

Committee(s): Professional Standards and Integrity Committee Police Authority Board	Dated: 25 November 2024 4 December 2024
Subject: Equity, Diversity, Inclusivity (EDI) Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	CoLP impact the following Corp Plan outcomes: Vibrant Thriving Destination- (Community Safety/ CT) Dynamic Economic Growth- (National Lead Force)
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Commissioner of Police	For Information
Report author: Det Supt Kate MacLeod	

Summary

With our EDI strategy launched, new EDI Governance is in place internally and much activity is underway to drive these ambitions forward.

Inclusivity, Culture and Organisational Development (ICOD) are now prioritising our Implementation Plan and Evaluation framework. We also continue to deliver against our own internal actions plans as well as Nationally driven reporting and HMICFRS Inquiry.

A range of modules have been delivered over our Summer period, cementing our active bystander and ethical dilemmas products and building in events to coincide with White Ribbon Month in November 2024. We are working hard to create new material to land from January 2025 onwards, including modules on extremist ideology and a project with Exeter University on Intercultural Communication.

The ICOD team continue to support CoLP Staff Networks and Associations in attending National conferences. Last month, representatives from our Chief Officer Team, ICOD and Black Police Association attended the 3 day National Black Police Association conference and are meeting this month to take actions forward. Under our new governance structure we are ensuring that their voices are heard and that actions are being taken against the challenges and risks highlighted.

Although demands upon ICOD remain considerable, due to both internal challenges and external scrutiny, we are now seeing progress with recruitment activity and new postings into the team.

1. Internal Updates

EDI Strategy, Governance & Accountability

Since our last report, we have held our inaugural EDI Delivery Board and an additional EDI Strategic Board, both of which have employed our new governance structure and 'accountability-focused' agenda.

Our EDI dashboards remain quite primitive, however these are being developed with support from the Strategic Development Unit. With our Strategy now fully launched and much action already, we continue to work on our final 'implementation' plan and will share this in due course.

Inclusivity Programme

Over the last period, the ICOD team have delivered as follows –

'Ethical dilemmas':

- 90 Ethical Dilemmas places on Inclusivity Programme modules were available between July and Sept of this year.
- Between 1st of July and 30th of September, a total of 41 places have been taken. Approximately 1,620 employees are eligible to participate which could be an elective module as part of their inclusivity programme,
- All sessions have received 100% feedback.
- We are improving our feedback by making this a mandatory part of attendance.
- Next steps form part of our wider governance i.e. ensuring that we measure the impact that these sessions are having across the '4P's of our strategy.

'Understanding Ideologies linked to Extremism':

- 30 Understanding Ideologies linking to Extremism places on Inclusivity Programme modules were available between July and Sept of this year.
- We continue to analyse the register for how many places were taken between 1st of July and 30th of September. Approximately 1,620 employees are eligible to undertake a module, and the requirement remains that everyone should complete a module every 6 months, or 2 a year, as minimum as part of their inclusivity programme journey.

- All sessions have received 100% feedback.
- We are improving our feedback by making this a mandatory part of attendance.
- Next steps form part of our wider governance i.e. ensuring that we measure the impact that these sessions are having across the '4P's of our strategy.

'Active Bystander':

- 30 Active Bystander places on Inclusivity Programme modules were available between July and Sept of this year.
- Between 1st of July and 30th of September, a total of 20 places have been taken. Approximately 1,620 employees are eligible to undertake a module, and the requirement remains that everyone should complete a module every 6 months, or 2 a year, as minimum.
- All sessions have received 100% feedback.
- We are improving our feedback by making this a mandatory part of attendance
- Next steps form part of our wider governance i.e. ensuring that we measure the impact that these sessions are having across the '4P's of our strategy.

Please see appendix A for a breakdown of the feedback we have received as a result of our most recent Inclusivity Programme modules.

Code of Ethics Roadshow

The College of Policing (CoP) have invited CoLP to host a 'Code of Ethics Roadshow'. This is scheduled to take place on Monday 25th November.

