

Workstream	Leadership & Culture	Owner	Ch Supt Transform	Date	01/02/22	Project RAG		Benefit RAG	TBD
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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 Encourage leaders to continuously improve their approach to inclusivity and ensure learning is regular and ongoing Develop a framework of champions and senior leaders to drive forward CoLP's E&I agenda and work with internal and external partners to promote 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 	Key Deliverable / Key Performance Indicator	Target Date
	Launch mandatory Values, Standards and Ethics sessions	Q2/22
	KPI: 100% of eligible staff have attended their annual V, S & E input	03/23
	Develop an E&I secondment framework for leaders / volunteers	Q3 22
	KPI: Number of staff members engaged in external secondments / support to voluntary organisations (positive direction of travel)	Q2 23
	KPI: Annual Staff Survey - positive direction of travel for leadership & culture related responses	Q2 23
	Develop and launch a comms strategy with calendar of events	01/22
	Complete a data bias review and recommendations	03/22
	Introduce an annual E&I award as part of future event	07/22
	Further develop Diversity Allies Scheme	Q3 2022

Key performance measures

- Our staff engagement score through surveying over the next 3 years increases. Scores specifically relating to feelings of inclusion, leadership & culture related responses**
- 100% of eligible workforce having attended annual values, standards & ethics inputs by 03/23**
- No of staff members engaged in external attachments & CPD events/ support to voluntary organisations (+ direction of travel)**

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Progress since last update				Key next steps					
<ul style="list-style-type: none"> A high-level culture roadmap has been agreed. This reinforces the role of CoLP's leadership programme in promoting E&I Data bias working group has met several times to agree key issues and a future plan Force has agreed broad attendance at the College of Policing's national data ethics workshop Work has commenced between the strand lead, Head of L&OD and CoLP's recently appointed Force Ethics Lead, to scope the content and format of the force's mandatory Values, Standards and Ethics sessions Provisional funding has been agreed to introduce Values, Standards & Ethics inputs during FY 2022/23 				<ul style="list-style-type: none"> Finalise E&I video and launch internally / externally across social media platforms E&I conference to take place before the end of Q1 2022 - to outline the progress CoLP has made and next steps. This will be a core part of force comms strategy Develop framework for annual Values, Standards and Ethics workshops and agree funding Review CoLP's existing external secondment process and look at opportunities for both short and long term secondments for leaders to develop skills Formalise data bias work within existing force governance structure Finalise plan for CoLP's annual E&I award 					
Recommendations to Operational Delivery Board				Decisions required by Operational Delivery Board					
To consider detailed funding arrangements for Values, Standards and Ethics inputs				To approve funding arrangements for Values, Standards and Ethics inputs					

Workstream	Health and Wellbeing	Owner	Ch Supt Local Policing	Date	01/02/22	Project RAG		Benefit RAG	
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Workstream objectives	Priority Deliverables	
	Key Deliverable / Key Performance Indicator	Target Date
<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. 11/21 this now occurs upon the induction course from L&OD Develop a local plan that incorporates Health and Safety, Wellbeing and Fulfilment 09/21 Wellbeing strategy written and launch reviewed annually – Reviewed re published Jan 22 Ensure CoLP leaders are equipped to deal with Mental Health difficulties 11/21 but ongoing L&OD include this within the various leadership courses that are run. Implement wellbeing initiatives to improve peoples quality of life whilst at work 09/21 this is an ongoing piece with monthly calendar set up to update teams of the activities Focus on staffs mental health and embed supportive and preventative policies and initiatives 01/22 This work is ongoing MIND sign up through NPCC 6 pledges Review current HR policies to ensure the maximum support is given to all staff with protected characteristics- 06/22 This work is ongoing Ensure teams supporting our Occ Health are trained in issues around inclusion and diversity- - 09/21 Complete and Ongoing as they are a separate unit they do receive training from their providers with diversity sand inclusion. 	Launch a Buddy Scheme for all new joiners (completed) on going all new students receive the buddy scheme including Police Now candidates.	ongoing
	Review strategy on Health and Wellbeing (completed and published)	02/22
	Oskar Kilo recommendations and planning	06/22
	60 MH first aiders to be trained and launched	06/22
	Launch Wellness Zone in Bishopsgate (COMPLETE)	11/21
	MH at work commitment MIND CHARITY	06/22

Key performance measures

- Specific staff survey questions in relation to feelings of well being to improve over the 3 years
- Op Hampshire 75% outcome rate for assaults and hate crime committed towards staff

