

Workstream	Recruitment, Onboarding and L&OD	Owner	Director of HR	Date	23/01/23	Project RAG		Benefit RAG	
Workstream objectives		Priority							
<p>In December 2022, the Force ran a Superintendents recruitment process for Police Officers, with the results being released in January 2023. Five applicants were successful, of which four are female, which is one of the Forces Public Sector Equality Duty objectives, to increase female representation.</p> <p>There has been no significant updates since the last E&I Board. The Human Resources (HR) and Learning & Organisational Development (L&OD) will continue to progress:</p> <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	24/01/23	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"> •Completion of Better listening campaign training in collaboration with the Samaritans charity •Embedding of MH health first aiders (20 officers) and PSIP training (12 officers) •Continuation of Collaboration with Police Mutual with the cost of living crises with helpful tips and links to financial planning and support •OH refresh , communication package created for a quarterly force wide update to highlight the good work within OH and sign post officers and staff to the services that OH offer •Refresh of the Wellbeing strategic document 2023 version •Completion of the PEEL HMICFRS inspection good feedback received from the focus groups and reality testing feed back within the PEEL process 	<ul style="list-style-type: none"> • Await PEEL HMICFRS force report and associated actions and improvements from this document. • Continuation of force wellbeing coffee mornings looking to grow this further and include partners and 3rd sector agencies. • Review MH courses for supervisors which were launched by L&OD in October • 														

Workstream	Community Engagement	Owner	Ch Supt Local Policing	Date	23/01/23	Project RAG		Benefit RAG	
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[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

<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	Completed
	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
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| <ul style="list-style-type: none"> • Amazon Schools Project successfully run in September bringing together 50 16-24 year olds with the aim to improve trust and confidence between police & young people. Further workshops & expansion in planned (2nd Feb next meeting). • VPC continues to impact across the City Police Area. The Unit is now 35 strong, with applications consistently being received. There remains good gender parity and diverse representation (15 male and 20 females; 17 cadets have self-identified as from a B.A.M.E background). In addition, the City of London Prep school (a joint venture between CLSG and CLS Boys) have expressed willing to host a Junior Cadet Unit in the future. • Youth IAG is progressing, SOP has been drafted + benchmarking taking place. P&P hub are now actively recruiting young people to join. • 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. Update: Updated profile requested via Strategic Research & Analysis Unit (incorporating latest Census data) – once complete, will be shared with all LP officers for awareness. • Cluster panels continue across the City quarterly with a number of local promises / priorities being set. For residential areas we will look to make these meetings monthly going forward. A number of task and finish groups have been set up to target ASB in for example the Barbican, Golden Lane Estate responding directly to community concerns. Work is progressing re updating the CoLP website with enhanced information re neighbourhood policing activity. • 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). Update: Op Reframe continues to be held monthly, each with a different policing theme. Plans to scope new locations throughout the City based on crime/ASB data, and perceptions of crime/risk. • 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. Update: Funding agreed via TTCG to launch Schools Programme with Life Skills this academic year in all City Schools. Neighbourhood officers will be trained to deliver the training package in Schools, affording valuable time for youth engagement and early intervention. • Partnership & prevention hub being fully staffed to concentrate on key thematic areas such as mental health, using uplift DWO officers are being increased to 18 from 12. • During probationary period our new officers complete; business engagement session; working with cadets; school engagement, attendance at cluster meetings. Projects and work will be linked to these activities following evidenced based policing criteria. Our People Inclusivity Strategy includes a PDR objective linked community module. An opportunity for staff to identify an initiative linked to diversity, inclusion, values in their own local community. Colleagues will then engage in person for half a day in that project & complete reflective practice in the form of a blog, journal or PDR entry • IASG scrutiny of stop search forms and BWV continues to develop | <ul style="list-style-type: none"> • Launch Walk & Talk and Ride Along initiatives to better engage with our communities and afford an opportunity for scrutiny. • Support the formation of Business Improvement Districts Sounding Boards (akin to a business IAG) to sense check operations/initiatives in Force. • Continue to increase Nextdoor membership through residential flyer (sending Feb). • Following Neighbourhood Policing Peer Review (Surrey Police) there is an opportunity to utilise partner data sets quickly via ‘Acorn’ to map communities better – P&P Hub to research. • Prioritise P&P Hub restructure and identify SMEs for Community Thematic areas including suicide prevention, mental health, homelessness and hate crime. • Promote opportunities in the Special Constabulary and other voluntary roles internally and externally with our communities. • Increase cluster panel attendance through a comprehensive media strategy. • Continue outreach to ensure our recruitment pool remains diverse for 23/24 intakes, plus focus on expanding recruitment for Special Constabulary |
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Workstream	Leadership & Culture	Owner	Ch Supt AF/NFIB	Date	23/01/23	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 internal staff gateway events (<i>Our People – Inclusivity Programme</i>)					Complete	
				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					03/23	
				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"> CoLP launched its internal series of <i>Our People – Inclusivity Programme</i> events. These two-hour sessions, hosted at the Aviva building, provided a gateway to the force's wider programme of activities (to commence in 2023). The vast majority of police officers and police staff experienced one of the events, albeit a series of national rail strikes impacted on attendance. Each event included an interactive section, with feedback currently being used to shape the menu of options for future activities. The force's data bias working group concluded its year-long review of this subject area. Proposals will be brought to the March E&I Strategic Board for consideration and approval. The results of CoLP's annual workforce survey have been shared with staff, with unit heads / team leaders being given the task of creating relevant action plans. 				<ul style="list-style-type: none"> Cross-check participation in initial gateway events, and provide alternative access where appropriate. Finalise and publish the plan for <i>Our People – Inclusivity Programme</i> activities in 2023. Formalise data bias work within the existing force governance structure - including the integration of the NPCC's <i>Data Literacy Framework</i> (decision paper to be submitted to E&I Strategic Board). Review annual staff survey results (leadership & culture related responses) - and ensure that areas for improvement are reflected in unit / team action plans. Finalise the plan for CoLP's annual E&I award. 						

