

Workstream	Recruitment, Onboarding and L&OD	Owner	Director of HR	Date	11/10/22	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 - phase 2 continues	Ongoing				
				Community Engagement plan for PEQF	March 2022				
				PALs cohort 2 launched, 3rd module delivered with 4th scheduled for 2 November	Ongoing				
				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	Inspection and improvement	Date	5/10/22	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>ngoing</td> </tr> <tr> <td>Review strategy on Health and Wellbeing (completed and published)</td> <td>02/22 completed and refreshed yearly</td> </tr> <tr> <td>Oskar Kilo recommendations and planning</td> <td>12/22</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.	ngoing	Review strategy on Health and Wellbeing (completed and published)	02/22 completed and refreshed yearly	Oskar Kilo recommendations and planning	12/22	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"> Continuation of the Better listening campaign programme. Over 200 officers and staff trained to date. Mental Aid first aider training completed 20 staff have been trained which further supports the force ambition to look after the MH of our staff . PISP structure established 12 officers and supervisors to be trained 2day course which is due to take place at the start of November HMICFRS consultation completed documents posted to HMICFRS awaiting inspection. Coffee MH wellbeing morning completed this is a bi -monthly activity. Financial awareness refreshed to help officers' staff within the city. In collaboration of partners such as Police Now , police Mutual etc Continued support for staff in fitness training and diet support MH courses for Supervisors launch in October . 	<ul style="list-style-type: none"> To engage and identify why there is a delay with Nottingham Police reviewing our Oscar Kilo return Strategic lead to be interviewed by the HMICFRS regarding question 11 within the Force PEEL inspection. Await the launch of the staff survey and associated resulted of wellbeing within this survey. Paper to be presented at the Peoples Board as to whether the force will adopt the Suicide Prevention toolkit. Launched in September in consultation with the Samaritans , NPCC and Ok. 														

Workstream	Community Engagement	Owner	Ch Supt HQ	Date	07/10/2022	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	30/09/22	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 (now framed <i>under Inclusion and Compassionate Leadership</i>)						Q3/22	
				KPI: 100% of <u>eligible</u> and <u>available</u> staff have attended one of the mandatory inputs						03/23	
				Develop an E&I secondment framework for leaders / volunteers						Q1 23	
				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						11/22	
				Introduce an annual E&I award as part of future event						03/23	
				Further develop Diversity Allies Scheme						Q1 2023	
Progress since last update				Key next steps							
<ul style="list-style-type: none"> Commissioner McLaren has agreed the outline plan for CoLP's forthcoming series of internal E&I staff awareness inputs (framed around <i>Inclusion and Compassionate Leadership</i>). As reported in previous updates, these launch / gateway events will be held in November, consisting of 4 x half-day sessions hosted at the Aviva building. All police officers / police staff will be invited, and the focus will be CoLP's internal culture. Future inputs / events / activities will expand the inclusivity agenda to encompass CoLP's communities and stakeholders. The force's data bias working group met again in October to conclude its year-long review of this subject. Proposals will be brought to the November E&I Strategic Board for consideration and approval. 				<ul style="list-style-type: none"> Finalise the content for November's all-staff events. Review CoLP's existing external secondment process and look at opportunities for both short and long-term secondments (developing leadership 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	07/10/22	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 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. 				Description		Date			
				Agree a new process map for our exiting employee journey		01/11/22			
				Draw best practice and academic research on the topic of retention and exit interviews		01/11/22			
				Seek additions/alteration to HR held SOP		01/12/22			
				Implement the cultural change for adding retention conversations to BAU		01/01/23			
Progress since last update				Key next steps					
<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 two workshops undertaken to date have drawn out initial discussions. It is noted that the recent change of the sharing and use of EI data transferring from Performance Board to People Board is expected to improve the opportunity to learn from this data.</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>A new (draft) process has been mapped out with an accompanying narrative with a view to have further consultation later in autumn 2022.</p> <p>In precis, this adds a "retention conversation" as part of BAU line-management, at least two "retention conversations" within the notice period and suggests a two-tier data capture phase within the notice period and greater responsibility for line managers.</p> <p>Work strand 3 – Exit interview questions.</p> <p>It is unknown when the last review of the EI questions was undertaken. DCI Lee Parish is supporting this strand and working with HR to review and to consider the implementation of the two-tier data capture.</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"> Reconvene the working group to consult and agree the new process map. Consult on how to implement a cultural change for retention conversations in BAU line management. Complete the research with “other” forces to seek existing good practice on a toolkit for greater line manger training for retention conversation and exit interviews. Consider the College of Police, HO and NPCC report on research into recent "police leavers" 					