Workstream	Health and Wellbeing	Owner	Ch Supt Local Policing	Date	01/02/22	Project RAG		Benefit RAG	
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Progress since last update	Key next steps
<ul style="list-style-type: none"> Oskar Kilo self assessment framework completed, delay in the original feedback, process has now changed and we as a Force await a Peer review from a appointed force to allow the feedback to be received. Force now signed up to the MIND charity 6 standards of MH proactivity in the work place which is a NPCC commitment. MPS consulted to join and support their Long Covid support group. They have refused to allow the CoLP to join. Federation consulted re the appetite for a force lead initiative, Federation have indicated there is no need for such a support group. Hampshire (officer/staff assaults and hate crime)protocols re established and re launched MH first aiders 12 delegates have received training 6 from CoLP 6 from Corporation Wellbeing strategy annual review completed , re written and re published to reflect our progress KPI – This will be measured from the feedback from the Oscar Kilo self assessment and the action plan from this and now once the Mind self assessment is completed this will show progress and then allow an action plan to be completed. 	<ul style="list-style-type: none"> Await peer review from Oskar Kilo self assessment framework this will create action and delivery plan on areas of improvement. This has been delayed due to a change in process or review by the NPCC and OK. First Launch MH first aiders 12 trained further courses proposed to be conducted in February. Continuation of coffee engagement events and collaboration with key stakeholders such as Police Mutual, Police care UK etc. Next force coffee engagement event planned for Mid February, quarterly programme to be continued throughout 2022.

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

Workstream	Community engagement	Owner	Ch Supt HQ	Date	01/02/22	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 				Key Deliverable / Key Performance Indicator					Target Date
				Commence recruitment outreach plan					In progress
				Map city communities / key individuals, calendar of engagement events					Completed
				Launch inaugural 12 week schools project across the city					Completed
				Set proposed key performance indicators for activity					Completed
				Launch community based cluster panels					Completed
				Pilot LGBT+ advisor network					Completed

Key performance measures

Police Community Encounters – Use of Powers

1. Dip sampling of key police community encounters (stop and search / use of force / Road Traffic stops/ Firearms stops - internal senior officer dip sampling):

- i. Number sampled past month
- ii. Number identified with learning
- iii. Number identified as best practice

2. IASG feedback on key police encounters stop and search / use of force / Road Traffic stops / firearms stops.

- i. Number sampled / observed past month
- ii. Number identified with learning
- iii. Number identified as best practice

Community confidence / victim surveying measures

1. Confident & satisfied with City of London Police Actions
2. Reducing the BAME & Gender satisfaction gap in survey data

Number of community events attended

1. Number of community events attended over the last month
2. Outreach recruitment events expression of interest by ethnicity & gender

Workstream	Community engagement	Owner	Ch Supt HQ	Date	01/02/22	Project RAG		Benefit RAG	
Progress since last update				Key next steps					
<ul style="list-style-type: none"> The Joint Schools Digital Project (CoLP, CoLC, Amazon, Crime Stoppers, CyberHub Trust) launched on 13/01/2022; a series of workshops will cover the impacts of social media. 43 students across 5 schools enrolled. The CoLP Workshop is on 26/01/2022, introducing young people to careers in technology and the Police. The Project will culminate on 29/03/2022, with students providing a presentation. Project Outreach seeks to support and drive the current CoLP recruitment campaign (live until 14/02/2022). Officers will attend high footfall, diverse areas to directly engage and answer any questions on the application process with personable approach. The CoLP Volunteer Cadet Unit (VPC) now has a cohort of 27 cadets (11 male/16 female – 66% B.A.M.E) aged between 13-18 years old, and is gaining National attention/recognition working alongside officers and staff. Plans are underway to introduce a Youth Independent Advisory Group (YIAG), which will be administered by the Partnership and Prevention Hub (P&P Hub). The YIAG will consist of a cohort of members between 13-19 YOA who live, work or whom are educated within the City of London. The purpose of the YIAG will be as a conduit between CoLP and Young People for views, opinions, lived experiences and scrutinise on matters affecting policing/National priority areas (i.e. Stop and Search, Use of Force). The Strategic Research & Analysis Unit have produced a CoLP Community Profile –pulling together data from various sources to provide a picture of the various groups within the City of London and map its diverse communities. This profile will be continually updated. Further, the Operational Planning Team have produced a calendar of City Events in 2022 assisting with planning our engagement activity. Coinciding with the National Police Chiefs’ Council’s Neighbourhood Policing Week of Action, Cluster Panels launched on 20/01/2021. Op Illuminate (Christmas Campaign) ran throughout November and December. Engagement activity included increased visible patrols in high footfall/hotspot areas, Safety Hubs in partnership with CoLC, St. Johns Ambulance and Victim Support, joint patrols with the Metropolitan Police Service and British Transport Police, and joint taskings with Park Guard. There were 82 stop searches, 43 arrests, and 70 licensed premises visits linked to the campaign. When considering theft, Robbery, ASB, Public Order and Sexual offences, there was a 23% decrease in crime when compared to the 7 week period immediately prior. CoLC and CoLP worked with the Home Office to welcome over 450 Afghan refugees to the City, housed at two locations within the Square mile. Dedicated Ward Officers (DWOs) visit the locations regularly and engage with the refugees, staff and Charity workers as part of their routine patrols. There has also been additional joint patrols with CoLC to afford reassurance across the local community. 				<ul style="list-style-type: none"> Continue to map communities using latest available datasets (e.g. Census data - 2022) to accurately reflect the current picture within the City. Plan to engage young people better through a structured schools programme/series of inputs linked to the PHSE curriculum, and raise awareness/offer diversion. Inputs could cover a whole range of issues and risks in line with CoLP vision/strategies, including ASB, violence against women and girls, and county lines. Continue to develop Nextdoor membership (social media platform) to update residents on local policing activity. In 2021, 743 new residents joined (101% increase from 2020), and the team helped the community stay connected and updated on the latest local news and insights by sharing 232 posts. Further, posts reached a total of 5942 residents, received 59 reactions, and 35 comments. Launch mobile Digital Signage Screens Project, to display matters of public interest related to the prevention of crime in high footfall areas/Business footprints. Plan a Summer Force Open Day/Engagement and Insight Event. 					
Recommendations to Operational Delivery Board				Decisions required by Operational Delivery Board					
None at this stage.				None.					