Workstream	Retention and Exiting	Owner	T/DCS Bradford	Date	23/01/23	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>Work strand 1 – The identification and recording of data use. Increase completion rates –Publishing the data and evidence will also encourage people to complete the exit interview. Knowledge sharing – Due to the relative low number of people leaving the organisation, improved data disaggregation per team/department/unit over different time periods would enable managers to see trends. Exit interview question themes – If the responses were broken down by themes, it would help the force understand the cultural/societal behaviours that cause employees to leave.</p> <p>Work strand 2 – A review and agreement of the Exit Interview process. Collaborative working between specialist advisors – Collaborative working between HR, staff support initiatives and the line manager, would address any gaps in knowledge and timescales, and ensure the best outcome for the employee and the organisation. Introduction of a Stay Interview/Retention Conversations – The Stay Interview allows the line managers to address any issues the employee has, in an attempt to stop them from acting on their desire to leave. Advertisement of inclusive developmental/mentoring opportunities – All developmental opportunities should be promoted locally by all line managers/team leaders which will help encourage more people to stay.</p> <p>Work strand 3 – Exit interview questions. Personal Development Report (PDR) – It would be helpful to give all line managers a PDR objective that requires them to complete all people management process. Training to be provided on the difference between police staff and police officers terms and conditions of employment – Training should be provided to all line managers on the differences.</p> <p>Work strand 4 – Retention conversations. Template on how to conduct the exit and stay interview – A Questions and next steps guide, that guides all managers through the exiting interview process. Mandatory Management Development Programme (MDP) – Which provides line managers with the skills and tools that teach managers how to engage with their employees and address any issues that are raised. Re-entry scheme for Police Staff – The force has a re-entry scheme for police officers and not police staff. Police Staff should also be given the opportunity to re-enter.</p>				<ul style="list-style-type: none"> The new EDI Strand working group, which is made up of key specialist advisors and departments, will collaborate to implement and embed the recommended changes. The working group will continue to consult with key stakeholders, staff support representatives and force employees. 					