As part of their visit to the City, Senior representatives from the College will observe some of our formal internal meetings as well as meeting informally with colleagues from across all ranks and roles. The aims of this roadshow include: -

- To illustrate to partners our open and transparent approach to all we are doing to improve EDI,
- Highlight key issues and challenges in the City, providing greater context to our EDI workstreams
- Provide a platform whereby CoP leads can understand our approach to the new Code, and an understanding of how it is being used / interpreted within CoLP.
- Showcase the CoP to our officers / staff and the support that they can provide

Our Communications team have worked with ICOD on this event and will be producing both internal and outward facing messaging.

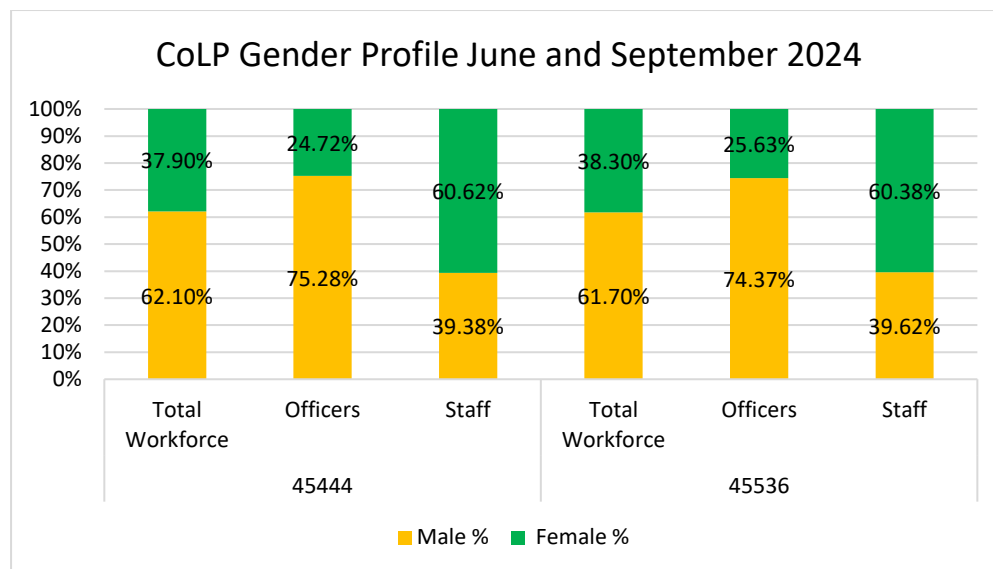
2. People data internal review

Officer gender

Officer female profile has increased by 0.9% with 25.6% female of 999 total officer headcount, compared to 24.7% of 999 headcount in June 2024. Of the 24 officers who joined the force as at September 2024, 45% of them were female.

Staff gender

Staff gender has remained similar to the last reporting period, with the female profile at the end of September at 60.4% of 573 total Staff headcount (decreased from 579 headcount).



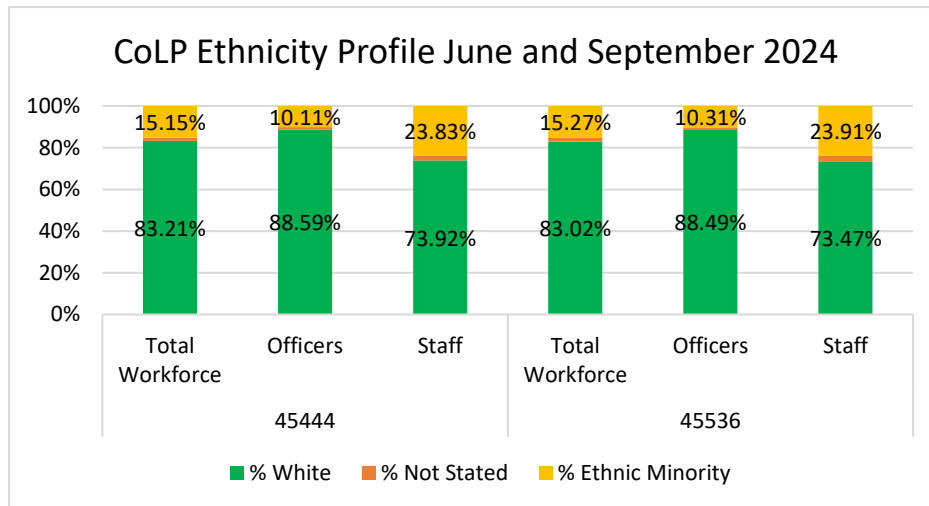
Officer ethnicity

There has been a slight increase from the last reporting period (June 2024) with 10.31% of officers identifying as being from an ethnic minority background in September 2024 compared to 10.11% of officers identifying as from an ethnic minority background (headcount 999). Of the 24 officers that joined the force this quarter, 8% identified as being from an ethnic minority background.

