



REPORT TO:	Strategic Scrutiny Meeting
DATE:	23 June 2021
TITLE:	Diversity, Equality and Inclusion Update

1. Issue for Consideration

1.1 The purpose of this report is to provide an update in relation to activity and the progress being made by Lancashire Constabulary in relation to Diversity, Equality, and Inclusion (DEI).

2. Recommendation

The Commissioner is requested to review the report and make comments as appropriate.

3. Current Position

3.1 The Commissioner received an update in relation to DEI at the Scrutiny Meeting on 3rd September 2020 and a presentation was given at the Strategic Business Meeting on 26th March 2021. The Office of the Police and Crime Commissioner (OPCC) is an active member of the DEI Board.

3.2 The DEI portfolio is in an increasingly strong position across the force and is already built on a strong foundation. This report will explain how our DEI Programme is supporting tangible and sustainable progress in key areas both internally across our workforce and externally across our communities. Lancashire Constabulary's current national status and reputation as a leading force are also discussed.

4. The DEI Strategy

4.1 The joint DEI Strategy (the Strategy) between the PCC and Chief Constable is now complete regarding its design and is awaiting approval for release and launch. Internal staff networks and key members of our Independent Advisory Groups (IAGs) were consulted regarding its objectives. The Strategy is aligned to the National Police Chiefs' Council (NPCC) DEI Strategy in terms of including our

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commitment to the communities of Lancashire, our workforce and how we will work with partners. The Strategy ensures compliance with the Equality Duties. It is proposed that the launch will involve a community event held at headquarters (HQ) over the summer period where key members of the community and IAGs(Independent Assurance Groups) will be invited.

5. The DEI Programme

5.1 The NPCC toolkits have been formulated into comprehensive action plans divided into 5 workstreams, each led by a member of the Executive Leadership Team. Each workstream is now well established and leads have identified their priority areas which are detailed below. Tangible and significant progress is being made in some key areas and the programme is overseen by the DEI Board chaired by Deputy Chief Constable (DCC) Terry Woods. The Corporate DEI Programme is being replicated in each basic command unit (BCU) and across HQ departments to ensure that the effort and the impact of the programme infiltrates the whole force and that the outcomes benefit the whole workforce and our communities.

The 5 workstreams and their priority areas are as follows;

Governance, Data and Leadership

5.2 This workstream is led by Chief Superintendent Ian Dawson, Head of Corporate Development.

5.3 A great deal of progress has been made in relation to supporting and consolidating the Constabulary's staff networks which cover all the diversity stands. The Constabulary is investing time and resources into the networks in order to provide genuine avenues of support to our staff but also to utilise the networks as a critical friend in relation to corporate policies and decisions. Budgets have now been agreed with each network based on 'plans on a page' received by all the networks outlining their plans and engagement activity for this year. Plans are in place to promote staff networks to the workforce so that staff can seek appropriate support when required and to promote intersectionality within the force. Chief officer and Executive Leadership Team sponsors are in place for each staff network and quarterly workshops are held with representatives from all staff networks, associations and support groups. Opportunities for the organisation to interface with staff networks as critical friends are being developed such as reverse mentoring. Staff networks also attend the DEI Board so that they are fully aware of and can contribute to the progress of the DEI Programme. A Service Level Agreement is being developed between the staff networks and the force to understand the duties and responsibilities required of both.

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- 5.4 This workstream aims to begin to examine reward and recognition in relation to achievement in, or commitment to DEI and cultural competence in addition to traditional operational successes. This will assist with the promotion of DEI across the force.
- 5.5 The Constabulary's Force Management Statement (FMS) for 2021/22 is being written currently and will be required to reflect in detail each departments commitment and progress in relation to DEI as well as any business planning needs.
- 5.6 The main priority for this workstream is to develop sustainable and genuine community and workforce insight. In terms of the community, we are currently assessing an automated system which will very much complement the Constabulary's Lancashire Talking programme and the work of the current survey bureau. We aim to get significant and real time satisfaction data from the community in relation to their recent contact with the police or with how their crime/ incident was dealt with. This will be analysed by a Power BI dashboard and will initiate continuous improvement in our services to the community.
- 5.7 The Constabulary remains the best performing force in the country in terms of the level and continuing growth of community signup to Lancashire Talking. Internally we will use the new system to complement the Buzz and Buzzometer surveying programmes. In order to improve our internal insight, we are looking to adopt the "Safe to Say" programme which will improve our workforce demographic data.

