

Inclusive Employers recommendations and CoLP activity

| Pillar | Recommendation | Update | Met / In Progress / Exceeded / Development required |
|--------|--|--|---|
| Engage | Gather EDI data quarterly, ask at different stages or lifecycle so analysis can be more granular | Monthly E&I dashboard is now produced by HR looking at headcount, recruitment, promotion, new joiners, leavers, and specials and volunteers. This is reviewed via the E&I operational delivery board on a monthly basis. | Exceeded |
| | Ensure diversity monitoring forms / HR system assess disability, pregnancy/maternity, carers, socio economic background | HR system now enables individuals to update their protected characteristics and this data is reflected in the dashboard. | Met |
| | Use staff networks as consultation / steering for inclusion work | Staff networks are fully involved in diversity work and diversity action plan. They are driving tactical engagement initiatives as well as consulting on strategic initiatives via input to the operational delivery board. In addition we have appointed a number of E&I champions who are regarded as 'special advisors' on the diversity action plan and are fully engaged with networks. These roles have a special role profile attached to them. | Exceeded |
| | Develop a communication plan for the I&D strategy and action plan | Comms have developed an overarching E&I comms strategy & we have had various communications on the plan as a whole but at the current time we need to further develop an ongoing comms plan and narrative. All networks have had a comms person dedicated them their work. | Partially met |
| | Develop a planned systematic approach to external activity | We have commenced development of a workstream within the E&I action plan titled Community Engagement that is focussed on our external activity. 2 key elements have been progressed including community recruitment sessions with the MPS and schools engagement in partnership with Amazon | In progress |
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| Equip | Develop and provided I&D training for all staff, including an Inclusive Management module, Inclusion Allies programmes and ensure there is effective training methods, guidance and policies in place to raise awareness, knowledge, and understanding | We have developed a whole workstream titled Learning and Development focussed on exactly this topic. This is an ongoing piece of work and we consider the learning to be continuous. To date, we have delivered leadership training, unconscious bias training, mentoring schemes, and piloted 2 development programmes. Further training is to follow in the form of Focus On sessions with guest speakers and external unconscious bias training for leaders | Exceeded / In progress |

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| Empower | Put in place recognition for staff who contribute to inclusion-related activity that is meaningful, systematic and can be formally adopted and provides measurable benefit to these individuals such as protected time, recognition as part of appraisal / promotion process | Some elements of this have been established but needs to be better considered. This action is within the action plan and will be considered by the Leadership and Culture workstream lead. | Development required but now included in plan |
| | Develop consultation and feedback mechanisms that enable all staff to contribute to broad organisational decision making at the highest level, i.e to inform organisational strategy and policy development | Requires leadership consideration | Development required but now included in plan |
| | Develop Inclusion Allies and role model comms campaign for internal and external audiences | Allies scheme has been set up and effectively communicated internally with the recruitment of new allies and training delivered. This is being led by Alix Newbold and has been very successful to date. To commence external role model comms we are developing an E&I film to showcase some of our role models within the force | Met / In progress |
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| Embed | Review existing recruitment processes and develop an inclusive recruitment approach | We have an E&I workstream titled 'Recruitment and Onboarding'. We have already taken several steps to progress, including independent review of interviews and setting aspirational targets for the future recruitment. This is an ongoing and evolving piece of work | In progress |
| | Align departmental business plans with your I&D strategy, include I&D objectives as part of your performance review process for all staff | We have launched a new PDR objective for all leaders that will be cascaded to all officers and staff as part of ongoing development objectives. In addition, the 6 workstream leads are all senior officers and staff, ensuring alignment with business plans | Met |
| | Embed positive action activities in place such as mentoring, sponsorship, support to staff returning from career breaks | We have mentoring in place across multiple areas and run this very successfully. We need to give greater consideration to other policies like return from career breaks | In progress |
| | Develop a consideration of inclusion issues into the procurement process. This could be done by; widening the diversity of the supplier base; equipping prospects with new skills and an understanding of the tendering process | This does not currently form part of the E&I action plan but we will review and look to include in a workstream | Development required |

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| Evaluate | Monitor and systematically review diversity data at various stages of the employee lifecycle i.e. recruitment, appraisals, development, exit; and cross-analyse the data according to workplace demographics to identify any trends | As per earlier note, we have workforce in data and have established a governance structure where by we can regularly review this data | In progress |
| Evolve | Recommendation | Update | Met / Not Met / In Progress / Exceeded |
| Evolve | Join, and where possible organise, external activities to support other organisations to increase their knowledge, understanding and expertise by sharing examples of your work. | Our community engagement workstream will be looking at this and how we engage with other organisations and businesses to share work. We are also collaborating with other forces across the UK to understand the work they have done | In progress |
| | Develop measures for the return on investment from your I&D activities, including financial; reputational; cultural; staff-related such as retention/sickness absence; client service. | Benefits summary need to be explored further to identify how we will measure success | Development required but now included in plan |

Additional items – Findings from focus groups

- Culture of banter. This may be covered within training and objectives but should be further considered by culture workstream.
- Calling out issues. Feedback indicates individuals are afraid to call out bad behaviours out of fear it won't be addressed and they will be victimised.
- Promotion and Progression. Focus groups found people feel limited if they are not part of an 'in group' and they are being deliberately blocked from progressing. This is being looked at as part of the training and development workstream.