



Heddlu
Gwent
Police

Representative Workforce 2018-2021

A Strategy for Representation, Attraction, Recruitment, Progression
and Retention

1. Summary

The Policing 2025 Vision is that by 2025, policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements. In response to the Home Affairs Select Committee Report on Diversity in Policing, the Government restated its view that a diverse workforce, representing people of all backgrounds, sits right at the heart of our historic principle of policing by consent.

Communities that do not see themselves reflected in the demographics of their Police service are less likely to have confidence in the way that they are policed, which can lead to significant community tensions. Rapidly changing communities also mean that operationally, we need to make sure our workforce has a range of skills and knowledge (for example, language, cultural understanding) which equip them to do their jobs effectively. Internally, in order to attract and retain colleagues that go on to reach their full potential, we need to establish and foster an inclusive culture which embraces and values difference.

This Strategy, and the Action 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, as well as Gwent Police's Representative Workforce Strategic Equality Objective 4, set out in our Joint Strategic Equality Plan; ***'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'***.

Our Action Plan also incorporates recommendations to mitigate the potentially negative impact that the Policing Education Qualifications Framework's (PEQF) new routes into policing may have on potential Police Officer candidates – particularly those who are older, BAME, or from a lower socio-economic background.

2. Gwent's Current Landscape

Our Strategic Equality Plan and Annual Reports set out in detail our work towards better understanding our workforce demographics and improving representation: <https://www.gwent.police.uk/en/about-us/equality-diversity/>

Gwent Police has published information on Gender Pay Gap Reporting, now mandated for employers with more than 250 staff from April 2017: <https://www.gwent.police.uk/en/about-us/equality-diversity/> . Our actions to tackle the gap are incorporated in this Representative Workforce Strategy Action Plan.'

Key findings from our workforce data for 2018/19 show us that:

- BAME representation across the workforce is 2.1% for officers, 1.4% for staff and 5.9% for Police Community Support Officers, against a Gwent population figure of 3.9%.
- During 2018/2019, BAME Police Officer recruitment was at 4%.
- There is significant under-representation of BAME officers above the rank of Sergeant and female officers at the rank of Sergeant and Inspector.
- Female officers are well represented at Chief Officer level and make up 34% of our officers in total. Women are overrepresented in our staff, making up 68% of total personnel.
- Numbers of people not stating their sexual orientation have decreased, from 78% in 2016, 58% in 2018 and 53% in 2019 but remains significant. The total proportion of the workforce identifying as LGB has increased from 2.6% to 3%.
- The numbers of disabled officers and staff has remained stable at 2% for officers and 4% for staff

As well as understanding our workforce data, we are cognisant of wider policing activities that impact disproportionately on those communities which we wish to recruit from, for example, Prevent, stop and search, hate crime, conduct and performance and use of force. In Gwent:

- Recorded hate crimes have increased by 19%, with approximately 3 out of 5 hate crimes being racial in nature.

This Strategy and Action Plan cannot be effectively delivered without an accompanying focus on these interdependencies which impact the lived experiences of our communities.

3. Delivery

The Chief Officer lead for Diversity and Inclusion is the Deputy Chief Constable. The owner of this Strategy is the Head of Diversity and Inclusion. Delivery of the Action Plan will be monitored and progressed through the Force's Equality Meeting, reporting to the People and Diversity Board, chaired by the Deputy Chief Constable. Annual updates on the Action Plan will be incorporated within the Strategic Equality Plan Annual Report under Objective 4.

4. Strategy

Leadership and Culture

Gwent Police will foster a culture of inclusivity, with leaders throughout the organisation that champion equality

- ❖ Policy
- ❖ Communications
- ❖ Accountability

Attraction

Gwent Police will diversify its attraction strategies in order to engage diverse candidates from underrepresented communities

- ❖ Target
- ❖ Review
- ❖ Improve

Recruitment

Gwent Police will identify and remove barriers which disadvantage candidates from particular backgrounds

- ❖ Engage
- ❖ Understand
- ❖ Innovate

Retention

Gwent Police will recognise and respond to individuals' needs, motivations and aspirations

- ❖ Adapt
- ❖ Inspire
- ❖ Reward

Progression

Gwent Police will encourage and enable colleagues from diverse backgrounds to reach their full potential

