

Workstream	Recruitment & Onboarding	Owner	Director of HR	Date	15/10	Project RAG		Benefit RAG	
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Workstream objectives	Priority
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<ul style="list-style-type: none"> • CoLP to undertake detailed analysis of workforce data and produce aspirational targets • Complete a cradle to grave review of all recruitment processes • Review our vetting approach with regards to those with protected characteristics with a priority focus on minority ethnic groups. • Set up feedback processes for unsuccessful candidates and promote development plans for future potential candidates • Ensure transparency with all recruitment, progression and exit from service data in respect to all protected characteristics • Ensure diversity visibility throughout recruitment process 	Description	Date
	Ratify aspirational targets and sign off	Ongoing
	Review our recruitment and attraction structure and people	TBC
	Review promotion processes end to end	TBC
	Present new vetting approach to committee for approval	TBC

Progress since last update	Key next steps
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<ul style="list-style-type: none"> • TRT Recommendation; Aspirational targets have been produced and review by the E&I Strategic Board • IASG feedback of inspectors and sergeants promotion process will be reviewed and used to assist in the promotion process review • Work is continuing on the recruitment website being hosted by the force rather than an external company which will make updates easier. • September intake of 12 officers includes 60% BAME and 16.6% female all joined the force on 27th September 2021. 	<ul style="list-style-type: none"> • External recruitment is currently minimal and we are therefore we are planning limited activity to drive a candidate pipeline • Current applicants in the pipeline for student officers are undertaking their Day 2 activity. A review will be undertaken once results are back to confirm the cohort for early 2022. With the results impacting to when the next student officer campaign launched. • We will commence planning for future recruitment events with both internal and external engagement • Following departure of our head of recruitment and attraction we are looking at how we structure our existing resource to focus on this priority area • We are about to kick off an end to end review of our promotion process which will take in to consideration E&I and how this is considered through the cycle
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Recommendations to Operational Delivery Board	Decisions required by Operational Delivery Board
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None at this stage	None
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Workstream	Culture & Leadership	Owner	Ch Supt Transform	Date	15/10	Project RAG		Benefit RAG	
Workstream objectives				Priority Deliverables					
<ul style="list-style-type: none"> Leaders to ensure they create an inclusive culture within the organisation Create a culture where people feel confident to share their protected characteristics Objectivise leaders to continuously improve approach to inclusivity and ensure learning is regular Develop a framework of champions and senior leaders to drive forward our E&I agenda and work with internal and external partners to promote our activity Recognise and reward good work and bravery across E&I Undertake annual workforce surveys Further develop consultation and feedback mechanisms that enable all staff to take part in broad organisational decision making Scope partnership and secondment opportunities outside the organisation to enhance and build new skills in leaders 				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"> TRT Recommendation; Senior workstream lead has been appointed to lead Culture and Leadership for E&I and cover synergies with Transform Our comms strategy has kicked off with the creation of a diversity video highlighting our approach to inclusivity for internal and external use (final edit being completed prior to release) Diversity champions have been appointed across all protected characteristics and workstream leads appointed across all portfolios in E&I A high-level culture roadmap has been agreed with Commissioner Dyson. This reinforces the role of Colp's leadership programme in promoting E&I Commissioner Dyson and Assistant Commissioner McLaren have led internal forums exploring the experiences of female members of staff 				<ul style="list-style-type: none"> Finalise E&I video and launch internally and externally across social media platforms E&I conference to take place before the end of Q1 2022 to outline the progress we've made and next steps. This will be a core part of our comms strategy Develop framework for annual values and standards workshops and submit funding request in October 21 for approval Review our existing external secondment process and look at senior opportunities for both short and long term secondments for senior staff to develop skills 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. Hold a hidden protected characteristics workshop to develop our understanding of why individuals may not feel comfortable disclosing their protected characteristics. 					
Recommendations to Operational Delivery Board				Decisions required by Operational Delivery Board					
None at this stage				None					

Workstream	L&OD	Owner	Director of HR	Date	15/10	Project RAG		Benefit RAG	
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Workstream objectives	Priority
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<ul style="list-style-type: none"> 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 Police leaders should consider the use of 'reverse mentoring' to be more engaged with their workforce Equip selection panels with unconscious bias training for all those involved in the recruitment process. Invest in training and development of Police leaders Colp to develop a talent management program for upward and lateral development Colp to ensure mentoring/coaching and support mechanisms are in place to support officers with protected characteristics 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. Review the PCDA programme to ensure it aligns with E&I plans and principles 	Description	Date
	Cultural Workshop- Agreement next steps / outcomes	11/10/21
	Reverse Mentoring re-launch	20/10/21
	Community Engagement plan for PEQF	04/11/21
	PALs review cohort 1 and launch cohort 2	2021 end
	Pilot of Mentivity Training	Nov 2021