Staff ethnicity

The number of ethnic minority staff has increased by 0.1% since the last reporting period to 23.9%. Staff total headcount is 573 (previously, 23.8% of 579 headcount).

Our



total

workforce, Officers and Staff, has a headcount of 1572. 38.3% are female (increase from 37.9% in June 2024) and 15.3% identify as from an ethnic minority background (increase from 15.1% in June 2024).

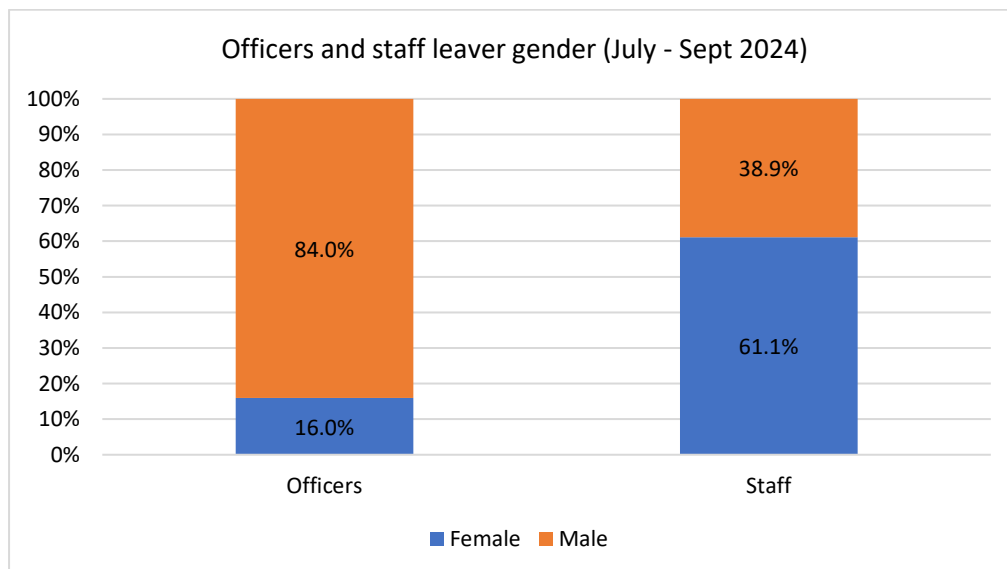
Leavers

Officers

Of the 25 officers that left the workforce, 16% were female. 4% of the 25 officers who left identified as being from an ethnic minority background.

Staff

18 staff left the workforce with 61.1% of them being female. 16.7% of the 18 who left stated they were of an ethnic minority background.



Leavers: Officers

During the period (July-September 2024), 25 Police Officers left the force, this equates to a 2.5% leaver rate. Across April-September 2024, 44 officers left the force, a 4.4% leaver rate. Compared to Q1-2 of 2023/24, where 55 Officers left the force (5.5% leaver rate), the number of leavers has reduced in 2024/25 and is likely to be a lower leaver rate overall than 2023/24. Reasons for leaving are provided in the table below, the main reason for leaving in Q1-2 2024/25 was retirement.

Of the 44 Police Officers that left the force, the majority left from Local Policing (14) and National Lead Force (13 - half of which are related to change in regional ROCU personnel). 2 officer left during their probation; the majority left from within the constable rank. Excluding ROCUs, the average length of service for officer leavers was 17 years.

