



Heddlu Police

DYFED-POWYS

Positive Action Strategy

May 2021



2021 - 2024

Foreword from T/Chief Constable Claire Parmenter

As a Force, we recognise the benefits of employing a diverse workforce – a workforce whom can bring their own personal experiences and values to work with them. A workforce which is productive, innovative and above all, inclusive. As such, I want to encourage people from all walks of life to join the Force, either as officers, PCSOs, in our numerous staff roles or as volunteers.

We recognise that there are instances whereby we are not fully representative of our communities, and we aim to address this through the utilisation of positive action.

Positive action is not about giving people an advantage over others, it's about identifying inequalities and addressing them – making sure that all applicants are on an equal footing from the outset. This strategy has been designed with the aim of ensuring that this is the case during our recruitment processes.

Best Wishes

DCC Claire Parmenter



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1. About Dyfed-Powys Police

Dyfed-Powys Police safeguard people living, working and visiting the Counties of Carmarthenshire, Ceredigion, Pembrokeshire and Powys. It has a **population of over 515,000**, that is significantly boosted with tourists each year, and covers a land mass of over half of Wales.

The Force was formed in 1968 with the merger of the four County Constabularies. Geographically it is the largest police force in England and Wales; it has over 350 miles of coastline, many remote rural communities along with a number of relatively small centres of population that include Aberystwyth, Cardigan, Haverfordwest, Carmarthen and Brecon. The area stretches from St David's in the West across to Crickhowell in the East, up to Welshpool and Machynlleth in the North.

Our vision is 'Safeguarding our Communities together' and our overall ethos is to tailor the service we provide, with our partner organisations, to the local needs of our communities.

The Force currently employs **2,287 people** throughout the 4 Local Authority areas. This includes **1,199 Police Officers, 942 members of staff** (including PCSOs), **94 Special Constables** and **52 Volunteers**. Regular recruitment intakes are undertaken throughout the year in accordance with workforce planning. Further information in relation to the diversity of our staff and officers is provided further on in this report at *Section 2: Results of our Thematic Review*.

The reason for this strategy is to ensure that Dyfed Powys Police fully reflects our communities that we serve, for increased trust and confidence.

2. Results of our Thematic Review

Before we can undertake positive action in relation to recruitment, it's vital that we understand representation within the Force. To this end, a Thematic Review was undertaken in 2021 in order to understand what strands of diversity were underrepresented and therefore warranted positive action in accordance with the Equality Act 2010.

The Thematic Review considered:

- National Police data;
- Dyfed-Powys Police data;
- Census 2011;
- Representation of the communities within Dyfed-Powys Police's geographical area;
- Representation of past recruitment drives
- Employee perceptions of Dyfed-Powys Police, including that of our Staff Support Networks;
- Views of our Independent Advisory Group;
- Victim satisfaction data.
- Re review of literature on what influences retention and progression in the workplace;
- Work being proposed by the National Police Chiefs Council's workforce plan for creating a representative workforce;
- Consideration of good practice examples of positive action in other forces; and
- What Dyfed Powys Police already has in place in order to promote progression.

It is evident from the Thematic Review undertaken that underrepresentation exists across most diversity strands and as such, there is a need for positive action across the board – it would be unfair and unequitable for this strategy to focus on only the one strand.

The following key findings were identified by the review:

Ethnic Minority representation

Ethnic Minority employee representation within Dyfed-Powys Police's workforce is currently 1.4% – 2.0% are Police Officers and 0.9% are Police Staff, the population being 2.02% in accordance with the Census data from 2011. Whilst this may not be considered a significant underrepresentation, it is recognised that there is much more we could be doing in order to ensure that we are representative of all ethnic communities within the Force area.

Our review of the most recent Police officer recruitment drive and the applications received from Police Staff applicants from Jan-Mar 2021 identified that whilst we are attracting a relatively representative application pool in terms of ethnicity, this is not being reflected within final appointment, indicating that positive action is most required in relation to removing barriers within the application process.