Attraction and Recruitment.

- 5.8 The workstream lead is Chief Superintendent Karen Edwards.
- 5.9 The Workforce Representation Team led by Chief Inspector Chis Barton is focussed daily on actively supporting recruitment campaigns and supporting applicants through interview processes and delivering positive action to improve the representation of Black, Asian and Minority Ethnic (BAME) officers and officers from under-represented groups across our workforce. A fundamental aim of the force DEI Strategy is to ensure our workforce is increasingly reflective of our communities to improve public confidence and legitimacy.
- 5.10 Following on from direct engagement by our Workforce Representation Team the police officer uplift quarterly update, up to 31st March 2021 showed that the proportion of new recruits from a Black, Asian & Minority Ethnic (BAME) group is 7.5%, lower than the population in Lancashire, 9.6%. Our current workforce from BAME groups is however 5%, so it is acknowledged there is significant work to be done to improve this statistic across the organisation. However, the cohort of new joiners in 2020 showed significant progress.

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- 5.11 The proportion of female new recruits in 2020 is at 61.4%, which is higher than the national average England and Wales of 40%. Current gender representation for female police officers is 36.90%, higher than the national average England and Wales of 30%.
- 5.12 The progress being made was recognised by the Minister of State for Crime and Policing, Kit Malthouse MP, who expressed his thanks for the positive changes that we are bringing to policing but asked us “*to keep pushing during this critical drive for greater representation in our forces*”. Lancashire Constabulary is also being visited by a national team organised by the College of Policing next month to share best practice relating to our success during the Police Uplift Programme with female and BAME recruitment.
- 5.13 The Constabulary has also seen a significant increase in applications received from other protected characteristics in addition to BAME officers over the last few months as a result of the direct engagement by the workforce recruitment team.
- 5.14 Over the past 12 months the rise in female police officers is mainly attributable to the recent Degree Holder Entry Programme for Detective Constables in November 2020 and February 2021 which indicates that females are more attracted to specialist policing roles. Females are also more successful through the recruitment process.
- 5.15 This workstream has developed a 2 year’ timeline of recruitment and will plan their workload to maximise the impact of each campaign. Although attraction of candidates from protected characteristics is good, the attrition rate still feels too high particularly in relation to candidates with a disability. This is being examined as to why this is the case.
- 5.16 There is Media Strategy for the Constabulary’s attraction activity and the force has developed a new careers microsite. The aim of the microsite is;
- to help promote us as an inclusive employer of choice
 - to attract new people to the Constabulary
 - to improve the candidate experience
 - to help meet recruitment targets
- 5.17 Based on the results of the Havas research, the Media and Engagement Department have engrained BAME specific tactics in all attraction stages of each recruitment campaign creation including artwork, case studies and channels used to attract applicants from diverse communities. Recruitment campaigns have also used Neighbourhood Policing Teams to assist in the attraction which has further helped to develop this area. This includes a mailshot sent to 27,000 households in postcodes identified with densely populated BAME communities to encourage applicants to be Police Officers.

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- 5.18 A key aim of this workstream is to engage our existing workforce and explain why the force is committed to positive action and what positive action actually is, and the significant benefits it will bring to the organisation if we have an increasingly diverse workforce.

Development, Progression and Retention

- 5.19 Ian Roberts, Head of People is leading on the Development, Progression and Retention workstream.

Three priority areas are the focus of the work currently, these are Exit Interviews, Training and Talent Management. The development of Exit Interviews is progressing, a working group is set up and regional and national best practice is being looked at.

- 5.20 Training is a significant area of focus for this workstream. A training review is ongoing to optimise how the force delivers DEI training and awareness looking at research and national best practice. There is less focus on the traditional training course and more focus on webinars and lived experiences as effective methods of raising commitment to, and understanding of, DEI across the workforce.
- 5.21 A 12 month' Cultural Education Plan is being planned which will involve members of the community or individuals with lived experiences coming in to speak to staff and officers (or via webinars). The force training system Kallidus is being developed to provide information and training in relation to dealing with people with protected characteristics. Neurodiversity training is also underway for line managers as this was identified by a recent internal survey (discussed below) as being the protected characteristic our line managers were least confident in recognising and dealing with.
- 5.22 The third area of focus is Talent Management and development of staff. This will be part of the force People Strategy. Focus groups are currently being held with staff and the staff networks.