- ❖ Support
- ❖ Champion
- ❖ Empower

5. Action Plan

Leadership and Culture				
Outcome	Actions	Owner	RAG	Update
1. The Police and Crime Commissioner and Chief Constable ensure the Representative Workforce agenda forms part of the Force's strategic priorities	(a) Policing Plan to recognise the need for a representative workforce	Police and Crime Commissioner		Objective 3 in Police and Crime Commissioner's Police and Crime Plan, 'Community Cohesion' 'Gwent Police and the Office of the Police and Crime Commissioner (OPCC) have healthy, value led workforces that truly represent the communities they serve'
	(b) Strategic Equality Plan to set out Chief Constable's commitment to a representative workforce	Chief Constable		Strategic Equality Objective 4 in the Joint Strategic Equality Plan 'Work towards a representative workforce that is reflective of the demographics of Gwent, and ensure that everyone working for Gwent Police and the OPCC are treated fairly and without discrimination'
	(c) Gwent Police will appoint an NPCC Lead for Representative Workforce	Chief Constable		Deputy Chief Constable has the portfolio for People and Diversity and leads on Representative Workforce As all-Wales lead for Equality and Diversity, Assistant Chief Constable, South Wales Police leads on Representative Workforce nationally.

Leadership and Culture				
Outcome	Actions	Owner	RAG	Update
2. The Police and Crime Commissioner and Chief Constable discuss progress on Representative Workforce at appropriate Boards/Performance Meetings and key stakeholders are involved in these discussions	(a) Representative Workforce data and action plan to be routinely monitored and reported to Chief Officers/Police and Crime Commissioner	Head of Diversity & Inclusion - Gareth Hughes		Force Equality Meeting ensures Representative Workforce is discussed every other month. Progress/blockers reported to People and Diversity Board; Proposal for People and Diversity Board - COT to request quarterly or 6 monthly Representative Workforce progress reports 15/08/19 - Police Officer Uplift Gold meeting – Diversity and Inclusion Team to provide monthly reports on RWF outcomes to the Gold meeting.
	(b) Staff Networks and Independent Advisory Group members to be involved in this process	Head of Diversity & Inclusion - Gareth Hughes		Independent Advisory Group and Staff Support Networks actively involved in Equality Meeting and People and Diversity Board 19/08/19 – links into Diversity Champions
3. Police leaders ensure that they create an inclusive culture within the organisation	Gwent Police to undertake a regular cultural survey, ensure results are available by Protected Characteristic and respond to findings	Head of Strategy, Performance and Change - Jason White		First rollout of new style survey completed in 2018. Response rates too low to assess by Protected Characteristic; Survey to be issued again in 2019. 18/06/19 - GH/MB to develop approach for regular cultural survey, which will include Protected Characteristic findings 06/12/19 – DSD are building an interface on The Beat, will take you through 4 screens once a quarter, personal details, monitoring, assets, and skills. A couple of months away, comms out to self-serve area in FIRMS as interim measure.

Leadership and Culture				
Outcome	Actions	Owner	RAG	Update
4. Police leaders ensure that they create an inclusive culture within the organisation	<p>(a) Leaders to develop inclusive and culturally sensitive teams, actions for this included in outcomes 5, 20 and 22.</p> <p>HeForShe cultural change workshops for Inspectors (Supt McLain)</p>	Chief Constable		<p>Need identified for middle managers to receive an input on the value of a representative workforce and positive action in order for local ownership - Positive Action Officer(PAO) to deliver input at Area Inspector Briefings</p> <p>March 2019: Emails sent out to C.I.s East & West requesting an invitation to Inspector briefings. Briefing delivered at West Inspectors meeting</p> <p>HeForShe update: Inspectors meeting (East) briefing 07/06/19</p> <p>Links into Outcome 23 – 19/08/19 Gareth Hughes to contact Head of Strategy, Performance and Change to progress outcome</p>
	<p>(b) Gwent Police to put processes in place which allow identification of cultural issues that fall both within and outside of formal grievance/ complaints/conduct process (Linked to outcome 28)</p>	Head of Professional Standards - Nick McLain/ Head of Diversity & Inclusion - Gareth Hughes		<p>Judith Roberts aware of action – needs to be implemented by PSD/D&I. Cath Baldwin and Judith to meet and discuss.</p> <p>Links to Outcome 28 – 19/08/19 Gareth Hughes to meet with Head of PSD to discuss progress</p>