Focus groups held prior to the 2017 Strategy with staff and officers identified certain perceived barriers to ethnic minority communities joining Dyfed-Powys Police. One barrier related to the perception that the job of a Police Officer was not a particularly good job, reflected in the low starting wage. There was also a perception that the ability to speak Welsh was a prerequisite to joining the Force, however we do not require any level of Welsh on application requiring successful candidates to achieve Level 1 within 6 months of joining the organisation.

The Ethnic Minority Support Network for staff and officers ('the EMSN') felt that the Force image needs to be diverse in order to attract a diverse application pool. It was suggested that recruitment campaigns should be targeted at our ethnically diverse communities, through engagement with our PCSOs and open days. It was also noted that individuals don't see 'people like them' in the police.

A focus group was held with ethnic minority students from University of Wales Trinity Saint David to understand the perceptions of policing, barriers to joining the police and how roles can be communicated more effectively. There were two key themes that became apparent from all of the sessions; lack of knowledge regarding careers in Policing and that the Police need to create a positive message to regain trust with its communities - as part of the focus group an action plan was created and the actions have been incorporated into the action plan in this strategy.

The small representation of Ethnic minority staff and officers across the Force is inevitably reflected across the ranks within Dyfed-Powys Police and at present, there are no Ethnic Minority officers above the rank of Inspector within the Force. Representation of Ethnic Minority across senior police staff ranks also remain low, the statistics being too small to report on in this paper. As representation increases, it is vital that work is undertaken to ensure that the same is reflected throughout all ranks, for both staff and officers.

Religious representation

According to our data available to us from March 2021, 37.2% of our workforce has declared that they are Christian, 0.13% Buddhist, 0.04% declared they are Hindu, 0.13% declared themselves as Muslim, 0.04% declared themselves as Jewish, 19.9% disclosed their religion as none (Atheist), 30.4% declared not stated and 2.2% declared their religion as other and 9.8% did not want to disclose their religion.

This compares with our the Census 2011 data which provided that 61.5% of our communities are Christian, 0.34% are Buddhist, 0.21% declared they are Hindu, 0.35% Muslim (Islam), 0.05% are Jewish, 0.05% Sikh, 28.5% declared they had no religion, 0.61% other Religion, 8.4% did not state their Religion.

Whilst we are widely representative of religion, we need to ensure that we are actively being inclusive in terms of our policies and procedures in order to ensure that individuals from all religions feel that they are supported to express, and practice their faith or religion in the workplace. In particular, engagement with our workforce and Staff Support Networks identified that we need to be visibly diverse in terms of how we are promoting the Force.

Feedback from the Ethnic Youth Support Team funded by Welsh Government identified that fear of Islamophobia is a potential barrier for people joining the Police.

Disability representation

At present, disabled employees make up only 3.7% of our workforce compared to 10.8% of people living in Wales who are limited in terms of disability. The review of the most recent Police Officer recruitment drive identified that only 1.3% of applicants declared themselves as having a disability, with 3 of those applicants at the stage pre-employment checks.

Consultation with our Independent Advisory Group identified barriers for the deaf community in accessing roles within Dyfed-Powys Police – predominantly the complexity of the job profiles.

Our own Ability Staff Support Network also felt that there was a perception amongst disabled people that they will be turned down for roles either at application or interview stage because of their disability. It was suggested that we need to be highlighting the roles available for people with a disability, working with support organisations within our communities to highlight the positives of working for Dyfed-Powys Police, and the support which we can offer.

On the basis of the data available to us, persons with a disability remain underrepresented amongst all ranks, with only 0.08% of officers at the rank of Inspector or above disclosing a disability. It should be noted that we are only able to report on the data available to us from Officers & Staff who are prepared to self-declare a disability. The same underrepresentation applies amongst senior members of staff.

Sexual Orientation representation

The data currently available to us suggests that only 1.8% of our workforce identify as gay, lesbian or bisexual. Whilst it is difficult to ascertain accurate data relating to our communities, based on Stonewall's estimation of 5-7%, it can be suggested that we are either under-representative, or that our workforce is not confident in sharing this information with us.

Analysis of the most recent Police Officer recruitment drive suggests that the number of lesbian, gay or bisexual people applying for the role is widely representative of our communities but this is not being reflected within final appointment, indicating that positive action is most required in relation to removing barriers within the application process.

