure we can be involved where appropriate to do so.</li><li>Finalise planning for schools project and launch in November across 2 city schools and 1 academy</li><li>Set up cluster panels across the local community groups to discuss and gain feedback from different areas</li><li>Commence the review of our data sets together with local strategic partners</li><li>Commence training for 12-15 LGBT+ advisors</li><li>Clear recruitment calendar to be in place so targeted E&amp;I recruitment activity can be targeted for cadets, specials, officers and staff roles</li></ul>					
Recommendations to Operational Delivery Board				Decisions required by Operational Delivery Board					
None at this stage				None					

<b>Workstream</b>	<b>Recruitment &amp; Onboarding</b>	<b>Owner</b>	<b>Director of HR</b>	<b>Date</b>	<b>Aug 2021</b>	<b>Project RAG</b>		<b>Benefit RAG</b>	
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Workstream objectives	Priority	
<ul style="list-style-type: none"> <li>CoLP to undertake detailed analysis of workforce data and produce aspirational targets</li> <li>Complete a cradle to grave review of all recruitment processes and align, where appropriate, to national standards</li> <li>Review our vetting approach with regards to those with protected characteristics with a priority focus on minority ethnic groups</li> <li>Set up feedback processes for unsuccessful candidates and promote development plans for future potential candidates</li> <li>Ensure transparency with all recruitment, progression and exit from service data in respect to all protected characteristics</li> <li>Ensure diversity visibility throughout recruitment process</li> </ul>	Description	Date
	Produce aspirational targets across protected characteristics	Due

Progress since last update	Key next steps
<ul style="list-style-type: none"> <li>Senior workstream lead has been appointed to lead recruitment and onboarding workstream</li> <li>Aspirational targets have been produced and review by the E&amp;I Strategic Board</li> <li>Vetting approach has been piloted with a referral to senior officer in the event of an initial rejection decision</li> <li>Produced recruitment and workforce dashboard that is reviewed at E&amp;I Operational Delivery board on a monthly basis</li> </ul>	<ul style="list-style-type: none"> <li>Aspirational targets to be fully signed off</li> <li>Reviewing vetting approach pilot and successes since launch to agree next steps</li> </ul>

Recommendations to Operational Delivery Board	Decisions required by Operational Delivery Board
None at this stage	None

Workstream	L&OD	Owner	Director of HR	Date	Aug 2021	Project RAG		Benefit RAG	
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Workstream objectives	Priority	
<ul style="list-style-type: none"> <li>Police leaders should through their continuing professional development seek out opportunities to understand issues that affect underrepresented groups and address them through strategy and action planning</li> <li>Police leaders should consider the use of 'reverse mentoring' to be more engaged with their workforce</li> <li>Equip selection panels with unconscious bias training for all those involved in the recruitment process.</li> <li>Invest in training and development of Police leaders</li> <li>Colp to develop a talent management program for upward and lateral development</li> <li>Colp to ensure mentoring/coaching and support mechanisms are in place to support officers with protected characteristics</li> <li>Staff with Protected Characteristic should at the commencement of their service be sign posted to support groups to seek early guidance should it be required.</li> <li>Review the PCDA programme to ensure it aligns with E&amp;I plans and principles</li> </ul>	Description	Date
	PDR objective launching	1/3/21
	Leadership training delivery	6/5/21
	PCDA Launch	TBC
	Reverse mentoring new partnership training	1/6/21
	PALs pilot review and recommendations	1/9/21
	Unconscious Bias learning	Ongoing

Progress since last update	Key next steps
<ul style="list-style-type: none"> <li>Leadership training programme has been delivered to all senior leaders across the organisation</li> <li>'Focus on' talks delivered on ethnicity and unconscious bias, gender, disability, LGBT and Neurodiversity with total attendance of 350+. Sessions recorded and to be made available on intranet.</li> <li>PALs scheme continues to run with good feedback. Review is planned for september</li> <li>PEQF EIA presented to College of Policing as part of their QA process for our new student officer programmes, was officially 'commended' by the panel</li> </ul>	<ul style="list-style-type: none"> <li>Train additional reverse mentors in October ready to launch in November</li> <li>Focus on Gypsy, Roma, Traveller taking place in September with presentation</li> <li>We are looking in to an additional unconscious bias training piece recommended by the Corporation – 90 minute presentation</li> <li>Complete evaluation of PALs scheme with recommendation for future talent development programme in September</li> <li>Pilot of 'Mentivity' training taking place later this year with members of BAME community delivering re community engagement / stop search</li> </ul>

Recommendations to Operational Delivery Board	Decisions required by Operational Delivery Board
None at this stage	None