Leadership and Culture				
Outcome	Actions	Owner	RAG	Update
4. Police leaders ensure that they create an inclusive culture within the organisation <i>continued</i>	(c) Discrimination Complaints Panel to be revisited with new Terms of Reference. Independent Advisory Group members to be invited to participate in the Panel which will consider nature and volume of discrimination complaints, misconduct processes and grievances by Protected Characteristic, as well as vetting decisions. NB – NPCC suggest that final decisions around BAME vetting should always be made by Chief Officers	Head of Professional Standards - Nick McLain Department/ Head of Diversity & Inclusion - Gareth Hughes		Judith Roberts aware of action – needs to be implemented by PSD/D&I. Cath Baldwin and Judith met and agreed principal – April 2019. Nick McLain now head of PSD – Gareth to meet with Nick and work out details. Links to Outcome 28 – 19/08/19 Gareth Hughes to meet with Head of Professional Standards Department to discuss progress
	(d) A forum to be established to allow key contacts like Wellbeing Ambassadors and Staff Support Network members to discuss issues relating to discrimination/workplace culture that they are made aware of.	Head of Diversity & Inclusion - Gareth Hughes		Links into Outcome 2(b) – 19/08/19 Gareth Hughes to ensure that discrimination/workplace culture is set as an agenda item

Leadership and Culture				
Outcome	Actions	Owner	RAG	Update
4. Police leaders ensure that they create an inclusive culture within the organisation <i>continued</i>	(e) Leaders to ensure the desired culture is aligned to the Force's Vision, Mission and Values	Chief Constable/ Head of Diversity & Inclusion - Gareth Hughes		18/06/19 - Chair to take forward and discuss within COT; 19/08/19 Jason White to take forward and progress
5. Police leaders seek out opportunities to understand issues that affect under-represented groups and address them through strategy and action planning	(a) Strand-based Diversity Champions to be revisited, linking CIs/Supts/Chief Supts with Staff Support Networks and delivery of the Representative Workforce agenda	Deputy Chief Constable/Head of Diversity & Inclusion - Gareth Hughes		Needs to be raised and discussed at People and Diversity Board – revisiting role of Diversity Champions. Could also be aligned be with Reverse Mentoring scheme, utilising Network members. 05/08/19 Gareth Hughes/Brian Amos to identify the terms of reference for diversity champions; 18/10/19 update BUDDIs initiative will be used as preferred approach instead of diversity champions (linked to 11(e))
	(b) All Gwent Police leaders should have an explicit PDR objective to deliver a commitment to the Representative Workforce agenda	Chief Constable		PDRs currently require evidence against CVF competence 'Emotional Intelligence', including 'promoting a culture which values diversity and encourages challenge'. Specific Representative Workforce objectives to be considered – to be discussed with Mark Thomas. 19/08/19 – Jason White to take forward and discuss within COT 06/12/19 – Representative workforce will be taken to COT through S-FRM meeting going forward.

Leadership and Culture				
Outcome	Actions	Owner	RAG	Update
5. Police leaders seek out opportunities to understand issues that affect under-represented groups and address them through strategy and action planning <i>continued</i>	(c) Selection to Senior and Chief Officer posts should ensure Values Based Selection Frameworks (VBSF)	Chief Constable/ Head of People Services -		18/06/19 – Amy John to look at process and sure it encapsulates all that is required. 06/12/19 – Happens as part of normal business. When writing recruitment guidance, value based principles will be incorporated.
	(d) A Reverse Mentoring scheme to be implemented (consider linking with Diversity Champions/Staff Support Networks) for senior leaders	Deputy Chief Constable/Head of Diversity & Inclusion - Gareth Hughes		To be discussed at People and Diversity Board (cross reference with Diversity Champions) 19/08/19 – Jason White and Gareth Hughes to take forward and discuss within COT 06/12/19 – Representative workforce will be taken to COT through S-FRM meeting going forward.
6. Police leaders ensure they have processes in place to understand why under-represented groups leave the service (Linked to outcome 18)	Ensure effective exit interviews are completed for early leavers or at point of retirement and learning informs change	Head of People Services -		Links into Outcome 18 18/06/19 – Kath Thomas to further take this forward and explore process with view to developing effective exit interviews and feed progress into forum. 06/12/19 – Better uptake of exit interviews, HR admin are chasing more than once, also using a leavers checklist for kit, annual leave and prompts Manager to remind individual about exit questionnaire link.