Disproportionality - Internal and External

- 5.23 Chief Superintendent Mark Winstanley is leading Internal and external disproportionality.

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- 5.24 Internally, a new post within the Professional Standards Department (PSD) has been established. This liaison officer is monitoring disproportionality in relation to misconduct and performance proceeding outcomes as well as vetting outcomes across the demographics of the workforce and will support PSD staff in relation to cultural matters. PSD staff are receiving cultural competency training and training in reflective practice.
- 5.25 Also, internally a Power BI analysis dashboard is being developed which will identify disproportionality across the workforce in relation to matters such as promotion processes, grievances, training outcomes.
- 5.26 A cross departmental working group has been set up, with Criminal Justice Service (CJS) as a key stakeholder, to examine and scrutinise disproportionality in the CJS system in terms of arrests and outcomes. This group is established and currently developing its terms of reference.
- 5.27 In relation to external disproportionality, Scrutiny meetings are being refreshed and consolidated to enable the independent examination of our interactions with the public for example stop and search and use of coercive powers. PSD are also investing in the surveying of complainants to understand the demographic profile of complainants and satisfaction with the process.

Engagement, Communication and Culture

- 5.28 The workstream lead is Liz Riding, Head of Media and Engagement.
- 5.29 This workstream will support both internal and external communication around DEI and also meaningful community engagement and insight. Some of this will be informed by the Havas research recently undertaken and commissioned by the PCC's office.
- 5.30 Work will be focussed into 3 areas, each overseen by a departmental senior manager: Communication (internal and external), Engagement (internal and engagement) and Culture/ Organisational Development (OD).
- 5.31 Communication will focus initially on supporting the promotion of a calendar of DEI events, promotion of the staff networks, and to increase the presence of DEI on Sherlock through developing the Inclusion Hub. Externally, the main focus will be on enabling meaningful and sustainable community engagement by supporting staff to maximise the use of social media and the proposed Community Insight programme.

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- 5.32 Internal engagement will be strongly influenced and informed by the results of the annual Buzzometer Survey, the results of which are imminent, and also the results of a recent internal DEI survey. The 'Values and Standards' campaign is also continuing which supports the key objectives of the force DEI Strategy.
- 5.33 The Culture / OD (Organisational Development) strand will provide support to the Retention and Progression workstream in developing the use of PDRs to further DEI objectives, supporting promotion and development of individuals with protected characteristics and focussing OD resources towards areas identified by the Buzzometer.
- 5.34 Clearly this workstream is an enabler for all the other DEI workstreams and will provide appropriate support.

6. National status

- 6.1 In 2020/21 the Constabulary achieved a national ranking as the 4th most Inclusive organisation in the "Inclusive 50 Organisations" listing. Constabulary are considered by Inclusive 50 to be a leading force and the force DEI lead Rozila Kana was invited to speak to a large audience of 150 public sector organisations in May 2021 and since several other police forces including GMP, Kent, Cumbria, Wiltshire have signed up to Inclusive 50. Further the Constabulary have been invited as a force to work with them as National Police Lead Ambassador in 2021/22 and help other police forces with their submissions to bring consistency into inclusion across policing. Success has been promoted on this award internally and externally to reassure our communities, workforce and prospective employees of our commitment to DEI. This year the Constabulary will use the following logo to promote our status as Police Ambassador.



“Inclusive Companies are thrilled to be working with Lancashire Constabulary as our official National Police Lead. As the UK’s 4th most Inclusive Employer on the Inclusive Top 50 UK Employers List 2021/22, it made perfect sense to collaborate with Lancashire Constabulary and D&I Manager Rozila Kana, to raise the consistency of inclusion across the police, public sector, and beyond. As an

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Inclusive Companies Ambassador, we look forward to working closely with Lancashire Constabulary on various initiatives and events.”

- 6.2 Comstabulary has also been ranked in the Top 100 Stonewall Index for last 3 years and we are committed to focussing on achieving the equivalent of Stonewall standards across the force assisted and guided by the LGBT staff network.
- 6.3 Rozila Kana was invited to present at the Institute of Governance and Public Policy regarding our DEI work and the Corporate Development team were approached by and presented to the Garda (Eire) in May for the dissemination of best practice.

