

Appendix A

'Our People – Inclusivity Programme' – DRAFT Evaluation Strategy

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Introduction

In December 2022 we launched our Inclusivity Programme and began delivering sessions from February 2023 onwards. To date we have delivered 4 Focus On events and 3 Mentivity sessions. We will be delivering Active Bystander, Alter Egos and Ethical Dilemmas from November 23 and will also be delivering further 'Focus On' sessions.

Our original proposal is outlined below, this document pulls together an evaluation strategy to see how the Inclusivity Programme has met its original objectives alongside the work we are doing with VAWG, PRAP and our E&I Strategy.

Original proposal

What do we want to achieve? Learning must:-

- Help us understand people's different journeys and backgrounds to create an inclusive working environment
- Facilitate positive intergroup interaction across different diversity types to reduce prejudice and discrimination
- Showcase the value in diversity of thought and bringing people with different backgrounds into policing.
- Embed the code of ethics and our values within everyone's day to day thinking and work.
- Address contemporary issues of Trust and Confidence in Policing, including examples that are specific to CoLP.
- Re-connect the force with its core policing values (Peelian principles).

How will we measure success?

- Requirement to articulate what we want people to think, feel and do as a result of this programme.
- Measurements could be qualitative (reflective accounts, blogs etc) or quantitative (PSD stats, survey results).
- Checking engagement and compliance will be key- use of PDRs?

Other considerations

- How will we acknowledge the existing level of experience, knowledge and lived experiences?
- Avoiding duplication of training- some will have received inputs already (Mentivity pilot, SMT input by Inclusive Employers, ECD Diversity Day etc)
- Walking the talk – new COT team, being visible, daily behaviours, asking the questions
- Importance of this programme not being viewed as a ‘tick box’ exercise following BLM, Protests etc

Evaluating the impact of the Inclusivity Programme

Evaluating the impact of this programme is based on providing a range of initiatives across a period of time. The evaluation needs to contain different approaches that both evaluate the impact but also continue to embed what we are trying to achieve. The section below outlines the range of activities and timings (8 Steps) which we plan to undertake.

Step 1) Popularity of programmes – immediate

- Attendance data - which programmes have attracted most attendees
- Who has attended
- Breakdown by department / directorate
- Breakdown by officer / staff
- Breakdown by rank / grade

Step 2) Post event evaluation – one week later – MS Forms

- MS Forms survey (to be kept brief) asking following questions:-

- | |
|---|
| <ul style="list-style-type: none">• Why did you sign up to this event?• Would you recommend this event and why?• What did you like about the event?• What did you learn and how will you use the learning? |
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Step 3) Monthly Livechat events

- Post event discussions using renewed Code of Ethics
- Pose a question facilitated by Det Supt Kate MacLeod / Chief Supt Rob Atkin

Step 4) Capturing employee perception of inclusivity – quarterly

- Pulse survey - The Gartner Inclusion Index – this may be linked to cultural audit behavioural change

- Fair treatment: Employees at my organization who help the organization achieve its strategic objectives are rewarded and recognized fairly.
- Integrating differences: Employees at my organization respect and value each other's opinions.
- Decision making: Members of my team fairly consider ideas and suggestions offered by other team members.
- Psychological safety: I feel welcome to express my true feelings at work.
- Trust: Communication we receive from the organization is honest and open.
- Belonging: People in my organization care about me.
- Diversity: Managers at my organization are as diverse as the broader workforce.

- Group review – follow up face to face discussions based on outcomes above

Step 5: Launch event feedback – One year later – Senior Leadership Forum

- Review measures highlighted and provide information on action and impact taken

Step 6: Stay Interviews – 2/3 times a year – link to Matt Bradford

- 2/3 times a year – assess why employer wants to stay and what improvements could be made
- Review themes

Step 7: Workforce and leadership engagement – continuous

- Nudge communications – Inclusion Nudges
- Inclusion Nudges for Leaders | Inclusion Nudges (inclusion-nudges.org)

For Senior Leaders to have a session on inclusion nudges and a copy of the book (available from College of Policing library).

Step 8: Evaluating data

- 2021 data on grievances, complaints etc – baseline prior to introduction of programme
- 2022/23 data – potential increase (active bystander etc)
- 2023/24 data – potential downturn
- Attendance on PALs, sponsorship, mentoring etc AND outcomes

Concluding Remarks

The above steps provide a mixture of both quantitative and qualitative measures, we will use these as a targeted performance framework, incorporating what 'good' looks like, and also predicted timeframes for implementation. We will be able to start incorporating this framework in to forthcoming Committee reports, IASG meetings as well as CoLP's own internal E&I Strategic Board.