

EDHR Strategy – Embedding Diversity



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| AUTHOR: | |
| Name: | Sim Sian 12972 |
| Job Title: | Diversity Manager |
| Telephone number: | 101 |
| Email address: | Sim.Sian@surrey.pnn.police.uk |



What are the Policing Principles?

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|----------------------------------------------------|------------------------------------------------|--------------------------------------------------|
| Accountability <input checked="" type="checkbox"/> | Fairness <input checked="" type="checkbox"/> | Honesty <input checked="" type="checkbox"/> |
| Integrity <input checked="" type="checkbox"/> | Leadership <input checked="" type="checkbox"/> | Objectivity <input checked="" type="checkbox"/> |
| Openness <input checked="" type="checkbox"/> | Respect <input checked="" type="checkbox"/> | Selflessness <input checked="" type="checkbox"/> |

1. Background

- 1.1. The Surrey Police Equality, Diversity and Human Rights (EDHR) strategy was launched in 2015 and is now in its fourth year. In this time it has developed into a delivery and outcome focussed plan with a broader of view of inclusion, rather than simply looking at legislative compliance or single protected characteristics e.g. just ethnicity or gender.
- 1.2. The strategy has a clear governance framework to ensure the strategy delivers tangible outcomes. A key element of this is the EDHR board, chaired by the DCC and attended by a senior lead from all divisions and departments. Challenge is provided by attendees from the Independent Advisory Group, the OPCC and Staff Networks.

Diversity Aspirations

- 1.3. When the strategy was launched, careful thought and consultation was taken in terms of targets and measures. The following were taken into account:
 - Success measures in the field of EDHR are problematic as progress is often long term, over ten years or more
 - There needs to be some definition of what success looks like at Surrey Police to identify priorities and allocated resources accordingly
 - Historically, diversity targets can be divisive and can encourage a ‘box-ticking’ approach to diversity e.g. chasing representation targets, rather than developing an inclusive culture. Higher representation does not necessarily equate to an inclusive culture.
 - Representation measures are only one indication of performance of the whole strategy given the breadth of equality objectives beyond representation.
 - Internal workforce data is often inaccurate due to individuals not completing and/or disclosing their protected characteristics
 - The most accurate measure to act as a comparator, given other Forces will have vastly different demographics
- 1.4. The decision on measures was taken at the EDHR board to ensure a consultative and inclusive approach. Taking all the above factors into account, it was decided that representation aspirations would be included and the benchmark would be taken from the Census 2011 data regarding the demographics of Surrey as these were the most accurate measure of how the organisation reflects the community it serves. For example, according to the Census, Surrey’s Black and Minority Ethnic (BAME) representation was 9.6%. This translated to internal BAME measures of 9%.
- 1.5. Measures were termed as ‘*aspirations*’ taking into account their aspirational and challenging nature, given they were much higher than current and projected levels. Discussions were held regarding how realistic this was but were counteracted by no sound justification about why they should not accurately represent the communities of Surrey.
- 1.6. Measures were not set for every protected characteristic but focussed on the following; Gender, BAME and White Other – as reflection of Surrey’s largest emerging minority community but who would not identify as Black or Asian, an example of White Other is Eastern European. Measures were included for staff and police officers to give a broader and whole picture of internal workforce representation. Measures were also included for supervisory roles as well as overall representation to address the issues of a lack of diversity in leadership.

2. Content

Performance

- 2.1. The progress against the Diversity aspirations are represented below.

| Performance Measures | 2015 | 2016 | 2017 | FYTD March 2018 |
|----------------------------------------------------------------------|--------------|--------------|--------------|--------------------|
| To achieve internal BME Officer representation of 9% | 3.7%(71) | 3.7% (70) | 3.5% (71) | 3.4% (67) |
| To achieve overall BME representation of 9% | 4.0% (155) | 4.1% (158) | 4.0% (158) | 4.0% (156) |
| To achieve internal Officer White Other representation of 6% | 2.5% (47) | 2.4% (45) | 2.4% (48) | 2.4% (47) |
| To achieve overall White other representation of 6% | 2.6% (47) | 2.8% (107) | 2.8% (110) | 2.7% (107) |
| To achieve BME Officer supervisory representation of 9% (SGTs +) | 3.3% (14) | 2.4% (12) | 3.0% (15) | 3.0% (15) |
| To achieve female officer representation of 50% | 34.4% (652) | 34.1% (646) | 33.6% (677) | 33.7% (671) |
| To achieve internal overall female representation of 50% | 45.7% (1780) | 45.9% (1759) | 45.7% (1797) | 46.2% (1825) |
| To achieve female officer supervisory representation of 50% (SGTs +) | 29.9% (127) | 28.5% (141) | 29.2% (148) | 29.8% (149) |

Findings indicate that whilst most of our aspirations have remained static over the three year period we are comparing favourably in comparison to our neighbouring Forces.