Police Officers– Reasons for Leaving (per Financial Year)

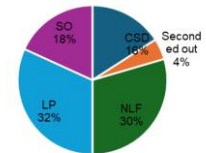
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25 Q1-2
Other	0	0	0	1	0	1	1	0
Dismissed	1	1	0	0	0	1	1	1
End of Contract/Secondment	1	0	0	4	1	11	8	6
Medical Retirement	2	0	2	1	0	2	1	2
Retirement	35	37	31	29	42	43	31	16
Transfer	9	17	22	14	26	20	24	6
Resignation	26	7	22	21	27	34	41	13
Total	74	62	77	70	96	112	107	44

The Retention and Exiting Working Group continues to review the exiting data to better understand why people are leaving to develop retention strategies. In April 2024, the exit survey was updated to use questions from a national leaver's framework. From the exit surveys for both Officers and Staff (April 2024– September 2024), personal and professional development and training was the main contributing factor for people leaving. There were positive scores for enthusiasm for the job, satisfaction with pay and benefits, and being treated fairly. Areas to work on included wellbeing, worklife balance, workload, and training and development.



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Officer Leavers by Directorate Q1-2 2024/25



Officer Reasons for Leaving Q1-2 2024/25



3. Key issues, risks, and mitigations

Staff Networks and Associations (SNAs)

Under our new EDI governance structure and supporting strategy, we are taking forward recommendations made as part of a review of our networks and associations. In parallel, we have asked our 13 SNAs to complete a quarterly update detailing their 3 key achievements since the previous reporting period, their 3 key challenges/risks and the 3 key areas where they need support or decision.

To provide a 'taster' of these issues, a combined pack of responses can be found at Appendix B. A key theme is that some SNA members do not feel supported by supervisors to conduct SNA activities. We continue to review dedicated time allowance and will be submitting recommendations to the Chief Officer Team.

Resourcing and Demand

Since the last reporting period, ICOD has confirmed that a new Chief Inspector will be joining the team mid-November, it is anticipated that this additional resource will be able to bolster progress in some areas, including EDI Strategy Implementation and Youth IASG (Independent Advisory Scrutiny Group). ICOD remains a small team with a significant portfolio, it is impacted considerably by any sickness or abstraction. We are adhering to our recruitment plan for our new Grade E Organisational Development (OD) Practitioner, who will be able to take the lead on our future Staff Survey, Leadership Training and Evaluation.

A new PC Staff Officer has also recently been recruited for our Head of Professionalism and Trust, we aim to recruit into our 4th PC vacancy at the end of this year; it is worth noting that our current 2 PCs are currently largely involved in

training delivery. The remainder of ICOD (Supt and 1 x Grade E) are focused on delivery of the Inclusivity Programme, internal EDI governance and business planning,

4. Forward look

Staff Survey and Cultural Audit

The Autumn 2024 pulse survey launched on 15th September 2024 and closed on 2nd October 2024. The survey was open to the total workforce to complete, with the exception of contractors. The pulse survey measured engagement and culture. Each department within Force is provided with a bespoke report relevant to their area(s) of responsibility.

The results showed a completion rate of 51%, a fall of 6% since the last full staff survey in January 2024. The June 2023 “Pulse” Survey had a completion rate of 56%. The engagement score (consisting of question sets designed to analyse the level of enthusiasm and dedication that the workforce feels towards the organisation), has remained at 71%.

For the first time, a question set relating to culture and behaviour has been added, creating the new culture key performance indicator. This will continue through to the last cycle of surveys for the three years. The culture and behaviour questions have been added in order to prioritise teams that will benefit from participating in the cultural audit. The next full staff survey will take place in March 2025.

The cultural audit pilot is underway, with two further teams participating over the coming six weeks. Findings will be reported to the Police Authority Board in the new year.

A full report regarding the Pulse Survey will be presented to members of PAB and SPCC, this provides a high level summary of outcomes.

White Ribbon Week

This takes place at the week commencing 25th November 2024, and we have a number of activities planned to coincide, including a ‘focus on’ victim-blaming language (which will be delivered by 2 colleagues from the IOPC) on Tuesday 26th November; and also a face to face session to be delivered by a Chief Supt on an investigation into a violent sexual assault, this will be heard on Friday 29th November.

Alongside this, we continue to work on our own action plan, with strands around creating safer spaces and relentless pursuit, alongside improving internal trust and confidence.

Inclusivity Standard

Since the last reporting period, we have met with representatives from Inclusive Employers to received our feedback on our 'Silver' award.

This included highlighting our areas of strength along with our areas for improvement. We have invited the team to attend a future session with Senior Leaders to explain more of the detail and what is required collectively from us a force to work towards the higher award. However, we are informed it is unlikely we will achieve a 'Gold' standard for an additional 2 years at the very minimum due to the work required to attain the highest award.