Progress since last update	Key next steps
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<ul style="list-style-type: none"> PDR objective has launched and been communicated, attendance at 'focus on' sessions has helped many leaders as starting point on addressing this objective. TRT Recommendation; Reverse Mentoring pilot underway with 5 partnerships including 3 from protected characteristics, advert for new candidates posted. Unconscious Bias training now completed by 78% of officers and staff, 118 attended Chief Supt Raj Kohli session on UB in policing. All of SLT have received E&I training, cultural workshops have taken place and next steps presented to Commissioner Cohort 1 of PALS scheme completed, feedback captured, plans underway for launch of cohort 2. PCDA EIA has been completed, inclusion of community engagement noted 	<ul style="list-style-type: none"> Production of community engagement plan for student officer training and related (i.e. PST) Delivery of Mentivity Training Pilot Interviews for reverse mentoring candidates 10/11 November, training set for 24th Nov Inclusion of support network delivery into induction courses Future of Leadership Development Programme and handover between Commissioner to take place, alongside Comms piece for force
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Recommendations to Operational Delivery Board	Decisions required by Operational Delivery Board
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-- Cohort 2 of PALS to be delivered for BAME officers and staff with consideration for broadening to other groups as part of future intakes	
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Workstream	Health and Wellbeing	Owner	Ch Supt Local Policing	Date	15/10	Project RAG		Benefit RAG	
Workstream objectives				Priority Deliverables					
<ul style="list-style-type: none"> 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. Develop a local plan that incorporates Health and Safety, Wellbeing and Fulfilment Ensure CoLP leaders are equipped to deal with Mental Health difficulties Implement wellbeing initiatives to improve peoples quality of life whilst at work Focus on staffs mental health and embed supportive and preventative policies and initiatives Review current HR policies to ensure the maximum support is given to all staff with protected characteristics Ensure teams supporting our Occ Health are trained in issues around inclusion and diversity 				Description		Date			
				Launch a Buddy Scheme for all new joiners (completed)		10/21			
				Launch full comms strategy on Health and Wellbeing		01/22			
				Oskar Kilo recommendations and planning		11/21			
				60 MH first aiders to be trained and launched		01/22			
				Launch Wellness Zone in Bishopsgate		11/21			
				Long covid support group launch		01/22			
				Progress since last update				Key next steps	
<ul style="list-style-type: none"> Buddy scheme has now been adapted to include all new student officers, October 21 has seen a new intake of students 12 in total all have been offered a buddy 8 have joined the scheme. Anonymous questionnaire was sent to 70 student officers to seek feedback on culture and overall initial training and the buddy scheme . Feedback has now been received which is being analysed . Working group with leads to be established Wellness zone and Prayer room has been created and finalised awaiting launch. MH in house trainer is in the process of completing her training with 60 MH first aiders have been identified .Terms of reference have been created to guide the MH first aiders. Await launch date . Oscar Kilo self assessment has been completed and sent to OK for review and await outcome and updates 				<ul style="list-style-type: none"> Buddy scheme to be considered/reviewed for the feasibility to launch to assist new staff members joining the organisation to help familiarise themselves within the CoLP. Await return of Oskar Kilo self assessment framework create action and delivery plan on areas of improvement. Launch MH first aiders within force 60 have been identified Open the wellness zone in Bishopsgate station launch date set for 15November . Re launch TRIM process and ensure it is embedded in the review and debrief of incients within the force. 					
Recommendations to Operational Delivery Board				Decisions required by Operational Delivery Board					
None at this stage				None					