Representation figures of BAME for Sussex 1.9%, Hampshire 3.0%, Kent 3.0% and Met 13.4%¹.

Female officer representation for Sussex 31.2%, Hampshire 31.5%, Kent 27.5% and Met 26.6%²

- 2.2.** Performance against the Force's diversity aspirations does not highlight the vast activity undertaken since the launch of the strategy in 2015 and therefore it would be incorrect to only take into consideration achievements against measurable aspirations.

3. Activity

- 3.1.** The launch of the EDHR Strategy has led to the implementation of a number of positive initiatives to address the representation deficit. Examples of this include:

Recruitment

- 3.2.** SPACE mentoring scheme supports BAME candidates throughout the recruitment process, from initial attraction using headhunting approaches at community engagement events and schools and colleges (over 60 careers events at schools, colleges and universities and inputs to current CKP students) through the complicated pre-join process providing 1-2-1 support on assessment centre and application techniques.
- 3.3.** This has been recognised nationally, being highly commended at the CIPD awards and shortlisted at the Personnel Today and HR Excellence awards retrospectively. Consequently, through this link with the CIPD, the staff network was used as a best practice case study in their published research *Barriers to BAME employee's career progression to the top*. For more details, please see the link

<https://www.cipd.co.uk/knowledge/fundamentals/relations/diversity/bame-career-progression>

Progression

- 3.4.** PALS (Professional Action Learning Sets) programme to enable BAME officers to reach their potential. A total of 10 officers have completed the programme in Surrey and Sussex and there

¹ Reference Police.UK 2017 - <https://www.police.uk/kent/194/performance/diversity/>

² Reference Police.UK 2017 - <https://www.police.uk/kent/194/performance/diversity/>

are a further 13 on the current cohort.

3.5. Staff network conference providing career advice and mentoring for BAME Officers.

3.6. IAG members on promotion panels and talent management schemes.

Learning and Development

3.7. Diversity conference training officers and staff of all levels on unconscious bias.

3.8. Diversity Awards to reward excellent performance across the Force.

Staff Network Collaboration

3.9. Staff networks share best practice with the launch of LGBT mentoring scheme, Gender and GRT Support programmes.

3.10. It became evident that Positive Action needed to be expanded into a permanent organisational initiative therefore, the force has two dedicated Positive Action Advisors tasked to increase the representation at recruitment and progression with race being their priority.

Positive Action – Action Plan

3.11 The Positive Action plan has been developed, the Positive action team are keen work collaboratively with the PCC, and for them to take lead on joint schemes such as Junior Forum and OPCC Forum for positive action. This will enable a joint approach to working with our communities and allow the sharing of different viewpoints.

3.12 The Positive Action plan will focus as much on opportunities to attract BAME Police Staff, as well as making the most of targeting an attraction approach to maximise BAME officer candidates, given the reduction in officer recruitment opportunities in the coming years.

3.13 The existing PCSO recruitment processes have been reviewed. This has improved how the Force supports through selection and resulting in improved results of difference in our cohorts. 121 support and mentoring sessions are provided, with regular contact. This approach has been mapped to SPC recruitment, and is likely to increase the BAME intake for the current recruitment campaign.

3.14 Work is in hand to improve and integrate the information collected for BAME candidates at the point of attraction, which will enable an assessment of the most successful events, the best interaction methods to attract BAME candidates and to support candidates throughout the process. Integrating this information to Talentlink through event technology will enable the Force to gain early GDPR consent. This will be particularly useful as events are expanded to bordering areas, and venturing into unexplored areas to attract BAME communities to join Surrey Police as a choice of career.

Diversity Team – Action Plan

3.15 The Diversity Manager has developed a twelve month plan which aims to tactically contribute towards the Diversity aspirations (Appendix 1). The plan includes:

3.15 A focussed EDHR Board in June 2018 with a thematic presentation focussing on Representation and working with senior champions to create bespoke action plans, which will continue to be monitored by tactical working groups and the Representation Meeting (Appendix 2).

3.16 The Diversity Manager is looking to implement a programme on 'Tomorrow's Leaders' which focusses on PC to SGT promotion. The programme aims to prepare all constables recommended for promotion by exposing them to the challenges that a diverse workforce and communities' experience. This will be achieved by ensuring constables invest time in delivery diversity projects. This will add value to the Force by supporting the delivery of the Plan on the Page, Code of Ethics, Neighbourhood Policing Guidelines, the Surrey Police and Crime Plan and improving areas of the HMICFRS inspection.

- 3.17 The introduction of the BAME Role Models Project which aims to utilise cross sector BAME role models. This will enable staff and officers to aspire to leadership at the same time as acquiring a unique understanding of different skill sets such as project management.
- 3.18 The PALS Programme is continuing which will reach a larger number of BAME officers and staff across Surrey and Sussex Police.

