Workstream	Health and Wellbeing	Owner	Chief Supt Steve Heatley (Local Policing)	Date	01/04/22	Project RAG		Benefit RAG	

Workstream objectives

- 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- - **09/21Complete and Ongoing as they are a separate unit they do receive training from their providers with diversity sand inclusion.**

Priority Deliverables

Description	Date
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

Progress since last update

- 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.
- Article Blog published within the MIND MH web site – this forms part of the NPCC strategy
- Working group with Senior leaders as SPOCS from the various Directorates have been nominated to form a working group to look at ways to improve the MH activity within the FAORCE.
- MH MIND action plan commenced and updated – looking at the areas of improvement.
- SPOC /Lead identified for PISP (post incident support programme) Looking at ways to drive this through the CoLP.
- 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.
- Coffee MH wellbeing morning completed this is a bi monthly activity.

Key next steps

- Still awaiting 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.
- 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.
- Funding for better conversations with Sarmatians has been submitted, this will allow up to 240 extra staff (pilot) initially to be trained in better listening techniques to begin the MH conversations within the work place, this forms part of the action plan for the 6 commitments to MH in the workplace. Upon feedback this will be rolled out across the force.

Recommendations to Operational Delivery Board

None at this stage

Decisions required by Operational Delivery Board

None

Workstream	Retention and Exiting	Owner	T/DCS Bradford (ECD)	Date	07/04/22	Project RAG		Benefit RAG	

Workstream objectives

The workstream objectives have been re-ordered according to the chronology of the "leaving process" and aligned to the references in the wider plan.

- 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** Black and Minority 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.

Priority Deliverables

Description	Date
Agree a new process map for our exiting employee journey	01/06/22
Set retention and exiting KPIs for line managers and targets across our protected characteristics	01/08/22

Progress since last update

- 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.

- A working group has been set up to progress the objectives and actions from the EDI Action Plan. The strand lead has engaged with Human Resources, the Equality Manager and staff representatives, to understand the forces current process, any gaps, benchmarking against other organisations and making the process accessible for all.

- The working group has had its first meeting and has established a few gaps in the process that can be resolved easily. The working group has gained an understanding of why employees may not chose to complete the exit surveys and remedies have been sought. Various different exit processes from different organisations have also been sourced for comparison, which will be considered at the next meeting. An internal exit interview process is being considered to help understand the culture within business units and how the equality data should be captured.

Key next steps

- 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

None at this stage

Decisions required by Operational Delivery Board

None

Workstream	Leadership & Culture	Owner	DCS Oliver Shaw (AF/NFIB)	Date	05/04/22	Project RAG	🟩	Benefit RAG	TBD

Workstream objectives

- 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 ang 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

Priority Deliverables

Key Deliverable / Key Performance Indicator	Target Date
Launch mandatory Values, Standards and Ethics sessions	Q3/22
KPI: 100% of eligible staff have attended one of the mandatory inputs	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 (complete)	01/22
Complete a data bias review and recommendations	06/22
Introduce an annual E&I award as part of future event	07/22
Further develop Diversity Allies Scheme	Q3 2022

Progress since last update

- CoLP has completed the production of an E&I promotional video
- CoLP has held its first E&I conference (11/03/22), framed under the title *Our People*
- A framework for internal E&I staff awareness inputs has been developed with the Head of L&OD. This is to be presented to the force's COT for approval and budgeting
- On 14/03/22 the force's new ethics champion (Deputy Director, PSD) held CoLP's first Code of Ethics Working Group
- The force's data bias working group has met further times to discuss pertinent topics and agree the correct forum to take these forward

Key next steps

- Finalise the framework for CoLP's E&I staff inputs. These will be framed under the title *Values, Ethics, Equity and Belonging*
  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 the existing force governance structure
- Finalise the plan for CoLP's annual E&I award

Recommendations to Operational Delivery Board

To consider the scope and detailed funding arrangements for *Values, Ethics, Equity and Belonging* inputs

Decisions required by Operational Delivery Board

To approve the scope and detailed funding arrangements for *Values, Ethics, Equity and Belonging* inputs

Workstream	Community Engagement	Owner	Ch Supt Rob Atkin (Interim HQ)	Date	11/4/22	Project RAG		Benefit RAG	

Key Performance Measures

Workstream objectives

- 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

Priority Deliverables

Description	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
Involve community in scrutiny of S/S, UoF wider police training	Ongoing

