



**Lancashire  
Constabulary**

police and communities together

**REPORT TO: Joint Management Board**

**DATE: 24<sup>th</sup> August 2017**

## **AGENDA ITEM: 5**

### **SUBJECT: Workforce Representation Update**

#### **1.0 Summary**

1.1 This report follows the verbal updates and discussions with the Commissioner's office through 2017 and further updates the Commissioner on proposals to address workforce representation for the Constabulary.

#### **2.0 Decision Required**

2.1 The Commissioner is requested to note the report.

#### **3.0 Information**

3.1 Developing Safe and Confident Communities is a pillar of the Police and Crime Plan and ensuring that the public of Lancashire have an accessible, transparent, open and reflective workforce is key to its delivery.

There is a growing evidence base that shows that more diverse organisations improve customer satisfaction, employee satisfaction, decision making and overall efficiency and effectiveness.

It is imperative that the Constabulary understands through place based policing the make-up of its communities, the current workforce representation of our people against our communities and develops a reflective workforce to deliver an effective service.

Investing now in WfR as part of organisational transformation will give Lancashire Constabulary the ability to;

- understand changing demographics
- attract future talent
- develop future leader leaders
- improve victim satisfaction

- improve decision making
- create a supportive culture with healthy challenge
- enhance confidence from our communities and
- to better understand the link between diversity and quality of service.

## 4.0 Proposal

4.1 The appointment and funding, by the OPCC in June 2016, of a Workforce Development Officer enabled the Constabulary to take an informed view on its approach Workforce Representation (WfR) as well as scope a deliberate approach to achieving a more inclusive workforce.

This work has highlighted a number of issues to our current approach including areas for improvement such as; developing a consistent approach to community engagement, reducing silo working, proactive recruitment planning, website development, using real customer experience feedback and the requirement to develop an effective approach to workforce retention and development.

Going forward discussions are under way to undertake a deliberate 3 year minimum approach to WfR and to introduce an approach within Corporate Services that serves Place through effective community engagement in order to;

- Build Lancashire Constabulary as an organisation of choice for all of our communities
- Build a representative workforce
- Increase confidence and awareness of Lancashire Police as an employer
- Increase awareness and confidence to report hate crimes and incidents
- Increase confidence in the criminal justice system
- Develop an effective approach to workforce retention
- Develop an effective approach to workforce development

This approach will require underpinning with an effective resource for engagement, equality and diversity, the support of the staff networks and links into key business areas such as Valuing Difference and Inclusion and Hate Crime. The governance for which will come from DCC Gamblin through the Valuing Difference and Inclusion Board.

4.2 Building on the WfR co-ordinator role the proposal is that the capacity and capability for the above could be delivered through;

2 x LC7 engagement officers £24 /£25k per annum based within BCUs  
 1 x Equality and Diversity Lead / Staff Network Co-ordinator – unknown LC as is a new role

The above are purely salary costs and professional judgement of current roles we have. There of course would be on costs, job specs and JE to consider.

It is proposed to support the approach to WfR with a young apprentice to aid with the administration digital media and engagement this is at a cost off £8.5 /10k pension dependent. This post will be trialed for 12 months with the cost being found from within the Corporate Services portfolio. Other support that will be required would be for media/ marketing materials and costs associated to events held.

The proposed new role of Equality and Diversity Lead / Staff Network Co-ordinator recognises the importance our Staff Networks play in our recruitment, retention and development as well as providing a sound footing and advice for the Constabulary on Equality and Diversity issues.

The team would form part of the new Corporate Service function and work alongside a corporate approach to Valuing Difference, Cohesion, Equality and Diversity and Hate Crime.

4.3 To support the proposed direct engagement activity for future recruitment schemes initial work would include;

- Defining a clear value proposition for having a diverse and inclusive culture
- Establishing key executive sponsorship across the Constabulary
- Effective data gathering
- Recognised approach to workforce monitoring
- Differentiating initiatives by diversity groups
- Raising awareness internally and externally
- Establishing a Reverse Mentoring Programme
- Scoping our complete internal and external positive action offer
- Scope buddying and mentoring schemes to aid retention and development
- Co-ordination of or staff networks to support recruitment, retention and development
- Establish effective evaluation and monitoring process
- Establishing a deliberate communication plan linked to workforce representation

## **5.0 Implications**

5.1 The changing nature and needs of our communities requires a reflective workforce to be a business imperative for the future of the Constabulary.

There are financial implications for the establishments of the new roles that is currently subject to discussion

## **6.0 Links to Police & Crime Plan**

6.1 A representative workforce that reflects its communities is key to deliver a high quality of service, increase trust and confidence in the police and to build safe and confident communities

### **Reasons why restricted**

n/a

### **Background Papers**

n/a

**Report Author - CI Ian Mills Corporate Development**