

## APPENDIX A E&I Action Plan highlights

Workstream	Highlight	Next steps
Leadership & Culture	Communication from Commissioner Dyson sent out signalling the commencement of our E&I strategy and outlining the finding of the Inclusive Employers report	Continue to monitor feedback on communication
	Assistant Commissioner Sutherland has been assigned as Chief Officer Lead on Equality and Inclusion	E&I Strategic board set up to meet quarterly
	E&I Project Governance structure proposed with the inclusion of senior level E&I Portfolio Leads to drive forward workstreams	Review proposal at Strategic Board
	Police and Crime plan updated to include protected characteristics and signed off by the PAB	Comms to publicise on intranet
	Allies scheme launched across all protected characteristics	Continue to recruit and train allies
	Networks continue to consider new ways to highlight diversity	Omar Haque is setting up a promotional video to highlight diversity
Workstream	Highlight	Next steps
Training and Development	Reverse Mentoring pilot commenced in January with 5 partnerships including 3 from protected characteristics	4 new partnerships to join the scheme in July including 2 from protected characteristics. Formal evaluation of scheme in august/september
	PDR objective for Chief Superintendents has been drafted and signed off with guidance on how objectives need to be delivered through the principles of equality, diversity and inclusion	Comms will launch in March and new PDR objective will go live at the beginning of April
	A positive action development programme (PALS) is now in pilot phase with 8 BAME officers and staff taking part	The pilot will conclude in July and we will evaluate and consider rolling out further to include other protected characteristics
	Unconscious Bias Learning completed by 73% of the force	Evaluate completion rates and aim to reach 100%
	Senior Leadership diversity training is in the final design stages and ready for sign off	Supts and above will receive training on 6 <sup>th</sup> and 7 <sup>th</sup> May
	Buddy scheme introduced for new starters with protected characteristics. All have been offered a buddy at Insp or Ch Insp level	Continue to evaluate feedback and success of the scheme
	L&OD have been commissioned by Commissioner Dyson to work with the SLT to further embed the force's leadership/cultural commitments of empowerment, people growing and innovation	L&OD are delivering a three hour CPD event for the SLT in March.

Workstream	Highlight	Next steps
Recruitment & Onboarding	Recruitment dashboard is now being produced on a monthly basis and supplied to E&I Operational Delivery Board for review	Utilise data to develop E&I aspirational targets for future workforce recruitment
	HR System now updated to allow people to update their protected characteristics	Continue to drive communications on this to encourage people to update
	From November 2020, IAG are now sitting on interview panels to provide independent scrutiny	HR to review most recent findings
	Vetting process has now been updated to include a referral to a senior officer in the event a person with protected characteristics is declined	Evaluate new process and recommend to become BAU
Workstream	Highlight	Next steps
Retention and Exiting the organisation	Exit interview process is being reviewed and improved to include a new survey and encourage greater participation in the process	Process map new exit interview process and launch trial
Workstream	Highlight	Next steps
Community Engagement	We have engaged with the MPS to undertake joint community based recruitment events utilising role model officers from CoLP	Further meeting with MPS outreach teams to agree next steps
	We have agreed with work alongside Amazon to undertake a diversion programme within schools, looking at both paths to recruitment and crime prevention	Meeting with City Corporation to map out next steps
Workstream	Highlight	Next steps
Health and Wellbeing	COLP wellbeing strategy has been written covering 5 key areas of wellbeing; physical, mental, emotional, financial and organisational	Health and Wellbeing Strategy will be governed through the H&W Board and onwards to Strategic Workforce Planning
	Financial wellbeing – Established new working relationship with Police Mutual who offer financial support to our staff around debt management.	Police Mutual have presented to multiple directorates and present to Student Officers during training that support is available.
	TRIM practice is being refreshed and repurposed to ensure we offer appropriate support to staff in the event of involvement in traumatic incident	
	Surveyed staff to measure our response to covid and long covid	Working with Police Federation to publish an Aide Memoire to guide supervisors
	Working with L&OD to support student officers and supervisors with training packages to increase awareness with wellbeing for their staff	Continue to develop and roll out training packages

## Example update slide

Workstream	L&OD	Owner	Ch Insp L&OD	Date	April 2021	Project RAG		Benefit RAG	
Workstream objectives				Key Deliverables					
<ul style="list-style-type: none"><li>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</li><li>Police leaders should consider the use of ‘reverse mentoring’ to be more engaged with their workforce</li><li>Equip selection panels with unconscious bias training for all those involved in the recruitment process.</li><li>Invest in training and development of Police leaders</li><li>Colp to develop a talent management program for upward and lateral development</li><li>Colp to ensure mentoring/coaching and support mechanisms are in place to support officers with protected characteristics</li><li>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.</li><li>Review the PCDA programme to ensure it aligns with E&amp;I plans and principles</li></ul>				Description					Date
				PDR objective launching					1/3/21
				Leadership training delivery					6/5/21
				PCDA Launch					TBC
				Reverse mentoring new partnership training					1/6/21
				PALs pilot review and recommendations					1/8/21
				Unconscious Bias learning					Ongoing
Progress since last update				Key next steps					
<ul style="list-style-type: none"><li>PDR objective signed off and comms have launched ready for go live on 1<sup>st</sup> April</li><li>Reverse Mentoring pilot underway with 5 partnerships including 3 from protected characteristics</li><li>Unconscious Bias training now completed by 73% of officers and staff</li><li>Leadership training programme has been scoped and is in development with Inclusive Employers for all Supts and above</li><li>PALs scheme is up and running with 8 BAME officers taking part</li><li>Buddy scheme has been introduced for all new starters to support them with development</li><li>PCDA EIA has been completed and signed off ready to progress to next stage of planning implementation</li></ul>				<ul style="list-style-type: none"><li>PDR objective go live on 1<sup>st</sup> April</li><li>Train additional reverse mentors in June ready to expand the scheme further with 4 new partnerships including 2 from protected characteristics</li><li>We are looking in to an additional unconscious bias training piece recommended by the Corporation – 90 minute presentation</li><li>Finalise leadership training and review with T/Commander Blackburn on 3<sup>rd</sup> April</li></ul>					
Recommendations / Risks to Operational Delivery Board				Decisions required by Operational Delivery Board					
None at this stage				None					

## Example milestone plan

Portfolio	L&OD	Owner	Ch Insp L&OD	Date			Project RAG		Benefit RAG		
Workstream	Project	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Training	Leadership training	<div> <div>Training design</div> <div>Review &amp; S/O</div> <div>Delivery</div> <div>Review future training needs</div> </div>									
	Organisation wide	<div> <div>Design and record Focus on Sessions</div> <div>Focus On sessions Live</div> </div>									
	Unconscious bias	<div> <div>PAB recommended learning</div> <div>Unconscious Bias online learning</div> </div>									
	PCDA	<div> <div>EIA complete</div> <div>Implementation planning</div> <div>Target QSA review</div> </div>									
Ongoing Development	PDR objective	<div> <div>Comms</div> <div>Launch</div> <div>Leadership continual professional development</div> </div>									
	Reverse Mentoring	<div> <div>5 partnerships in place with 6 weekly check in</div> <div>New partnership training</div> <div>Launch</div> <div>Formal Evaluation</div> </div>									
	Mentoring	<div> <div>Mentoring is well established across 3 tiers, including both internal and external. This is now treated as a BAU activity.</div> </div>									
	Talent Management	<div> <div>Talent Management Strategy updated</div> <div>PALS pilot</div> <div>Review pilot and present recommendations</div> <div>ECD programme</div> </div>									