Attraction and Recruitment				
Outcome	Actions	Owner	RAG	Update
7. Police leaders develop a culture where staff feel confident to disclose their Protected Characteristics	(a) Ensure systems are able to record information about Protected Characteristics effectively	Head of Diversity & Inclusion - Gareth Hughes		ACC Vaughan has supported proposed enhancement of monitoring categories. With SWP to progress (Kath Chadd, Tracy Hawthorn) – Sarah E Davies is aware 19/08/19 – Jason White to take forward and discuss within COT 06/12/19 – Close until prefer not to say figures are known so a plan can be developed
	(b) Launch a Comms Campaign to encourage completion of demographic information	Head of People Services - /Head of Diversity & Inclusion - Gareth Hughes		To be discussed with Sarah E once monitoring categories have been agreed and amended on FIRMS 18/06/19 – Amy John to take forward concept of confidence to disclose with a view to developing a ‘prefer not to say box’ within monitoring category. 10/10/19 Update from Amy John - RWF Communication Plan – monitoring and self-service added to Agenda
8. Fair, transparent processes are established across recruitment and promotion processes which maximise opportunity for under-representation to be addressed (Linked to outcome 26)	(a) Undertake a comprehensive, independent review of recruitment and promotion processes in Gwent Police	Head of People Services -		Review completed by Insight
	(b) Equality Impact Assess the findings from this review, recommendations, and proposed changes, ensuring opportunities for positive action are embedded throughout	Head of People Services - /Head of Diversity & Inclusion - Gareth Hughes		Linked to Outcome 26 Link with Neil Lewis and Kath Thomas to ensure this is completed 18/06/19 - Amy John to take forward and with a view to producing an EIA 06/12/19 – Promotions procedure has been widely consulted, DCC will review before publishing

Attraction and Recruitment				
Outcome	Actions	Owner	RAG	Update
9. Gwent Police has a detailed understanding of its workforce data and representation to inform attraction and recruitment activities (Linked to outcome 21)	(a) Conduct annual and quarterly reviews of workforce data by each PC and ensure this informs action	Head of People Services - /Head of Diversity & Inclusion - Gareth Hughes		Analysis and review is overseen by the Force's Representative Workforce Equality Meeting every 2 months. This ensures workforce gaps identified, and targeted activity can be undertaken. 19/08/19 – Kath Thomas to provide Q1 2019/20 data
	(b) Establish a dedicated group to oversee the Representative Workforce agenda	Head of People Services - /Head of Diversity & Inclusion - Gareth Hughes		Force's Representative Workforce Equality Meeting established. Attendees include Head of Diversity & Inclusion - Gareth Hughes, Positive Action Officer, HR Senior Business Partner, LAP reps and Staff Support Network Reps
10. Gwent Police has a recruitment process which is up to date, fit for purpose and makes best use of technology	(a) Monitor the impact of the E-recruitment system on the diversity of candidates across Protected Characteristics	Head of People Services - /Head of Diversity & Inclusion - Gareth Hughes		Obtain updates via Amy John and Brian Amos Review to be undertaken Recruitment. Analysis should include overall applicants and dropout rates by Protected Characteristic. 18/06/19 – Amy John to monitor E-recruitment and provide update
	(b) Utilise technology throughout attraction/recruitment processes	Head of People Services - /Head of Diversity & Inclusion - Gareth Hughes		Explore: Virtual interviews (e.g. Skype) Online vetting/application Virtual careers fairs Use of social media in advertising 19/08/19 – Corporate Comms to report to next meeting to update on present position.

Attraction and Recruitment				
Outcome	Actions	Owner	RAG	Update
11. Gwent Police regularly and routinely engages communities in conversations about recruitment opportunities	(a) Establish a rolling programme of engagement/awareness days for under-represented groups	Head of Diversity & Inclusion - Gareth Hughes		<p>Positive Action Officer to:</p> <p>Develop a work plan tabling key recruitment dates throughout the year and a rolling plan of awareness sessions, ridealongs etc.</p> <p>Produce an external document outlining to communities the opportunities for engagement that are available</p> <p>Establish an e-network for advertisement of all Gwent Police vacancies on a weekly basis</p> <p>19/08/19 – Gareth Hughes to update with Action Plan for Police Officer Uplift Gold Group</p> <p>06/12/19 – Cadets leaflet drop in Pill planned, other engagement planned will discuss as part of today's agenda.</p> <p>Ch.Supt Roberts will look at how CSO's can promote opportunities as part of their role with the community and make it part of the performance objectives in Kallidus. Amy to chase up Samsung form to record contact details of people interested in recruitment which CSO's could use.</p>
	(b) Explore longer term engagement with schools and college, including work placements and developing relationships with Higher Education/Further Education LGB&T/BME student support networks (PEQF)	Head of People Services - /Head of Diversity & Inclusion - Gareth Hughes		<p>Positive Action Officer to link with local schools, colleges and other youth provisions. Also to work with Kath Thomas to explore work placement opportunities – currently ongoing for disabled people (TBC)</p> <p>19/08/19 – Brian Amos to link into Kath Thomas</p>
	(c) Ensure practitioners are aware of the wider principles of community cohesion which impact on legitimacy and reputation	Head of Diversity & Inclusion - Gareth Hughes		<p>Positive Action Officer works jointly on engagement activities with the Community Cohesion Officer (hate crime, stop and search, community tensions)</p>