Inevitably, this underrepresentation is also reflected across the ranks within Dyfed-Powys Police with only 0.2% of officers at the rank of Sergeant declaring themselves as gay, lesbian or bisexual. This disproportionality is also reflected amongst staff, whereby only 1.2% of staff at officer/team leader/supervisor level and above have declared themselves as lesbian, gay or bisexual.

Gender Identity representation

At present, this data is not collated by the Force and therefore it is impossible for us to ascertain whether or not we are representative of our communities. The Gender Identity

Research & Education Society (GIRES) estimates that about 1% of the British population are gender nonconforming to some degree.

Following the work undertaken in early 2017 with regards to Trans Inclusion, work is underway to allow for staff and officers to self-define their gender identity.

Engagement undertaken with the Trans community identified a number of barriers to joining Dyfed-Powys Police, including barriers around facilities and uniform, as well as the recruitment forms and processes. If we are to increase representation and progression, then we need to ensure that we are achieving inclusion across the whole organisation. Significant changes around uniform and estates have already been made to facilitate this whilst the recommendations that were approved by the Chief Constable in 2017 are being monitored by the Equality & Diversity Department.

Welsh Language representation

According to the most recent Census published in 2011, approximately 35% of our communities are Welsh speakers.

Whilst the number of Welsh speaking staff and officers within Dyfed-Powys Police is widely representative of our Welsh speaking communities, the introduction of the Welsh Language Standards means that it is vital that we are able to attract Welsh speaking applicants to the Force, and that those applicants are treated equally. This will be achieved through ensuring all recruitment materials are created bilingually, and that Welsh speaking applicants are not treated less favourably.

The force now requires all employees to reach Level 1 within the first 6 months of appointment, Level 1 Welsh is easily achievable, and means that you can say and understand some basic Welsh terms and phrases, support is given to all employees throughout this period.

Female representation

In recent years the female representation within recruitment drives has been on a par with male representation. As such, Dyfed-Powys Police have seen a rise in the number of females being recruited as Police Officers and PCSOs within the Force, and females are well represented in terms of staff roles within the organisation. Within the latest Police Officer

campaign in January 2021, the amount of female applications was considerably lower than male applicants.

Positive Action is therefore still required in terms of attracting females to the organisation in the role of Police Officer. There is also a clear need for it in terms of progression within the organisation – where there continues to be disparity in representation through the Police Officer and staff ranks.

Data published in March 2021 as part of our Gender Pay Gap Report¹ identified that the Mean Hourly pay gap percentage for all employees was 11.24%, with the Median Hourly pay gap being at 19.98%. This is despite the fact that 45% of our workforce was female as at March 2021. The reason for this pay gap is down to the underrepresentation of females in the higher paid roles within Dyfed-Powys Police, and overrepresentation at the lower paid roles.

Feedback provided in the Representative Workforce Working Group highlighted the need for the Force to promote positive action internally, clarifying how it will transpire for staff and officers already employed by Dyfed-Powys Police.

It is pleasing to note that in recent years we have always had at least one female Chief Officer.

Smarter Working

The Covid Pandemic has accelerated the move towards Smarter Working. With the geographical challenges of the force this will break down barriers for staff to work remotely. This will more than likely assist with increasing a diverse workforce across all diverse strands.

¹Available from: [.\\.\Gender Pay Gap report as at 31.03.20 v8 final word doc \(003\).pdf](#)

3. Representative Workforce Working Group

To support the implementation of the Positive Action Strategy, the Force has established a Representative Workforce Working Group (RWWG). The RWWG is an internal accountable body, with representation from key areas. The main objectives of RWWG will be to monitor and oversee the implementation of Positive Action initiatives across the Force and to lead on promoting best practice in implementing these initiatives. The group is comprised of key stakeholders from across the organisation with a mandate to:

- ❖ Look at innovative ways of improving the attraction of applications from underrepresented groups.
- ❖ Review any barriers existing within the recruitment processes and how to overcome these.
- ❖ Look at appropriate positive action methods for applicants from underrepresented groups.
- ❖ Discuss and propose support mechanisms needed to ensure retention of employees from underrepresented groups.
- ❖ Review representation across all ranks/levels/specialist roles within the force and look at ways of increasing diversity where required.
- ❖ Identify and oversee the delivery of actions to improve our workforce representation against the force and the OPCC's strategic equality plan.

