

Workstream	Recruitment, Onboarding and L&OD	Owner	Director of HR	Date	18/07/22	Project RAG		Benefit RAG	
Workstream objectives		Priority							
<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 		Description	Date						
				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				

Workstream	Health and Wellbeing	Owner	Ch Supt Local Policing	Date	27/07/22	Project RAG		Benefit RAG	
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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. 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. 	<table border="1"> <thead> <tr> <th>Description</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>Launch a Buddy Scheme for all new joiners (completed) on going all new students receive the buddy scheme including Police Now candidates.</td> <td>ongoing</td> </tr> <tr> <td>Review strategy on Health and Wellbeing (completed and published)</td> <td>02/22</td> </tr> <tr> <td>Oskar Kilo recommendations and planning</td> <td>08/22</td> </tr> <tr> <td>60 MH first aiders to be trained and launched</td> <td>12/22</td> </tr> <tr> <td>Launch Wellness Zone in Bishopsgate (COMPLETE)</td> <td>11/21</td> </tr> <tr> <td>MH at work commitment MIND CHARITY and ongoing</td> <td>06/22</td> </tr> </tbody> </table>	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	08/22	60 MH first aiders to be trained and launched	12/22	Launch Wellness Zone in Bishopsgate (COMPLETE)	11/21	MH at work commitment MIND CHARITY and ongoing	06/22
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Progress since last update	Key next steps
<ul style="list-style-type: none"> MIND MH working group established at senior level first work shop held to map out an improvement plan for the force Commencement of the Better listening campaign programme as a result of the agreed funding. Mental Aid first aider instructor has been signed off which allows further courses to be completed in house, 10 staff members already trained 10 more in June and July . PISP post incident support programme re energised and processes will now be established to implement in force to compliment TRIM process . HMICFRS consultation completed documents posted to HMICFRS awaiting inspection. Coffee MH wellbeing morning completed this is a bi monthly activity. Support of refreshments for staff during train strikes and hot weather 	<ul style="list-style-type: none"> 80% of peer review from Oskar Kilo self assessment framework completed with the peer review Force Nottinghamshire this is ongoing delayed due to OK site problems with IT access Continuation of coffee engagement events and collaboration with key stakeholders such as Police Mutual, Police care UK etc. Force have continued to offer support to staff during train strikes and hot weather. Positive comment for the support from staff. MIND MH 6 commitments to better MH in the work place to continue and action plan completed. Continuation of Better listening campaign training. Number of courses allotted between now and the new year, ambition to train up to 200 staff in this skill, an ability to identify our colleagues who may be in a mental health crises. PISP structure established 10 officers and a supervisor to be trained 2 day course in August and September

Workstream	Community Engagement	Owner	Ch Supt HQ	Date	04/07/22	Project RAG		Benefit RAG		Key Performance Measures
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					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	
Progress since last update				Key next steps						
<ul style="list-style-type: none"> Colp met with AWS Met Pol and other key stakeholders and agreed that the project will be run again with a potential launch of sept 22 after the success of the previous programme. Awaiting Corporation agreement and clarification of roles and responsibilities. There is a keen appetite for the programme and with is expanding now to include the Met partners. 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. The cadet unit has continued to receive National Recognition following the Annual National Competition at the end of July and have recently been awarded best visiting Team in the First Aid Competition. Subject to funding and staffing considerations there are plans being explored to expand the cadets with consideration to age and numbers. Plans are underway to introduce a Youth Independent Advisory Group (YIAG). The aim of the YIAG is to act as a critical friend to CoLP, challenge conventional thinking and elicit the viewpoi8nts, idea's experience and skills of young people on current issues affecting policing. Young people will have an opportunity to review, challenge and develop policies and procedures that will impact upon young people and make improvements in service delivery. A paper is imminently due to be submitted around governance and implementation of the YIAG to the 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 with the Census results later this year. This along with our calendar of events and meetings will be published on the internet. Cluster Panels- Continue to be attended and then chaired by DWO's and co-chair members. With comms support now required to increase attendance, publicise minutes, actions and issues rising. Publicise future events. The Forces response to the NTE is currently being reviewed by Local Policing with plans to maximise visibility, provide reassurance and increase partnership working through activities such as Op Reframe (Welfare Hubs in Hot Spot locations). PnP Hub looking to implement a Schools programme via an external provider to educate young people on current issues, provide visible reassurance in City schools and improve relations with the Young Community. Procurement has commenced and benchmarking has begun with when is best to launch and have the most impact. An application for funding via the Home Office Safer Street Fund for a Crime Prevention Roadshow that will see officers visiting business premises in hotspot areas to offer crime prevention advice pertaining advice to our priority acquisitive crime types (bike marking, laptop marking, phone etching, counter terrorism awareness) Outreach- Programme is continuing with attendance at the London Careers Fair, open evenings for our new August starters, Open Day at Aviva, Social media campaign and attendance to Southwark College to name but a few. Summer Fete Day/Engagement event- Planned for 13/14th August 2022. Awaiting Chief Officer Team sign off and being lead by the CoLP Federation Rep. 				<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. Now over 1500. Launch mobile Digital Signage Screens Project, to display matters of public interest related to the prevention of crime in high footfall areas/Business footprints.- Awaits approval from Corporation Legal. Increase cluster panel attendance through a comprehensive media strategy. 						
<p>Police Community Encounters – Use of Powers</p> <p>1. Dip sampling of key police community encounters (stop and search / use of force / Road Traffic stops/ Firearms stops - internal senior officer dip sampling:</p> <ul style="list-style-type: none"> i. Number sampled past month ii. Number identified with learning iii. Number identified as best practice <p>2. IASG feedback on key police encounters stop and search / use of force / Road Traffic stops / firearms stops.</p> <ul style="list-style-type: none"> i. Number sampled / observed past month ii. Number identified with learning iii. Number identified as best practice <p>Community confidence / victim surveying measures</p> <p>1. Confident & satisfied with City of London Police Actions</p> <p>2. Reducing the BAME & Gender satisfaction gap in survey data</p> <p>Number of community events attended</p> <ul style="list-style-type: none"> 1. Number of community events attended over the last month 2. Outreach recruitment events expression of interest by ethnicity & gender 										