Workstream	Retention and Exiting	Owner	T/DCS Bradford	Date	01/02/22	Project RAG		Benefit RAG	
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Workstream objectives	Priority Deliverables
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<p>The workstream objectives have been re-ordered according to the chronology of the “leaving process” and aligned to the references in the wider plan.</p> <ul style="list-style-type: none"> Undertake a review of what roles within the organisation could most benefit from greater flexibility in staff entering and exiting (#48) Ensure policies and procedures are in place to identify why staff with protected characteristics leave the service (#7) Undertake a review of process for exit from service procedures (#44) Undertake a full review of retention/leaving data (#22) Widely readvertise re-joining options (#47) Utilise positive action principles to proactively contact BAME officers and staff within two years of them exiting the organisation to encourage them to return (#38) Consider national policies to allow exit and re-entry into the organisation (#45) KPI objectives are required for the two stages – Stage 1 is before the person has actually left the organisation Stage 2 is after the person has left the organisation. 	Description	Date
	Agree a new process map for our exiting employee journey	31/02/22
	Set retention and exiting KPIs for line managers and targets across our protected characteristics	28/02/22

Key performance measures

<ol style="list-style-type: none"> Line managers to offer an exit interview to all those intending to leave – Target of 100% The % exit interviews completed officers and staff Retention rates over the next 3 years (excluding retirements, transferees & ill health) are improved against the 2021 baseline % of leavers that are contacted by COLP within 12 months in respect of opportunities to re-join Retention – Black, Asian and Minority Ethnic staff: Black, Asian & minority ethnic attrition rates for voluntary leavers are equal to or better than the rates for non Black, Asian and Minority Ethnic colleagues (xx% the baseline figure now) Retention – female staff : Female attrition rates for voluntary leavers are equal to or better than the rates for male leavers (xx% baseline)

Workstream	Retention and Exiting	Owner	T/DCS Bradford	Date	01/02/22	Project RAG		Benefit RAG	
Progress since last update				Key next steps					
<ul style="list-style-type: none"> High-level strategic ambitions and a plan-on-a-page have been created for this workstream. The workstream objectives have been re-ordered according to the chronology of the “leaving process” and aligned to the references in the wider plan. Relative prioritisation given to #44 review of process and #7 policy in an attempt to drive improvement in the subsequent areas. The process map of “as is” and “to be” have been created and we are undertaking a refresh plus consultation with Networks to ensure they capture the changes needed. 				<ul style="list-style-type: none"> Draft KPI’s for stage 1 and stage 2 have been created and require workshopping to ensure appropriate consultation has taken place. An HR SPOC has been identified to assist with data requirements from across the force. Research with “other” forces is underway to seek existing good practice. An interim process for recontacting recent leavers (#38) is being considered. 					
Recommendations to Operational Delivery Board				Decisions required by Operational Delivery Board					
None at this stage.				None.					