Workstream	Community Engagement	Owner	Ch Supt HQ	Date	15/10	Project RAG		Benefit RAG	
Workstream objectives				Priority Deliverables					
<ul style="list-style-type: none"> Establish a Silver Group to lead on community engagement E&I activity including outreach and attraction for recruitment Host community based outreach sessions for engagement and recruitment Establish longer term engagement with schools and colleges in order to attract and nurture future talent and introduce young people to policing Work with local strategic partners to develop a shared data set that will allow for a better understanding of the communities we serve Utilise data sets to better inform and identify areas of disproportionality and the negative impact on local communities Engage in a calendar of events with the local community to promote good relations Identify and engage with diverse communities to address possible adverse perceptions of the police service so that satisfactions levels improve across all communities Undertake meaningful involvement and consultation with local communities to review such tools as Stop and Search and Use of Force Evolve our force to be culturally competent to deliver legitimate and meaningful community policing 				Description		Date			
				Commence recruitment outreach plan		12/21			
				Map city communities / key individuals, calendar of engagement events		12/21			
				Launch inaugural 12 week schools project across the city		11/21			
				Set & agree key performance indicators for activity		11/21			
				Launch community based cluster panels		10/21			
				Pilot LGBT+ advisor network		11/21			
				Involve community in scrutiny of S/S, UoF wider police training		Ongoing			
				Progress since last update				Key next steps	
<ul style="list-style-type: none"> Silver Group has been established and owners for each part of the plan assigned. Draft KPI's completed TRT Recommendation; Join schools project with Amazon planning phase continues with planned launch November and to run through to January / February City Police Cadets re launched with 18 new cadets (25 in total). 56% female / 52% BAME. Plans to recruit to 50 over the next 18months. Community outreach plan being developed to commence recruitment process for new Constables for Sept 2022. Draft plan shows 20 new student officers to start Nov 22 + approximately 40 transferees. Our plans also include attracting volunteers and Specials from diverse communities. (Draft attraction plan is in place) Recruitment for new cluster panels has commenced focus on attracting diverse background, experiences & skills Work with the IASG continue to ensure scrutiny is taking place looking at HR processes, Stop & search / use of force & police complaint matters 				<ul style="list-style-type: none"> Working with COLC to map diverse communities and link into existing diverse staff networks in business and share best practice re how police can best listen to these groups. Plan to engage young people from diverse groups and creation of a calendar of community / city based events for opportunities to engage & recruit. Recruitment outreach events will commence in December to deliver new officer intake for Nov22 and our ambition to attract a wider diverse pool of Special Constables, Police Staff & Cadets. This will include assigning mentors & 'meet the City Police events' to reassure candidates & guide through the recruitment process. Deliver Amazon school pilot project but work with COLC to develop work further in schools Work to establish a youth IASG , work with chair of IASG to increase use & engagement in force activity. Engage further in legitimacy work S&S, UoF, complaints Incorporate diverse communities in police training e.g recruit, stop & search training Plan bespoke community insight events e.g. force open day, decision making exercise Continue to develop LGBT advisor recruitment – further training planned for Nov Continue to develop and send out specific & tailored community messaging across a range of channels 					
Recommendations to Operational Delivery Board				Decisions required by Operational Delivery Board					
None at this stage				None					

Workstream	Retention and Exiting	Owner	Ch Supt	Date	15/10	Project RAG		Benefit RAG	
Workstream objectives				Priority Deliverables					
<ul style="list-style-type: none"> Ensure policies and procedures are in place to identify why staff with protected characteristics leave the service. Undertake a full review of retention figures and consider the need for setting retention targets across protected characteristics Utilise positive action principles to proactively contact BAME officers and staff within two years of them exiting the organisation to encourage them to return Consider national policies to allow exit and re-entry in to the organisation Undertake a review of what roles within the organisation could most benefit from greater flexibility in staff entering and exiting Widely readvertise rejoining options 				Description		Date			
				Create a new process map for our exiting employee journey		TBD			
				Set retention targets across our protected characteristics		TBD			
Progress since last update				Key next steps					
<ul style="list-style-type: none"> A Ch Supt workstream lead has been appointed and is now undertaking a review of activity to prioritise key elements for initial focus It has been agreed we will initially focus on the exit journey to undertake a review of the various procedures and processes and current areas of concern, and we will look at how we can set retention targets aligned to our aspirational recruitment targets. We have completed an initial process map of the resignation journey that requires further review and scrutiny. We have an e-survey in place offered to all those existing the organisation. Results from this are fed in to HR. The survey is being reviewed as part of the full journey review. 				<ul style="list-style-type: none"> Complete the mapping of the as is exiting journey to identify current issues and gaps Draft a new journey including a mechanism for driving change from issues identified with feeds in to all other workstreams TRT Recommendation; Look at setting retention targets across protected characteristics 					
Recommendations to Operational Delivery Board				Decisions required by Operational Delivery Board					
None at this stage				None					