Attraction and Recruitment				
Outcome	Actions	Owner	RAG	Update
11. Gwent Police regularly and routinely engages communities in conversations about recruitment opportunities <i>continued</i>	(d) Utilise frontline officers, e.g. Neighbourhood Teams to engage communities in conversations about careers in policing (calling cards)	Head of Local Policing/Head of Diversity & Inclusion - Gareth Hughes		Nominated champions should be established in each area. This activity must be accompanied by training/awareness provided to officers about the purpose and rationale behind positive action to enable effective conversations with colleagues and communities. (Brian Amos) 19/08/19 – Rod Grindlay, Mike Richards and Gareth Hughes to facilitate to contact with communities to promote positive action opportunities.
	(e) Effectively utilise positive role models and mentors from within the Force (Linked to outcomes 14 and 15)	Head of People Services - /Head of Diversity & Inclusion - Gareth Hughes		List of appropriate mentors is being developed and training will be provided. Role models are sourced from existing officers/staff on a voluntary basis. (Brian Amos) Mentors changed to BUDDIs 19/08/19 – Lysha Thompson to take forward and progress BUDDIs initiative
	(f) Seek to establish open ended lines of recruitment for key posts, Force Communications Suite staff, Police Officers, Cadets	Head of People Services - /Citizens in Policing lead – Mike Richards		To be discussed at People and Diversity Board – a rolling programme of engagement needs to be accompanied by ongoing application opportunities, or candidates will be missed

Attraction and Recruitment				
Outcome	Actions	Owner	RAG	Update
12. Gwent Police develops advertising campaigns which inspire and include, particularly targeted at under-represented groups	<p>Positive Action Officer and Recruitment team to create design templates in partnership with third sector organisations</p> <p>Resources (e.g. video clips, electronic artwork) produced which are inclusive and set out a range of opportunities to engage, identify appropriate forums to advertise within, email bulletins, social media</p>	Head of People Services - /Head of Diversity & Inclusion - Gareth Hughes		<p>Update required from Amy John and Brian Amos</p> <p>03/10/19 reports to forum 07/10/19 – Brian Amos to provide positive action officer report and Amy John to provide summary on 02-16/09/19 PC recruitment campaign together with future campaign</p>
13. Gwent Police utilises assessors and selection panels which are representative, aware of the Representative Workforce agenda, and alive to the impact of unconscious bias	(a) Provide training for all panel members in unconscious bias	Head of People Services -		Completed but needs to be repeated (Amy John) Check whether this is included in the Insight Review
	(b) Ensure panels make use of community observers/members drawn from the Independent Advisory Group	Head of People Services -		This occurs to an extent. (Amy John) Check whether this is included in the Insight Review

Attraction and Recruitment				
Outcome	Actions	Owner	RAG	Update
14. Recruitment events targeted specifically at under-represented groups	<p>(a) Positive Action Officer and recruitment team jointly produce format and programme for such events, with appropriate input from staff networks, Independent Advisory Group and community consultation:</p> <p>Use local community venues to ensure greater access</p> <p>Ensure that events contain information on forms to be completed and processes of recruitment including interviews (mentoring at key stages)</p> <p>Role models from relevant communities to be invited to every event to talk about their own journey (Linked to outcome 11)</p>	Head of People Services - /Head of Diversity & Inclusion - Gareth Hughes		Brian Amos to provide update 03/10/19 reports to forum 07/10/19 – Brian Amos to provide positive action officer report and Amy John to provide summary on 02-16/09/19 PC recruitment campaign together with future campaign