The RWWG reports quarterly to the Embracing Diversity Group, which has strategic oversight of all equality and diversity matters.

4. Action plan

The aim of this strategy is to develop a workforce which is representative of our communities it serves across all ranks and specialisms. We aim to oversee progression and delivery of the strategy by achieving a set of short, medium and long term actions against the themes of recruitment, retention and progression.

Recruitment Aims:

- ❖ Attracting individuals from our diverse communities to apply for staff and officer roles within Dyfed-Powys Police, and supporting them in doing so;
- ❖ Continually reviewing and monitoring our application processes in order to identify any barriers to recruitment; and
- ❖ Removing barriers in our recruitment process to ensure that there is fairness throughout the same.

Recruitment Actions		
Short Term (3 months)	Medium Term (3-9 months)	Long Term (12 months +)
Communications plan to be developed in order to promote the Force positively as an inclusive employer. Video testimonials and diverse advertisement to be utilised as a means of attracting diverse applicants to apply for Dyfed-Powys Police;	Review all recruitment intakes in order to systematically identify any barriers within the recruitment process with a view to addressing the same through positive action;	Ensure we maintain the Disability Confident scheme with a view to progressing as a Disability Confident Leader
Develop literature to promote positive action, including a website page detailing what positive action entails and the support available within the Force e.g. Staff Support Networks;	Continue to work with our communities in order to identify any barriers to recruitment which we may not have identified already;	To ensure Interviewer training delivered to new staff and officers to include unconscious bias training;

Raise awareness of positive action within the Force – identifying champions to assist with the work in attracting applicants to the Force e.g. through the Staff Support Networks, Diversity Champions, Neighbourhood Policing Teams and Police Community Engagement Officers;	Develop a mentoring scheme within the Force, utilising our own staff and officers to provide support and advice to those who are interested in applying for vacancies within Dyfed-Powys Police, or are already within the recruitment process. Ensure that the scheme is widely advertised	Review our entire recruitment process with a view to identifying and addressing any adverse impacts within the same, and ensuring that applicant experience is positive across all strands of diversity;
Continue making connections with our diverse communities in order to raise awareness of future employment opportunities at Dyfed-Powys Police, as well as any recruitment or awareness events. Attend diversity fairs within the communities in order to build relationships.	Develop guidance for managers in relation to the accommodation of cultural and religious needs such as prayer times, religious holidays, uniform requirements etc. and ensure that prospective applicants are aware of the support available to them; and	To continue to engage with Universities, Schools and Colleges to promote the Police as a possible career for students, highlighting the developments which have been made, and the support available for students;
Talent bank to be utilised for individuals who have been identified through engagement as being interested in joining the Force as an employee or volunteer, and ensure that they are kept up to date with employment opportunities in the Force;		Continue to engage with our diverse communities with a view to promoting the Force as an employer of choice;
Hold recruitment events targeted at our diverse communities in order to highlight employment opportunities within the Police, and the support available through positive action		Ensure that diverse applicants are fully aware of the opportunities available to them once within the Force.
Identify possible collaboration opportunities for positive action within recruitment across all Welsh Forces.		

Retention Aims

- ❖ To ensure that we retain our diverse workforce through effective monitoring and supportive measures

Retention Actions		
Short Term (3 months)	Medium Term (3-9 months)	Long Term (12 months +)
Leaver's process to be reviewed to ensure that all leavers are interviewed as soon as the organisation is aware that they are leaving, that issues are identified, and any preventable loss of talent is prevented;	A transparent and fair process to be developed in relation to the allocation of training opportunities within the Force, and ensure that the same is communicated to the workforce;	Develop training and guidance in relation to flexible working with a view to ensuring consistency in terms of support and advice available to staff and officers, and the availability of the same;
Undertake a campaign to increase confidence amongst staff and officers to disclose Personal Diversity data via Trent and the same and the benefits of disclosing to the organisation;	Promote the availability of Positive Action to staff and officers, including the range of support and initiatives available to them, promoting the staff support networks;	Identify additional training needs of line managers in terms of the application of the Equality Act 2010 and the need to support all staff fairly within the workplace;
	Work with our staff and officers to raise trust and confidence in the Force in order to ensure that they feel comfortable in being themselves at work. Ensure that the processes and policies in place for tackling discrimination against our staff and officers are fit for purpose.	Ensure that guidance is readily available for all line managers in terms of cultural and religious observances within the workplace in order to ensure that staff and officers are supported;
		Continue to promote health and wellbeing in the Force – including specific focus on maternity and menopause, ensuring that our staff and officers that experience these are well supported in the workplace;