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 Black & Minority and 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

NB April update – these metrics are being currently developed for future reporting

Progress since last update

- **The CoLP, CoLC and AWS Schools project** has concluded, and considered a success (43 students across 5 schools) (further projects likely to follow). Workshops introduced young people to the different types of digital careers available to them across policing and local government. The CoLP workshop was delivered online, and students given advice on how to obtain support, and report cyber bullying concerns to the police. Further, students were told about the different routes into policing, with some later expressing an interest to join at the end of the programme.
- **Project Outreach** – Outreach events have targeted high footfall, diverse areas both inside and [mainly] outside of the City. This has led to a significant increase in applications (over 500), with many having completed their day-2 recruitment assessments already. There has also been a focus towards Universities (those offering degrees in Policing and Criminology) – these were a mixture of in-person events and online sessions. We have received excellent feedback from candidates & community alike. Finally, there is sustained efforts at networking events and religious institutions to improve the diversity of applicants and this will continue for at least the next 6 to 12 months with a dedicated team in place.
- **DWOs continue to engage regularly with Afghan refugees** being accommodated in the City. Considerable multi-agency and partnership working is still taking place, with CoLP providing support during the ongoing programme of 'Orientation Sessions,' that aim to provide assistance with adapting to life in the UK. Almost 250 presents were delivered to all children at Christmas 2021, following a collection organised by CoLP (and included donations from the City of London School for Girls and the Barbican/Golden Lane Community Group). The remaining presents left over will be provided to the Welcome Store for Ramadan gifts. Weekend sports activities were also arranged by TFG with support from Sector Policing for children over a period of weeks. This work will be expanded should Ukrainian refugees be housed in the City area.
- Following their launch last year, the next set of **Sector Cluster Panels** are scheduled to take place April/May. The first round were well attended by both business and residential communities, including Elected Members, and highlighted a number of themes that local policing will seek to address in the form of promises. These will be reported on at future meetings and on our website.
- Plans are underway to develop a new **Night Time Economy Plan** building on successes from recent operations particularly at Christmas with the overall intention, to reduce the level of crime and disorder in the area and provide a safer environment for residents and genuine visitors, who come to enjoy the Night-time Economy. The plan will consider how best we proactively engage with City stakeholders, and take every opportunity to communicate and build a good rapport with the public with public protection and safeguarding at the core (linked to our Violence Against Women & Girls Safer Places action plan).
- Plans are progressing 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.
- **These updates should be read in conjunction with the PAB community Update paper which has more business as usual tactical delivery contained therein.**

Key next steps

- **Refresh mapping of communities** (via Strategic Research & Analysis) using latest available datasets (e.g. Census data - 2022) to accurately reflect the current picture within the City.
- **Operation Rocotto 3** will take place in May 2022. This follows two previously successful high visibility engagement days in collaboration with the City Security Council. Again, this will see both Police and Security working in partnership to deliver reassurance and targeted engagement activities across the City.
- **Project Outreach** in support of the wider Operation Uplift programme will continue to conduct targeted recruitment engagement utilising dedicated resources under the direction of a newly appointed senior leader at Chief Inspector level.
- Comprehensive review of **AWS project**, evaluating feedback from participating students and lessons learnt from the wider CoLP / CoL / AWS project delivery team with a view to re running and expanding programme across a greater number of schools within London.
- Work will continue to grow the **Police Cadet** Unit within the force including increasing events and visibility across the City. Cadet numbers are currently 29 cadets, 12 male and 17 female, with 48% from black, minority heritage.
- Planning continues for a **community open day** in the Summer
- Develop further the work and process of the IASG in respect of community monitoring of stop and search / use of force within the force area.

Recommendations to Operational Delivery Board

None at this stage

Decisions required by Operational Delivery Board

None

Workstream	Recruitment, Onboarding and L&OD	Owner	Julia Perera-Director of HR	Date	13/04/22	Project RAG		Benefit RAG	

Workstream objectives	Priority	

	Description	Date
• 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	Ongoing
	Community Engagement plan for PEQF	March 2022
	PALs cohort 2 launch	March 2022
	Pilot of Mentivity Training #2	Feb 2022
	Delivery of forcewide awareness programme on Values, Ethics, Equity, Belonging – 'Our People, Our Values'	June 2022