Attraction and Recruitment				
Outcome	Actions	Owner	RAG	Update
14. Recruitment events targeted specifically at under-represented groups <i>continued</i>	(b) Invite colleagues from Vetting to attend every session to provide detailed information and answer questions	Head of People Services - /Head of Diversity & Inclusion - Gareth Hughes		Brian Amos to provide update 03/10/19 reports to forum 07/10/19 – Brian Amos to provide positive action officer report and Amy John to provide summary on 02-16/09/19 PC recruitment campaign together with future campaign
15. Engage with schools and colleges	Positive Action Officer and recruitment team to jointly develop programme of engagement with schools and colleges in targeted areas Utilise role models in the planning and running of events (Linked to outcome 11)	Head of People Services - /Head of Diversity & Inclusion - Gareth Hughes		Brian Amos to provide update 03/10/19 reports to forum 07/10/19 – Brian Amos to provide positive action officer report and Amy John to provide summary on 02-16/09/19 PC recruitment campaign together with future campaign
16. Set up processes to provide feedback for unsuccessful applicants and promote personal development plans for future applicants	(a) Positive Action Officer and recruitment team to jointly develop process and format for development plans	Head of People Services -		Work stream to be scoped and scheduled Brian Amos to provide update 03/10/19 reports to forum 07/10/19 – Brian Amos to provide positive action officer report and Amy John to provide summary on 02-16/09/19 PC recruitment campaign together with future campaign
	(b) One to one feedback sessions between the recruitment team and the failed applicant to seek feedback on the recruitment process	Head of People Services -		18/10/19 – Amy John following up to determine feedback from latest PC recruitment drive in September.

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Attraction and Recruitment				
Outcome	Actions	Owner	RAG	Update
16. Set up processes to provide feedback for unsuccessful applicants and promote personal development plans for future applicants <i>continued</i>	(c) Recruitment team to provide bespoke feedback to unsuccessful candidates with emphasis on what the candidate can do differently in future applications	Head of People Services -		18/10/19 Amy John following up
	(d) Shorten the wait period before a candidate can reapply (reduce failed SEARCH from 6 to 3 months)	Head of Diversity & Inclusion - Gareth Hughes		18/06/19 – update from Cath Baldwin action is a NPCC promoted Positive Action strategy to be progressed and submitted to Ethics Committee; lead changed from Cath Baldwin to GH
17. Understand the operational interdependencies between diverse communities and the benefits of cultural and language skills to the organisation	(a) Identify and map cultural and language gaps in the organisation	Head of Diversity & Inclusion - Gareth Hughes		18/06/19 – update from Cath Baldwin action is a scoping exercise, to progressed and scheduled; lead changed from Cath Baldwin to GH 06/12/19 – Gareth Hughes to scope language/cultural gaps what surveys are needed to collate the information. Amy will look at how HR capture skills at time of recruitment
	(b) Where no potential applicants are available for specialist posts consider national recruitment	Head of People Services -		
	(c) Communicate a clear vision of the benefits of cultural and language skills approach to the workforce to ensure increased understanding and support to make sure other colleagues are aware of benefit.	Head of Diversity & Inclusion - Gareth Hughes		06/08/19 – Action expanded to ensure better understanding

	(d) Culturally significant events are celebrated within Gwent Police, e.g. Black History Month, religious festivals	Head of Diversity & Inclusion - Gareth Hughes		Work already in progress within Diversity and Inclusion team 06/08/19 – Action moved from Wellbeing and Fulfilment
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Retention				
Outcome	Actions	Owner	RAG	Update
18. Understand reasons behind BME Officers and staff leaving Gwent Police prematurely	(a) Undertake annual workforce survey to identify emerging workforce issues (Linked to outcome 3)	Head of People Services - /Head of Diversity & Inclusion - Gareth Hughes		Work stream to be scoped and scheduled; 18/10/19 research currently being undertaken by Positive Action Officer
	(b) Publish data from annual workplace surveys for purposes of transparency	Head of People Services -		
	(c) Ensure workforce surveys fit into annual planning cycle and force management statements	Head of People Services -		
	(d) Undertake an evaluation of exit interview data and workforce survey data to identify drivers for leaving, e.g. pension reform, changes to terms and conditions, wider private sector employment opportunities	Head of People Services - /Head of Diversity & Inclusion - Gareth Hughes		