Slides at Appendix C provide a breakdown which may be of interest to members. Next steps in relation to this piece include incorporating actions into our EDI governance framework, avoiding duplication, to ensure that progress is effectively monitored.

Appendix A- Inclusivity Programme Sessions (Evaluation slides follow)

Date	Title	Content
3rd July	Focus on Transgender	An opportunity to hear a personal story from a well-known Trans actress who will talk about the challenges she has faced from her childhood through to her professional life.
25 th July	Focus on Gender Identity	What is gender? What does gender identity mean? How do we talk about gender openly and inclusively? This webinar aims to discuss the basics of gender, gender identity and gender expression to clear up some misconceptions and give you the confidence as Officers and Staff to approach conversations with knowledge and understanding.
26 th September	Focus on Violence Against Women and Girls in the City	An opportunity to update our people on work being undertaken in this area- including local policing initiatives (Op Reframe, Walk & Talk, Ask for Angela) and Head of Crime re relentless pursuit. With guest speakers.
22nd October	Focus on... Managing Colleagues with Health Conditions, Neurodiversity and Disability	Many line managers don't have experience managing people with a health condition, neurodiversity or disability and it is important to know what is fair or reasonable when agreeing things like adjustments. This Focus on... session has been put together to help managers understand, and simplify issues around, managing colleagues who have different needs.
Various	Ongoing inputs throughout the Summer-Mentivity (impact of police use of force on black communities), Active Bystander, Ethical Dilemmas.	

Focus on

Focus – On LGBTQ+ sexual orientation
Sam Phillips – Inclusive Employers

100% stated they would recommend this module to others

Why did you sign up?

- 'I was interested to hear about other perspectives and learn more about the topic'.*
- 'I wanted to learn more about the LGBT experience and how best to support LGBT colleagues'.*
- 'I have friends in the community, I am always willing to learn and update myself on new terms'.*
- 'Keen to learn about the different orientations and fearful of getting it wrong so looking for advice'.*
- 'To educate myself on the LGBTQ+ community'.*
- 'Interested in learning more about it'.*
- 'To learn more about LGBTQ+ and complete one of my mandatory inclusivity programmes'.*
- 'To enhance existing knowledge and hear another point of view'.*
- 'To have an insight and gain more knowledge about LGBTQ+ history and community'.*
- 'Because I am keen to learn firsthand about how to best support difference'.*
- 'More understanding of terms used; I have young adults in my life that have come out or are transitioning and I want to be as supportive as possible'.*

What did you learn


- 'I am more aware of terminology and how incorrect usage may impact on someone else'.*
- 'Be more aware of my language use'.*
- 'I learnt about the history and some more key figures in LGBTQ+ History. I'll be doing more research and open conversations with friends and family'.*
- 'I learned it's okay to get it wrong, apologise and moved forward. Great ethos!'*
- 'I learnt that Gay meant "Good As You". It was interesting as to the number of flags there are, and what they represent'.*
- 'A more informed understanding of some of the newer sexualities that come under the LGBTQ+ umbrella'.*
- 'I learnt more about visibility, and it was really nice to hear a guest speaker with policing experience'.*
- 'I learned about a couple of different sexualities under the LGBTQ+ banner which was really interesting'.*
- 'Learning/understanding that you should refer to people how they wish to identify and its Ok to ask, which I can use in the workplace'.*
- 'The myriad of terms and identification and the pathways of how and why for them. It will help me be cognisant and more considerate'.*

CITY OF LONDON POLICE

We continue to have a calendar of Focus On throughout the year

Focus on

Focus On – Rebecca Roots' Journey as a Trans person
100% stated they would recommend this module to others




Why did you sign up?

