

OFFICE OF THE POLICE AND CRIME COMMISSIONER

LEAD CHIEF OFFICER:	DCC Blakeman
TITLE:	Update Report- Development of a Representative Workforce
DATE:	2nd March 2020
TIMING:	
PURPOSE:	<i>For monitoring</i>

1. **RECOMMENDATION**

For information purposes

The document below contains both the Representative Workforce Strategy and Delivery Plan 2018 – 2021. Refreshed quarterly and last refreshed in Jan 2020



RWF Strategy &
Delivery Plan.doc

2. **INTRODUCTION & BACKGROUND**

The Policing 2025 Vision is that by 2025, policing will be a profession with a more representative workforce.

This Strategy, and the Delivery Plan that underpins it, sets out Gwent Police's commitment to improving the diversity of our workforce. This work is aligned to the National Police Chief Council's Diversity, Equality and Inclusion Strategy, and their Representative Workforce Toolkit. Additionally, it forms part of the Joint Strategic Equality Plan (Objective 4) of 'Work towards a representative workforce that is reflective of the demographics of Gwent, and ensure that everyone working for Gwent Police and the OPCC is treated fairly and without discrimination'.

The Representative Workforce Strategy is achieved through the establishment of a quarterly Representative Workforce meeting. Due to the recent proposed uplift in officer numbers, coupled with the upcoming Peer Review and soft Inspection in 2020, the meetings will now take place on a monthly basis.

A recent review of the meeting's Terms of Reference has been undertaken to ensure that the force is working towards, and indeed achieving the outcomes as determined within the Delivery Plan.



RWF Terms of Ref
Feb 20.doc

As at February 2020 the workforce demographic is reflected as below;



RWF Monitoring.xls

3. ISSUES FOR CONSIDERATION

The Strategy document is a multi-department collaboration which addresses a number of key aspects. Updates are highlighted in bold below.

Leadership and Culture	Attraction	Recruitment	Retention	Progression
<p>Gwent Police will foster a culture of inclusivity, with leaders throughout the organisation that champion equality</p> <ul style="list-style-type: none"> ❖ Policy ❖ Communications ❖ Accountability 	<p>Gwent Police will diversify its attraction strategies in order to engage diverse candidates from underrepresented communities</p> <ul style="list-style-type: none"> ❖ Target ❖ Review ❖ Improve 	<p>Gwent Police will identify and remove barriers which disadvantage candidates from particular backgrounds</p> <ul style="list-style-type: none"> ❖ Engage ❖ Understand ❖ Innovate 	<p>Gwent Police will recognise and respond to individuals' needs, motivations and aspirations</p> <ul style="list-style-type: none"> ❖ Adapt ❖ Inspire ❖ Reward 	<p>Gwent Police will encourage and enable colleagues from diverse backgrounds to reach their full potential</p> <ul style="list-style-type: none"> ❖ Support ❖ Champion ❖ Empower

Leadership & Culture

Ensuring that having a representative workforce (RWF) is part of our Force priorities

RWF is a key aspect of the Joint Strategic Equality Plan

Staff Networks contribute to the overall strategy

Staff and officers reveal their protected characteristics on both surveys and on their personal file on the intranet. **Most characteristics have been entered however about 30% of staff have not stated their Sexual Orientation. Action is being taken to ensure that all colleagues complete this task with an option of "Prefer not to say" included.**

Vetting panel includes representatives from the D&I team to ensure no unconscious bias occurs. **This now takes place.**

Senior Leaders to understand the barriers faced by under-represented groups. - **Consultation required with senior leaders to identify any training needs concerning**

their understanding of Protected Characteristics.

Attraction & Recruitment

Ensure processes are fair and maximise opportunities for under-represented groups. – **Human Resources with Diversity & Inclusion (D&I) have ensured that campaigns are bespoke to BAME communities (given them advance notice of campaigns), provide bespoke support via the Positive Action Officer and have a mentoring scheme in place to support applicants.**

Undertake Gap analysis of staff/ officers against local demographics - **Difficult to confirm demographics of the Gwent area due to unavailable recent data**

Develop practitioner lead team (D&I) to engage with communities on all levels ensuring legitimacy with the public. **D&I team lead on this matter. Legitimacy includes supporting victims of hate crimes, representative IAG and cohesion groups, an Interfaith Network, sporting opportunities for the underrepresented communities in partnership with the LPA.**

Utilise neighbourhood policing as a conduit to recruiting (Diversity Recruitment Support Officer role) – **New approach to be developed including PDR objectives for Neighbourhood teams.**

External review of best practise – **Following a RWF conference at Ryton, Gwent Police have applied to be Peer Reviewed by a neighbouring force. This is expected to take place in the May/ June 2020. It is also anticipated that HMICFRS will undertake a soft inspection in 2020 with a formal inspection in 2021.**

Engage with schools and colleges for long term/ future employment benefits. **Both the PAO and the Welsh Language officer have visited schools to promote employment opportunities at GP**

Establish RWF Strategy Group. **Been established since 2018. All relevant departments and staff networks; IAG are invited. Chaired by Supt White**

Positive Action Officer / Head of D&I to develop bespoke Action plan to engage with diverse communities – **Ongoing and fluid plan of engagement with our communities is in being.**