Workstream	Recruitment, Onboarding and L&OD	Owner	Director of HR	Date	01/02/22	Project RAG		Benefit RAG	
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Workstream objectives	Priority	
	Description	Date
<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 • 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 	Aspirational targets have been agreed by E&I board	Complete
	Review our recruitment and attraction structure and people	Complete
	Review promotion processes end to end	Ongoing
	Cultural Workshop- Agreement next steps / outcomes	19 Jan 22
	Reverse Mentoring	13 Jan 22
	Community Engagement plan for PEQF	March 2022
	PALS cohort 2 launch	March 2022
	Pilot of Mentivity Training #2	Feb 2022

Key performance measures
<ol style="list-style-type: none"> 1. To recruit 40% of visible ethnic minority student officers in each new intake 2. Per year we improve our representation of visible ethnic minority employees by 3.23% 3. Increasing number of employees from a black minority background successful at promotion processes 4. The total number of new joiners to CoLP each year is at least 51% female to achieve an overall increase of 2.6% per year of female representation across the service 5. Per year to improve 0.35% employees from a LGBT background

Workstream	Recruitment, Onboarding and L&OD	Owner	Director of HR	Date	01/02/22	Project RAG		Benefit RAG	
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Progress since last update	Key next steps
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- The Head of Attraction, Recruitment and Promotion has started in post
- An interim Recruitment Specialist whose focus will be supporting the uplift via student officer and Transferee recruitment has joined HR Services. This contract is for the period of the Uplift programme. A number of HR colleagues attended an event hosted by the uplift team which looked at attracting underrepresented groups to policing. The student officer campaign opened on the 17th January and targeted attraction work has begun in the form of outreach teams in the community, social media campaigns, and webinar to assist candidates who are looking to apply. We have launched the buddies scheme with 16 officers volunteering to support our applicants through the recruitment process. For under represented groups this support will be 1:2 or 1:2 depending on overall numbers at the end of the campaign.
- Aspirational recruitment targets have been agreed by EI Board in relation to gender, BAME and LGBT+ community
- We have secured the services of a Positive Action Trainer who will support those applicants from under represented groups through the application and selection stage for student officers
- Reviewing the entry criteria for student officers to ensure we are accessible to all that have the ability and desire to become an officer
- Work is continuing on the Recruitment Website which unfortunately has been delayed due to staff abstractions within both HR and Media this is to be completed by early 2022
- IASG recommended following their observations of the recent promotion processes further support for officers in relation to leadership and presentation skills training. L&OD have developed a number of courses which can assist in this
- Following further feedback from the IASG on last years promotion processes we will incorporate into a briefing for selection panels the explanation why operational competence needs to be tested as part of the promotion process in line with APP and College of Policing criteria
- Mentivity pilot #1 has been delivered and very well received with high levels of engagement. The second of the pilot sessions is booked for Feb 2022 and delivery to student officers and tutor constables in March 2022 (Mentivity provide a BAME perspective input on police interaction and stop search. They are a mentoring organisation for young people)
- PALS debrief report has been received and the recommendations are being included as part of the planning for the next cohort
- Community engagement strategy for Student officers includes visits with a selection of the City business and the residential community alongside community policing. Student officers also will deliver the Mini Police lesson to their local schools or community groups
- Leadership Development strategy to be presented to CoT by the Organisation Development Team for direction
- A video stream has been created for all Focus on sessions a number of the diversity series have been uploaded, this is now available on the Intranet for all staff to access
- Information regarding the support networks available is now included on the induction courses
- L&OD are currently creating a modular Training Programme to encapsulate values, ethics, equity and belonging. A draft proposal has been produced and is ready for circulation for comment.

- HR and operational colleagues are attending training with the College of Policing in regards to paper sifting student officer applications
- External recruitment is beginning to increase due to the previous slow down of recruitment, this will require the team to look at different ways to attract officers from other forces
- There is a review due to take place, this will also take into account new standardised recruitment processes for all forces as led by the College of Policing looking at the end to end promotion process for police officers
- Following review of the IASG feedback regarding promotion processes, operational assessment and candidate readiness a meeting to be arranged to discuss further with the IASG
- Further work to be completed on the Recruitment Website
- Collate feedback from Mentivity pilots and consideration to be given to force wide delivery
- Reverse mentors to be matched to mentees and scheme to commence at end of January
- Future of Leadership Development Programme to be scoped prior to presentation at CoT meeting
- Assess success of Mini Police delivery by Student officers and consider role out of opportunity to all officers to encourage community engagement
- To discuss way forward with culture and leadership development with new CoT
- L&OD to circulate paper for initial comment following meeting with Supt Shaw (taking place 27/01) and to undertake fuller scoping of costs involved.

Recommendations to Operational Delivery Board	Decisions required by Operational Delivery Board
None at this stage; to be added once Mentivity and Mini police pilots conclude	None