- 'I was interested to learn more about Rebecca's journey'*
- 'To learn more about Trans peoples journey and improve my awareness'*
- 'Interested to understand what it must be like to go through this journey'*
- 'Because I wanted to learn more about how I can support the Trans community'*
- 'To understand the perspective and experience of someone from the trans community'*
- 'I do not have direct contact (that I am aware of) with any trans people, so I was very interested to listen and learn from Rebecca's story'*
- 'Transgender issues are something I do not know much about and I wanted to learn more'*
- 'Gain knowledge and understanding'*
- 'My understanding of the trans community is limited. I wanted to learn and understand.'*
- 'To find out more about trans people'*
- 'Requirement to attend events for PDR'*
- 'To learn more about 'Trans Person' and hopefully try and understand the different stages of their life, what is happening and what they go through.'*
- 'I work closely with a TransWoman and wanted a better understanding'*
- 'To widen my knowledge in this area and understand it from someone's lived experience'*


What did you learn

- 'A deeper understanding of the transgender community and perhaps being less afraid to ask questions.'*
- 'I will continue to listen and engage with people no matter their personal characteristics. We are all different and have had unique experiences which everyone can learn from.'*
- 'I learnt - Accept, Listen, Learn and Yes – ALLY'*
- 'To broaden my consideration to the difficulties faced by people who have a different life experience to my own'*
- 'To be more aware and be more supportive; I had a friend (sadly passed) who lived a double life and I am grateful that they could be open, honest and be their true self with me.'*
- 'I learned about the struggles of a trans woman, some issues I had not considered before'*
- 'How transgender people feel and what they have to face or had to face in the past'*

We continue to have a calendar of Focus On throughout the year



Focus on




Focus on... VAWG in the City

100% stated they would recommend this module to others:

What did you learn and how will you use the learning?


- 'Up to date info on Violence towards women and pleased something is being done in a positive and coordinated way'*
- 'Where to go and what to do in cases where you see/hear or aware of appropriate incident'*
- 'Understand that there is as much in what isn't said as what is said'*
- 'The overarching plans to tackle VAWG is important as a force'*
- 'To be more vigilant and aware of your surroundings'*
- 'Current actions and approach towards VAWG across the city and how to work within that framework'*
- 'It was interesting to find out more on the current work ongoing in this area and what we might be asked in terms of VAWG data and analysis'*
- 'The sobering extent of the issue'*
- 'I saw from all speakers; that VAWG isn't going away, a much greater effort needs to be made collectively across all the nations'*
- 'All the different types of Sexual Assault/Abuse, I feel I have a much better understanding of the topic.'*
- 'Legislative changes'*
- 'I can embed the learning of what the city and its partners do into my training sessions'*
- 'A reminder of what White Ribbon's purpose is was useful for me to share in discussions in future'*
- 'New legislation and Safer Spaces app was useful to hear about and hopefully we can take that into the community for their awareness'*
- 'That policing (and hopefully society as a whole) is finally taking VAWG seriously. To raise awareness amongst colleagues/friends of the good work being done'*
- 'I learnt a lot about the focus of VAWG and how this is working together with the City to make a safe space and I will impart this on to others'*
- 'I hadn't been previously aware of the new legislation being brought in, I am interested to see it being applied by CoLP'*
- 'Didn't know about the safe spaces and I work for CoLP - This means there will be a lot of other women out there that have no knowledge'*
- 'The amount of work going on behind the scenes to keep women safe - advice to officers'*
- 'The safe spaces was something new and very helpful'*

We continue to have a calendar of Focus On throughout the year



The slide features a dark grey background with a large white circle in the center. The title 'Active Bystander' is written in white on the left side of the circle. The City of London Police logo is in the top right corner. A red arrow points from the right side of the circle towards the text on the right.

Active Bystander



Active Bystander Training

100% stated they would recommend this module to others

Why did you sign up


- *'Interest into the subject'.*
- *'Wanted to know how COLP intends to utilise this to influence change in culture'.*
- *'For awareness, to highlight any issues in my work environment'.*
- *'Really essential input and should be mandatory for all in my opinion, especially to those officers who think it doesn't apply to them'.*

What did you learn?

- *'Reminder on how to act and behave'.*
- *'The importance of doing the right thing and calling out bad behaviour'.*
- *'How to listen out and potentially to challenge behaviour'.*
- *'To advise others to raise issues and to stand up for others'.*
- *'Case studies and options'.*
- *'Think about what others say and act'.*

Sessions continue to be booked for 2024/25. We will continue to deliver it as part of the Student Officer programme.

Ethical Dilemmas



Ethical Dilemmas
As part of the continued delivery of Ethical Dilemmas linked to the Code of Ethics, we delivered sessions to the force wide during July – September 24.


