

Workstream	Retention and Exiting	Owner	T/DCS Bradford	Date	26/04/23	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>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 manager training for retention conversation and exit interviews. Consider the College of Police, HO and NPCC report on research into recent "police leavers“ The next step is to create a working groups with HR and specialist advisors to help embed the new mapping process into the current exiting and retention processes, training and create KPIs. A Terms of Reference document has been proposed to support the work of the new working group. 					

Workstream	Leadership & Culture	Owner	Ch Supt AF/NFIB	Date	28/04/23	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		Complete			
				KPI: Number of staff members engaged in external secondments / support to voluntary organisations (positive direction of travel)		Q4 23/24			
				KPI: Annual Staff Survey - positive direction of travel for leadership & culture related responses		Q3 23/24			
				Complete a data bias review and recommendations		06/23			
				Introduce an annual E&I award as part of future event		03/23			
				Further develop Diversity Allies Scheme		Q2 23/24			
Progress since last update				Key next steps					
<ul style="list-style-type: none"> Over 750 members of CoLP's staff have attended one of the force's <i>Our People – Inclusivity Programme</i> events. These two-hour sessions, hosted at the Aviva building, provide a gateway to the force's wider programme of activities (being rolled out across 2023). Take up has been slower than expected, mainly as a result of the requirement to cancel or re-schedule events due to national rail strikes. Additional virtual sessions are scheduled to take place across May to provide further opportunities for staff. The force's data bias working group concluded its year-long review of this subject area. Proposals will be brought to the July E&I Strategic Board for consideration and approval. The results of CoLP's annual workforce survey have been shared with staff. Unit / team heads have now produced local action plans, to address areas of improvement. CoLP has agreed a basic framework for external secondments; this will facilitate short E&I secondments up to 20 days. 				<ul style="list-style-type: none"> Monitor participation in the forthcoming series of <i>Our People – Inclusivity</i> events. Ensure that a programme of follow-on inclusivity events is published on City Net and that supervisors include mandatory participation in 2023/24 PDR objectives. 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. 					

[Key Performance Measures](#)

Police Community Encounters – Use of Powers

- Dip sampling of key police community encounters (stop and search / use of force / Road Traffic stops/ Firearms stops - internal senior officer dip sampling:
 - Number sampled past month
 - Number identified with learning
 - Number identified as best practice
- IASG feedback on key police encounters stop and search / use of force / Road Traffic stops / firearms stops.
 - Number sampled / observed past month
 - Number identified with learning
 - Number identified as best practice

Community confidence / victim surveying measures

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

Number of community events attended

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

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"> 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 | <ul style="list-style-type: none"> Amazon Schools Project successfully run in September bringing together 50 16-24 year olds – next event will be 20th June – focus on young people and stop and search. VPC continues to impact across the City Police Area. The Unit is now 34 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 which is being progressed to start. Youth IAG is progressing, SOP has been drafted + benchmarking taking place. P&P hub are now actively recruiting young people to join Via City of London academies. Earl May launch anticipated. Partnership led community high vis days have continued (last one 20/4/23 with Security Industry across City) Stephen Lawrence day 29/4/23 – over 100 young people invited to discuss legacy, with a number of speakers & opportunity for student officers to engage with young people re critical topics such as stop & search & will contribute towards Race action plan. 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 (aim to be completed 24/4/23) 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 (Safer Travel Feb 24th). Walk and Talk initiative was launched 20/4/23 with 10 MOPs taking part. Life Skills program in City Schools launched in Aldgate School (3 schools this year 1 2024) 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 |
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- 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.
- Recruitment for Special Constabulary now live aim to recruit a further 40 officers by end of Q1 2024
- Neighbourhood Policing improvement board commences w/c 24/4/23 and will focus on the 7 neighbourhood principles & response to Peel recommendations
- Continue to develop cluster panel attendance through a comprehensive media strategy
- Continue outreach to ensure our recruitment pool remains diverse for 23/24 intakes, police staff and Special Constabulary. Debrief re PUP success taking place w/c 24/4 to ensure best practice re attraction fed into new recruitment campaigns.
- New process to record ethnicity and other demographics being developed re sec 163 RTA stops to understand disproportionality
- Refreshed ASB steering group being held in June under safer city partnership looking at partnership response to

Workstream	Recruitment, Onboarding and L&OD	Owner	Director of HR	Date	25/04/23	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 11/21 this now occurs upon the induction course from L&OD • Review the PCDA programme to ensure it aligns with E&I plans and principles – PCDA will not be running in 2023/2024, an updated EIA was completed and sent to the College of Policing for PCDA in early 2023 • New student officer training pathway due to be announced imminently, will require full EIA as part of design work – work due to start in June 2023 • Interview process to be introduced for potential new recruits joining in 2023/2024, with Staff Network involvement – planned for May 2023 	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	26/04/23	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 • A new EDI Strand Lead has been appointed along with two supporting officers. 	<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 • The creation of a new working group with the new EDI strand leads, with the aim of moving forward the objectives and actions. 														