Retention				
Outcome	Actions	Owner	RAG	Update
19. Gwent Police recognises the value of sustained and innovative community cohesion engagement	(a) Create and promote category of this type within the “Celebrating Success” programme	Chief Constable		06/08/19 – GH to link in with Shane Underwood to promote and progress nominations 06/12/19 – No nominations yet, carry forward
	(b) Encourage nominations from all departments and geographical areas of the organisation	Chief Constable		06/08/19 – GH to link in with Shane Underwood to promote and progress nominations 06/12/19 – No nominations yet, carry forward
20. Gwent Police promotes understanding of the benefits of cultural diversity through its training and development of leaders	(a) Undertake a table-top review of Gwent Police’s leadership and development training to identify the extent of diversity and inclusion elements present	Head of Diversity & Inclusion - Gareth Hughes		06/08/19 - Mark Thomas or representative to provide update in relation to review 06/12/19 – Supt White to ensure representative from L&D attends the next meeting
	(b) Identify any gaps in provision and/or opportunities to add value and develop action plan to address these	Head of Learning & Development - Mark Thomas		06/08/19 - Mark Thomas or representative to provide update in relation to review 06/12/19 – Supt White to ensure representative from L&D attends the next meeting

Retention				
Outcome	Actions	Owner	RAG	Update
21. Gwent Police to be transparent in regard to recruitment, progression and exit data for under-represented groups	(a) Publish annual data for Police Officers and Staff, to include: - number of applicants number sifted number progressed to SEARCH number appointed number failed at final stage of recruitment	Head of People Services -		06/08/19 - People Services representative to provide update 06/12/19 – Current data will be discussed as part of the agenda
	(b) Publish annual data in respect of both lateral and upward progression	Head of People Services -		06/08/19 - People Services representative to provide update
	(c) Publish annual exit data	Head of People Services -		06/08/19 - People Services representative to provide update
	(d) Publish lessons learned from discipline and grievance procedures involving officers and staff from under-represented groups	Head of People Services -		06/08/19 - People Services representative to provide update

Retention				
Outcome	Actions	Owner	RAG	Update
22. Gwent Police demonstrates improvement as a supportive working environment for a diverse workforce	(a) Review and amend flexible working practices to be as supportive as possible of cultural/religious observances, e.g. fasting	Head of People Services - /Head of Diversity & Inclusion - Gareth Hughes		06/08/19 – People Services representative to provide update 06/12/19 – Agile working supports working flexibly, AJ to look at BW to see if there is a report that can be run to establish how many have a formal flexible work agreement in place.
	(b) Identify, promote and utilise cultural exchange programmes within law enforcement in order to enhance community cohesion	Head of People Services - /Head of Diversity & Inclusion - Gareth Hughes		06/08/19 - NL/GH to meet and discuss how to progress 06/12/19 – Kath Thomas will review NPCC guidance

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Progression				
Outcome	Actions	Owner	RAG	Update
23. Local Policing teams understand and play a part in promoting the diverse recruitment ethos	Regular exchange of information (on Equality law, timings of interviews, awareness of working with staff networks, etc) between recruitment team, positive action officer and neighbourhood teams, e.g. through briefings, 7@7, targeted articles on The Beat	Head of People Services - /Head of Diversity & Inclusion - Gareth Hughes		06/08/19 – Brian Amos has met with Rod Grindlay and Mike Richards in relation to diverse recruitment promotion. Brian to further engage with geographical inspectors.
24. Gwent Police Diversity Champions support cultural change within and outside the force	Review of Diversity Champions roles and terms of reference to include recommendations in NPCC Workforce Toolkit	Head of Diversity & Inclusion - Gareth Hughes		06/08/19 – Gareth Hughes to progress process 06/12/19 – Diversity champion will be promoted through support networks by encouraging people to join the networks and provide proactive support without needing to be of the characteristic to join. Formal description to be formulated and published.
25. Mentoring/coaching and support mechanisms are in place to support Officers and Staff from under-represented groups	(a) Review of existing internal and external mentoring/coaching practices to benchmark Gwent Police against other forces.	Head of Learning & Development - Mark Thomas		06/08/19 – Mark Thomas or representative to provide update in relation to review 13/11/19 – Mark Thomas - This has not yet been progressed 06/12/19 – HR arranging 2 training sessions for mentors about the recruitment process and assessment centre, NCALT package for mentors will also be rolled out. Ch.Supt Roberts to consider who at a senior level can provide support. Details of coaches updated on the Beat on the 6th Nov and KT exploring with L&D how mentors can be used to support internal promotions, PSD to link in to have an input on fairness. Could also explore cross force coaching and publish on the Beat a story of what a coach can do and a story of someone that has been helped.