100% stated they would recommend this module to others

Why did you sign up?

- *'Interested in the subject'.*
- *'Hear other's thoughts on how to approach ethical dilemmas'.*
- *'I have heard good things about it'.*
- *'Something a bit different, interactive and was interested to see how it could be delivered and how attendees would interact'.*
- *'Interested to see how it can help in my role'.*
- *'Had feedback from colleagues that it is a good programme'.*
- *'Opportunity to understand latest thinking on decision making'.*
- *'To support my growth as a manager, able to give more support to my team'.*

What did you learn?

- *'Never make assumptions and always question what you see and hear'.*
- *'Will learn to listen and apply accordingly to avoid language barrier'.*
- *'To take a step back from my own assumptions / perspective and take a more considerate approach'.*
- *'Will reassess how to deal with people during meetings'.*
- *'To pursue and reflect, consider others' views before making a decision'.*
- *'Learned about ladder of inference, I will collect more information before making my decision'.*
- *'The 5 steps of listening – will use more one to one, either chair or receive'.*
- *'Talk to people. Don't be afraid to talk solutions through and explore solutions'.*
- *'Tools to aid decision making, listening tool'.*



Future sessions for Middle Managers are arranged for 2024/25 from July 24

We will also be incorporating into future Leadership programmes

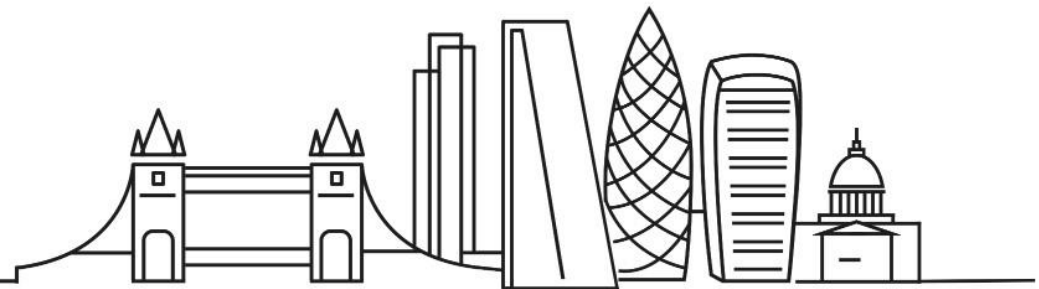


Appendix 1

To be presented at PSIC, 25th November

(Previously presented to EDI Strategic Board, 12th November)

(Nil return alphabetically - Armed Forces, AMP, GEN, LGBTQ+,
Menopause Action, Parenting Support, Polish Network, Staff Network).



A local service with a national role, trusted by our communities to deliver policing with professionalism, integrity and compassion

1) Key Achievements since last meeting

NETWORK OF WOMEN

1. Creation of new tactical plan
2. New Chair and events execs
Brogan Hawkins replaces Lauren Coward as cochair
3. Input on Army's approach to leadership

WELL-BEING NETWORK

1. Walking City tours
2. More PTIs trained
3. Garden club supported and active

CHRISTIAN POLICE ASSOCIATION

1. Attendance at annual general meeting
2. Team feels supported in spirit and love, where they can pray for one another / colleagues
3. Grateful for funding which encourages team bonding / learning

GYPSY ROMA TRAVELLER NETWORK

1. Liaison with National equivalent (GRTPA)

DISABILITY ENABLING NETWORK

- 1) 100 members in DEN but that is indicative of issues on the rise.
- 2) People across business using DEN accessibility event checklist
- 3) Hybrid meetings more common but way manage people online needs to improve.