4. Risks

- 4.1. A lack of progress towards diversity aspirations over a three period presents a reputational risk to members of the public and staff and officers from diverse communities.
- 4.2. There is one year left of the current strategy. Positive messages need to be sent externally to members of the public and internally to staff and officers.
- 4.3. Recruitment is only one element and focus is also needed on retention and progression to reduce the risk of losing BAME officers.
- 4.4. Police Officer recruitment is currently on hold which impacts active recruitment from diverse communities.
- 4.5. It is unclear whether future entry points will have a positive or negative impact on representation.

5. Conclusion

- 5.1. From this paper the following conclusions can be made:
- 5.2. All Diversity aspirations are not on target and have remained static.
- 5.3. From the outset the aspirations chosen were deliberately challenging as alternative approaches such as lowering aspirations would not fulfil Surrey Police's vision in representing the community they serve. Evidence confirms that had lower aspirations been set these would not have been achieved.
- 5.4. With reference to a suggestion on focussing on one strand the Force will work across all strands of Diversity, prioritising BAME and Gender. We have benefited from working across all strands for example, the SPACE Mentoring Scheme has supported LGBT recruitment.
- 5.5. The impact of activity in supporting Diversity may not be observed immediately but will contribute to our long-term aspirations, the support given to Diversity must continue for us to reflect the community we serve.
- 5.6. Whilst targets are one way of measuring success there are a number of unmeasurable successes Diversity brings to organisation. Following this, the College of Policing's EDHR strategy also developed to *Valuing Difference and Inclusion*, reflecting the same ideology of Surrey Police's strategy. This is outlined in the following quotation.

"We understand that while measuring is important, the mentality needs to shift from one that just counts people to one which really makes people count." Valuing Difference & Inclusion, College of Policing, 2016.

6. Decision Required

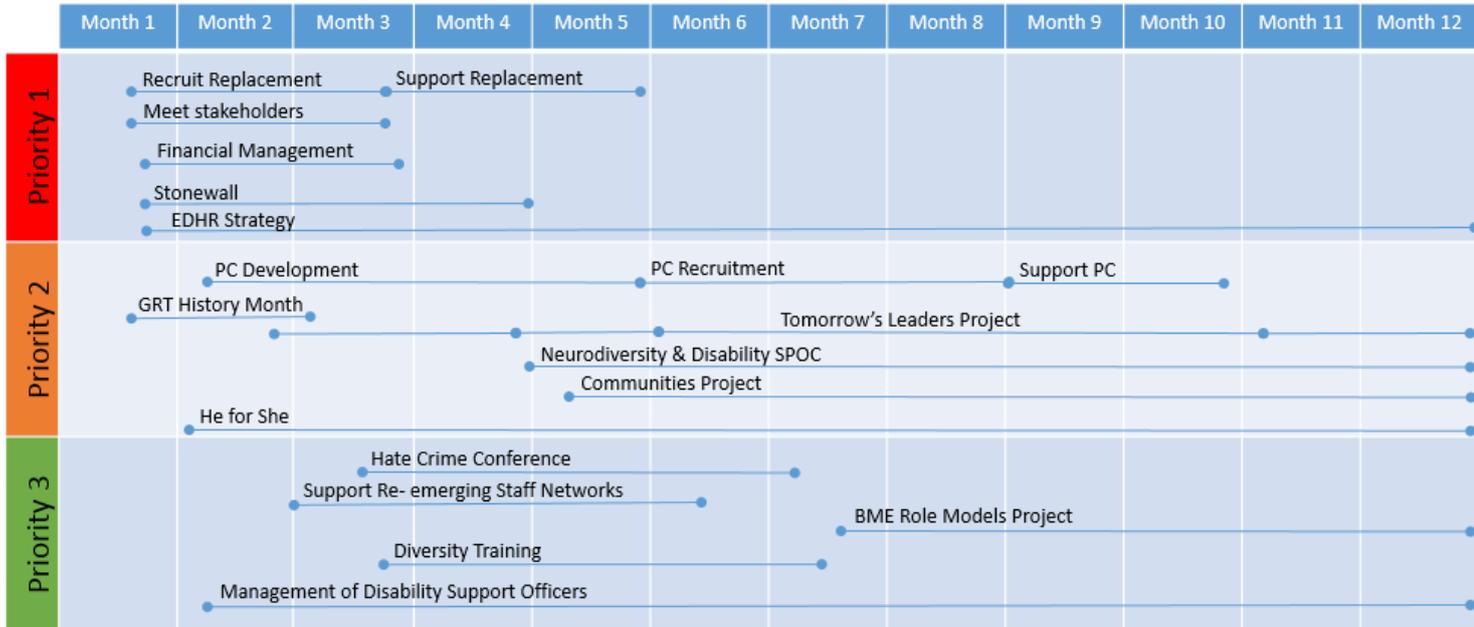
None, this paper is for information only.

7. Attachments / Background Papers

Appendix 1 – Diversity Manager Twelve Month Plan

Appendix 2 – Representation Meeting Governance

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Appendix 2 - Representation Meeting Governance

Representation Meeting Governance

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