Workstream	Leadership & Culture	Owner	Ch Supt AF/NFIB	Date	11/07/22	Project RAG		Benefit RAG	TBD		
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						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	
				Complete a data bias review and recommendations						09/22	
				Introduce an annual E&I award as part of future event						03/23	
				Further develop Diversity Allies Scheme						Q3 2022	
Progress since last update				Key next steps							
<ul style="list-style-type: none"> Further meetings have taken place with Commissioner McLaren to develop thinking on the force's framework for internal E&I staff awareness inputs (<i>Values, Ethics, Equity and Belonging</i> programme). This is to be presented to the force's wider COT for approval. The first stage of the <i>Values, Ethics, Equity and Belonging</i> programme is being actively developed. This will be a series of all-staff <i>Our People</i> events in November, to be hosted at the Aviva building. The force's data bias working group continues to meet regularly to discuss pertinent topics and agree the correct forum to take these forward. 				<ul style="list-style-type: none"> Achieve sign-off for November's series of all-staff <i>Our People</i> conferences. 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 - including the integration of the NPCC's <i>Data Literacy Framework</i>. Finalise the plan for CoLP's annual E&I award. 							

Workstream	Retention and Exiting	Owner	T/DCS Bradford	Date	07/07/22	Project RAG		Benefit RAG															
Workstream objectives				Priority Deliverables																			
<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) <ul style="list-style-type: none"> 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. 				<table border="1"> <thead> <tr> <th>Description</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>Agree a new process map for our exiting employee journey</td> <td>01/08/22</td> </tr> <tr> <td>Set retention and exiting KPIs for line managers and targets across our protected characteristics</td> <td>01/08/22</td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td></td> </tr> <tr> <td></td> <td></td> </tr> </tbody> </table>						Description	Date	Agree a new process map for our exiting employee journey	01/08/22	Set retention and exiting KPIs for line managers and targets across our protected characteristics	01/08/22								
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<p>Progress update has seen continued support to the strand lead and cooperation from Kam, HR and the SSN's and SSA's. I have identified four key work strands needed to deliver change/improvement.</p> <p>Work strand 1 – The identification and recording of data use.</p> <p>We need to baseline how the HR data from exit interviews should be used <i>in theory</i> versus our experiences in day-to-day process. The April workshop drew out initial discussions.</p> <p>Initial thoughts are improving the sharing and use of EI data, transferring from Performance Board to People Board and creating better data for Directorates and sooner when trends are identified.</p> <p>Work strand 2 – A review and agreement of the Exit Interview process.</p> <p>In 2021 (estimate) a swim-lane process map was devised and saved as the “to be” process. Drafted by David Cleverley and HR SMT, this sought to improve the EI process but there does not appear to have been wider consultation or sign-off.</p> <p>On 08/06/22 a workshop of representatives from around operational teams and SSA and SSN was convened. This sought to take a critical review of the process from the perspective of the individual, HR, line manager and SSA/SSN.</p> <p>A new process is being mapped out with an accompanying narrative with a view to have further consultation later in 2022.</p> <p>In precis, this adds a pre-exit process for maximising retention and an improved/empowered exit-interview process for potential leavers.</p> <p>Work strand 3 – Exit interview questions.</p> <p>It is unknown when the last review of the EI questions was undertaken; in any case, they need reviewing to ensure they remain relevant and are the right questions to illicit the information needed. An example of a new potential reason for leaving is cost of living crisis.</p> <p>Work strand 4 – Retention conversations.</p> <p>Linked to work-strand 2, improved support and advice to all levels of line management are needed to improve the culture towards “retention conversations”. They should be had in advance of someone getting to the point where they’ve made the decision to leave the organisation.</p>				<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. 																			