BLACK POLICE ASSOCIATION

- 1) Sponsorship Programme support work
- 2) Employee Relations with a specific funded unit
- 3) Consulting with LP on local implementation of PRAP

2) Key Challenges & Risks

NETWORK OF WOMEN

- 1) Pensions- especially for those who worked PT or took extended Maternity leave
- 2) Need to gain more officers members who are young in service

WELL-BEING NETWORK

- 1) Lack of attendance at the last meet
- 2) Ownership / Crossover with TDW corporate plan meaning people are confused as to the network function.
- 3) Time to complete network work

CHRISTIAN POLICE ASSOCIATION

- 1) Supervisors to be more supportive on CPA matters or SNA duties
- 2) Where feasible LM/Supervisors prioritise staff morale in order to get the best of their teams

GYPSY ROMA TRAVELLER NETWORK

- 1) Limited direction from GRTPA - however, now reinvigorating themselves
- 2) The National GRTPA are asking that force GRT Networks merge into areas ie CoLP, MET and BTP networks will become one region. Impact hopefully positive - more members

DISABILITY ENABLING NETWORK

- 1) Resourcing- Little movement on BDF action plan
2. Adjustment passport- members reporting not user-friendly, different versions CoLP v's COLC
3. Resistance to commitment re reas. adjustment, people left in limbo / nowhere to report
4. Workplace attendance policy

BLACK POLICE ASSOCIATION

- 1) Lack of protected/dedicated time
- 2) Lack of understanding re importance of equity
- 3) Attendance of BPA at EDI events during worktime. Some supervisors/managers lack of education of entitlements of members and staff.

3) Key Decisions / Support Required

NETWORK OF WOMEN

- 1) Merchandise and banners required for network
- 2) Timetable of promotion processes would be helpful
- 3) Assistance with demographic data from HR

WELL-BEING NETWORK

- 1) Our three priorities for next year
- 2) Recruitment of secretary

CHRISTIAN POLICE ASSOCIATION

- 1) To have outlined SNA hours and to be agreed with LMs and circulated
- 2) For continual training on new supervisors/LMs to be trained on how to line manage staff

GYPSY ROMA TRAVELLER NETWORK

1. We do not yet have a champion assigned to our network - what is the process for this and would it be possible?

DISABILITY ENABLING NETWORK

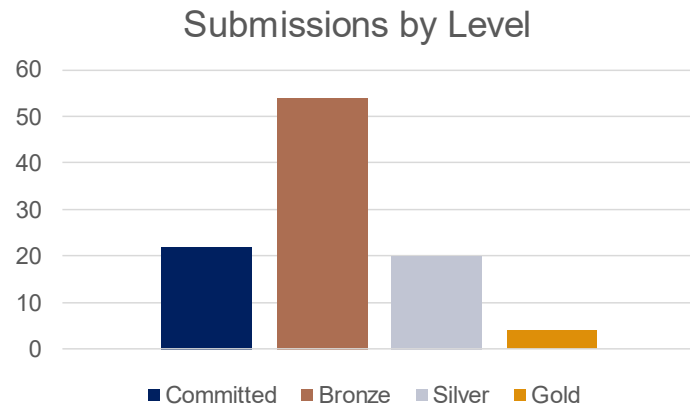
1. Line Manager training/resources/meeting/CityNet and plan
2. Urgency & resource given to ownership of BDF action plan
- 3) Ownership taken to drive– not lean on networks to raise / fix.

BLACK POLICE ASSOCIATION

- 1) Completed Network SOP to be published
- 2) Protected Time to be agreed upon by organisation
- 3) A review of the PRAP communications strategy

Inclusive Employers Standard, 2024

Executive summary Review carried out in October 2024



Pillar	Our Score (%)	Industry Average (%)	Gold Submission Average (%)
Engage	67%	56%	94%
Equip	33%	42%	87%
Empower	56%	42%	87%
Embed	48%	40%	81%
Evaluate	44%	42%	81%
Evolve	56%	35%	95%

Where is CoLP today on the IES Standard?

Pillars	Areas of Strength today	Areas of opportunity
Engage	Internal communication Staff Consultation	Diversity data collection and disclosure rates
Equip	All staff training	Policies Management training SLT/Board specific training and development Guidance and support across the employee lifecycle
Empower	Staff empowerment Day to day staff recognition	Impact measurement of events and campaigns Role models and champions
Embed	Corporate values Strategic direction Performance management Recruitment EqIAs	Devolving strategic responsibility to departmental level Expanding on pay gap measurement Impact measurement of current recruitment and career development pathways by characteristic
Evaluate	Data reporting	Action focused goals Closing the feedback loop Return on investment
Evolve	Innovative knowledge sharing Industry role modelling	Strategic direction for networking and knowledge sharing Impact measurement of actions