7. Work of the DEI team within Corporate Development

- 7.1 Work continues to consolidate the Constabulary's IAG (Independent Assurance Groups) network and we are providing support the divisional Community Cohesion Units (CCUs) with key engagement areas. An IAG handbook is being designed and quarterly force IAG development days are being planned. Work is ongoing to address and refresh the diverse representation within the IAGs. The DEI team are also supporting the divisional CCUs with key engagement areas. In South Division, the CCU are being supported with setting up a Preston Windrush Community Group. In East Division, the CCU are being supported with setting up a Race Equality Community Group for BAME communities in East Division.
- 7.2 A strategic Covid19 community cohesion meeting was held on 14th January 2021 to progress community engagement in relation to our policing response to Covid19. This was chaired by ACC Lawson and Chief Superintendent Mackenzie. The feedback was very positive following this meeting with a request from the key community contacts and voluntary sectors for these meetings to continue. There has been significant work undertaken in understanding any perceived disproportionality around Covid19 enforcement and scrutiny has been carried out through weekly updates at Covid Gold meetings, the Joint Audit and Ethics Committee and the Criminal Justice Outcomes group.
- 7.3 There is further comprehensive insight research being undertaken by the force to improve our understanding on community and demographic differences in confidence, safety and effectiveness and developing a response jointly with OPCC and Constabulary. This research will dovetail into all the existing research that the force has already undertaken to give the organisation an informed view and help to identify gaps.
- 7.4 Work is also ongoing with the OPCC to re-invigorate the Stop and Search Scrutiny Panel to increase community confidence and trust in this area. The Stop/ search

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Hydra training exercise is due to be showcased to our IAG members in July 2021 to increase their awareness of this complex area.

- 7.5 An internal DEI survey initiated by the DEI team has recently been resulted and gives indications of the confidence of our staff and line managers in particular in dealing with DEI issues, their cultural competence and confidence in supporting staff with protected characteristics. The results will be used in conjunction with the Buzzometer results to inform future awareness inputs and training to staff.
- 7.6 A force multi-lingual database has been developed. Staff were asked to voluntarily identify language skills and cultural competency skills/ knowledge and we now have a data base of over 30 languages. A power BI Dashboard is in place which can identify who is currently on duty and may be available to colleagues who need language skills or cultural advice. This will improve the service we provide to our communities and will assist out colleagues across The Force Major Incident Team (FMIT), Collision Investigation and all operational policing to access immediate internal advice and support. This will be launched on Sherlock in the next month.
- 7.7 A 2 week' Ramadhan media campaign was held in April and May 2021 to celebrate the religious festival for our Muslim staff but also to raise awareness across all our staff regarding the 5 pillars of Islam and the religious traditions and celebrations. This was led by our own staff members who did short webinars explaining their lived experiences and their faith. The Chief Constable Mr Rowley also delivered an external message to the community to mark Ramadhan.
- 7.8 Stephen Lawrence day was commemorated at an afternoon on-line event of key national speakers representing the NBPA and policing across the UK which was attended by almost 200 staff. The event was opened by Chief Constable Mr Rowley.
- 7.9 The force DEI team in Corporate Development host themed weekly webinars via Teams to provide input to front line staff around Unconscious Bias, Islamophobia, Autism, LGBTQ, Muslim burial practices, Disability, etc. The webinars are tied into the diversity events calendar and have been moved to Response Officer training days to assist all staff to have access.
- 7.10 Sunflower lanyards have been funded by the Police Federation and a Disability Support Group and have been disseminated across the force to our staff with hidden disabilities to wear. Sunflower Lanyards is a national scheme with an aim to help people identify visible disability through the use of a lanyard and this has been particularly important during the Covid lockdown period when people have been exempt from wearing masks and have been victims of hate crime.
- 7.11 The force has signed up to the Sign Live BSL interpreting service which means that now all unplanned communication with the Police for BSL users can be made via Sign Live Remote interpreter service

8. Summary

8.1 The Constabulary is in a strong position in terms of the activity and progress being made in relation to DEI and has high national status as a successful and progressive force. The Strategy is due to be launched and the DEI Programme, which is strongly governed, sets out very clear direction in relation to the work needed to deliver the best service to all our Lancashire communities, in collaboration with partners, and also to achieve the best environment and culture for our workforce. In addition to the delivery of the DEI Programme, there is a great deal of innovative work ongoing at all levels across the force, as discussed in this report and this is the result of the furtherance of DEI being recognised as a top priority for Lancashire Constabulary.