	(b) Cross-reference against recommendations in NPCC Workforce Toolkit	Head of Diversity & Inclusion - Gareth Hughes		06/08/19 – Gareth Hughes to GH to progress cross-reference process
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Progression				
Outcome	Actions	Owner	RAG	Update
26. Gwent Police's promotion and lateral progression policies and procedures are accessible to officers and staff from under-represented groups	Conduct a full Equality Impact Assessment of relevant policies and procedures, using research, focus groups and best practice from other sectors.	Head of People Services - /Head of Learning & Development - Mark Thomas/Head of Diversity & Inclusion - Gareth Hughes		06/08/19 – Diversity and Inclusion Team impact assess policies as required. Staff Networks will also have opportunity to consider documents.
27. Induction course for new recruits and Police staff inductions include reference to staff support networks	Review induction courses content to ensure that this is the case	Head of Learning & Development - Mark Thomas		06/08/19- Mark Thomas or representative and staff networks to confirm reference made

Progression				
Outcome	Actions	Owner	RAG	Update
28. Gwent Police can evidence learning from misconduct and grievance procedures in respect of disadvantages or barriers for under-represented groups	(a) Lessons learned forums include disadvantages and barriers for under-represented groups as a core agenda item	Head of PSD - Nick McLain		06/08/19 – Outcome owner identified. Nick McLain or representative to provide update
	(b) Establish a Lesson Learned Forum for under-represented groups for misconduct and grievance procedures and regular reporting into Equality – Representative workforce group HR officer invited to attend lessons learned forums	Head of PSD - Nick McLain		06/08/19 – Action expanded. Nick McLain or representative to provide update
	(c) Regular reporting to Gold group	Head of PSD - Nick McLain		06/08/19 - Nick McLain or representative to provide update 03/10/19 GH updated that Nick McLain is in process of drafting an equality strategy

Progression				
Outcome	Actions	Owner	RAG	Update
29. BME Officers and Staff encouraged to return within two years of exiting Gwent Police (where appropriate and subject to no previous misconduct/vetting issues)	Create a process and documentation for an “encouragement to return” contact to be initiated (include consideration of new skills acquired that may present new opportunities in a specialist role)	Head of People Services - /Head of Diversity & Inclusion - Gareth Hughes		06/08/19 Head of Diversity and Inclusion removed as owner. People Services to update 12/08/19 To included other protected characteristics – not only BME

Wellbeing and Fulfilment				
Outcome	Actions	Owner	RAG	Update
30. Gwent Police's Health and Wellbeing Strategy includes BME considerations and references Gwent Police's and NPCC Workforce Representation Toolkit	Well-Being Team leader to review NPCC Workforce Toolkit and reference in Gwent's Workforce Toolkit ongoing work from Gwent Police's own Health and Wellbeing Strategy	Head of People Services -		06/08/19 – Invitation for Alisa Quartermaine or representative to attend forum and update

Exit from Service with Dignity

Outcome	Actions	Owner	RAG	Update
31. A review of current exit procedures has taken place and lessons learned have informed change	Undertake review and present to People and Diversity Board Include a section on how exit information is shared around the organisation and how this leads to change	Head of People Services -		(links into Outcome 6) 06/08/19 Kath Thomas to provide update
32. Secondment opportunities/ partnership working with other organisations have been identified	(a) Work with community and statutory partners to identify opportunities for short and medium term secondments and joint working initiatives to enhance and build new skills	Head of People Services -		06/08/19 People Services to update 06/12/19 – Have people on secondment and promote opportunities for secondments via the recruitment section on the Beat.
	(b) Design clear secondment outcomes in the form of plans that candidates debrief upon return to the organisation	Head of People Services -		06/08/19 People Services to update

Exit from Service with Dignity				
Outcome	Actions	Owner	RAG	Update
33. Re-joining options are publicised to all who have left the organisation within two years of their date of leaving	Identify and implement a format and process to highlight re-joining options	Head of People Services -		06/08/19 People Services to update
34. Roles that could benefit from greater flexibility for officers and staff leaving and re-entering the organisation have been identified	Review specialist roles such as Cybercrime, CSI, community safety etc, identify the specific benefits associated with recruiting to these roles from the pool of previous leavers	Head of People Services -		06/08/19 People Services to update 06/12/19 – Flexible working procedure has been updated and published as well as working agile so GWP is working at its most flexible.

For more information on our work around equality and diversity, please contact:

Gwent Police Diversity and Inclusion Team

Gwent Police Headquarters, Croesyceiliog, Cwmbrân NP44 2XJ

Tel: 01633 247907

Email: diversityandinclusion@gwent.pnn.police.uk