Ensure that our Communication messages are relevant and reach our target market. – **Discussions are ongoing as to which methods best engage with our different communities. Meeting scheduled with Head of Corporate Communications to identify best approach.**

Provide feedback to unsuccessful candidates and in turn support any future applications they make. - **This is undertaken by the PAO and the candidates appointed mentor**

Force in general and the RWF Strategy group need to be aware of operational interdependencies i.e. Stop and Search, Prevent, Hate crime etc. and how this negatively affects recruitment from certain communities – **Matter to be further investigated by Strategy Group and proposed formation of Independent Advisory Group.**

Establish one to one mentoring scheme with a senior officer / staff member allocated to an applicant – **Confirmed mentors are allocated when candidate wishes to receive “positive action”**

The Positive Action Officer maintains an active database, which captures ongoing positive action within communities and links to key stakeholders.

Retention

	<p>Understand why staff with protected characteristics leave the force</p> <p>Capture workforce morale and contentment by survey and other means. This is being captured via the annual workforce survey.</p> <p>Force promotes the benefits (to officers and staff) of cultural diversity through training and development activities. - Diversity training is currently being delivered to officers via a 90 minute input through the Force Training Day. Consideration by Chief Officer Team for this to be increased.</p> <p>Ensure that senior leaders have appropriate and ongoing training on cultural diversity matters. This includes all the protected characteristics including race, faith LGBT and disability.</p> <p>Gwent Police to publish externally its staff demographic data – currently done</p> <p>Gwent Police to review its flexible working arrangements to be as supportive as possible for staff who wish to observe religious days. - Agile/ Flexible working arrangements are now in place.</p> <p>Promote cultural exchange programmes with other law enforcement agencies to improve cultural understanding.</p> <p>Progression</p> <p>LPA/HR/D&I to facilitate progression options (diverse staff) for both staff and officers in Force. - To be developed</p> <p>D&I / HR to examine the “interdependencies” of a diverse workforce, such may hold back staff/ officers from progressing. - To be developed</p> <p>HR to be aware of cultural days to avoid concerning promotion/ interviews PEQF. - Where possible this is taking place. However, some events are being jointly run with SWP.</p> <p>Develop a regional talent management programme for upward and latent development. - To be developed.</p> <p>Utilise Diversity Champions to promote/ progress opportunities for staff progression – Being developed by Staff Networks and Chief Officer lead for Race (Ch Supt Roberts)</p>
4.	<p><u>NEXT STEPS</u></p> <p>Ongoing partnership working between Gwent Police and University South Wales to provide applicants with 3 sessions to support them through the recruitment process:</p> <ol style="list-style-type: none"> 1. initial session about the application process, 2. session giving them invaluable advice on the assessment centre 3. session which is a mock assessment centre. <p>BAME candidates continue to be given mentors to support them in their application process.</p> <p>Ongoing work with DSD to get a recruitment referral form to be available on Samsung's to sign post new recruitment with protected characteristics to Diversity and Inclusion.</p>

	<p>Peer Review – May 2020</p> <p>HMICFRS – Soft inspection 2020 / Full Inspection 2021.</p> <p>Continue and development community engagement opportunities across the force area.</p> <p>Ensure that all frontline neighbourhood officers/ CSO's etc actively promote our campaigns within their locality to increase candidate numbers.</p> <p>Monitor PEQF and adapt our actions if necessary from experience in delivering this new programme.</p>
5.	<p><u>FINANCIAL CONSIDERATIONS</u></p> <p>No cost associated with this “for information” document</p>
6.	<p><u>PERSONNEL CONSIDERATIONS</u></p> <p>This document for information has no current implications for staff</p>
7.	<p><u>LEGAL IMPLICATIONS</u></p> <p>None identified</p>
8.	<p><u>EQUALITIES AND HUMAN RIGHTS CONSIDERATIONS</u></p> <p>This project/proposal has been considered against the general duty to promote equality, as stipulated under the Strategic Equality Plan and has been assessed not to discriminate against any particular group. Consideration has been given to requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998 in preparing this report.</p>
9.	<p><u>RISK</u></p> <p>Risk to public confidence and legitimacy from our diverse communities. The demographic of the force needs to reflect our communities.</p>
10.	<p><u>PUBLIC INTEREST</u></p> <p>This report can be made public, but should redact the RWF monitoring spreadsheet as it contains personal and private data.</p>
11.	<p><u>CONTACT OFFICER</u></p> <p>Gareth Hughes Head of Diversity & Inclusion – Representative Workforce Chair – Supt White</p>
12.	

For OPCC use only

Office of the Chief Constable

I confirm that the Representative Workforce Report (RWF) has been discussed and approved at a formal Chief Officers' meeting.

It is now forwarded to the OPCC for **approval / information / monitoring purposes.**


Signature:

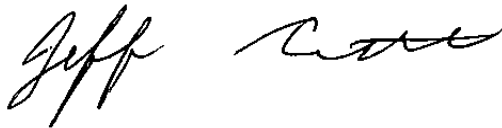
Date: 27th February 2020

Police and Crime Commissioner for Gwent

I confirm that I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct.

The above request has my approval.

Signature:



Date:03.03.2020