Progression Aims

- ❖ Remove barriers to progression identified by our workforce and national research; and
- ❖ Positively support our diverse workforce to seek progression within the Force – focusing on ability rather than disability, or perceived inability to undertake roles.

Progression		
Short Term (3 months)	Medium Term (3-9 months)	Long Term (12 months +)
Continue to undertake Equality Impact Assessments prior to all promotion opportunities in order to ensure advancement of equality of opportunity, including consideration of timings of opportunities and their possible impact on religious observation and childcare issues;	Identify a career development programme for employees with a disability, females, LGBT+ or Ethnic Minority employees, with a view to providing bespoke learning and development opportunities for individuals to achieve promotion and lateral development opportunities;	Support programme to be developed for all officers applying for promotion boards who have declared themselves as disabled, female, LGBT+ or Ethnic Minority including the assignment of a mentor and workshops prior to the boards;
Review the availability of Reasonable Adjustments available when applying for promotion opportunities, including the timeliness of the same, to ensure that they are readily available for all applicants;	Promote specialist roles amongst our diverse workforce – with a view to increasing representation within our specialist units. Consideration to be given to the promotion of specialist roles on a part time basis and ensuring that development opportunities within such roles are accessible to all;	Ensure that Fast Track opportunities are widely promoted amongst our most diverse communities and workforce;
Ensure that a fair and transparent recruitment and selection process is in place for all promotion opportunities, including short term and acting opportunities, and that the same is communicated to the workforce;	Utilise the Force's staff survey in order to collate ongoing information in relation to barriers to progression within the organisation, including the collation of personal diversity data in order to assist appropriate analysis. Ensure that this data is utilised to inform ongoing and future interventions;	Continually review interventions intended to remove barriers to progression within the Force in order to understand what works, and what additional work is required; and
	To ensure Unconscious Bias training is provided to all those involved in recruitment and promotion, including the shortlisting and interviewing panels.	Promote a Supportive Working Environment – Ensuring that there is sufficient information available regarding the SSNs from the outset, and that our policies and procedures are inclusive and supportive of progression

5. Monitoring Progress

This Strategy shall be managed by the Positive Action Officer.

Progress against actions will be monitored at the Representative Workforce Working Group held monthly, which reports to the Embracing Diversity Group.

6. Who do I contact if I need any further information

If you have any comments in relation to this strategy and how we can develop our work in this area, then please feel free to contact our Positive Action Officer on the below contact details.

Telephone:

101

Non-emergency text service for people who are Deaf, hard of hearing or speech-impaired:

Dyfed-Powys Police has a **non-emergency** text service for people who are deaf, hard of hearing or speech impaired. You do not have to register to use this service but it would assist Dyfed-Powys police if you did provide us with your contact details.

Email:

PositiveActionTeam@dyfed-powys.police.uk

Website:

www.dyfed-powys.police.uk

Welsh Language version:

This document is also available through the medium of Welsh by visiting our website, or by contacting us on the above contact details.



Appendix A

7. What does research tell us

In addition to the data considered as part of the thematic review, a literature review was undertaken in order to identify what actions Dyfed-Powys Police should be undertaking when implementing positive action in recruitment.

The College of Policing in particular had undertaken various research of interest, a summary of key findings are provided below:

- **College of Policing evidence briefing: Perceptions of policing as an attractive career amongst Ethnic Minority communities.** This paper draws on the findings from three key pieces of research on attitudes of people from Ethnic Minority communities to a career in the police service.
 - o A Home Office report of Ethnic Minority attitudes towards a career in the police service, based on findings from focus groups with 290 adults from different minority communities (2000)²;
 - o Unpublished National Policing Improvement Agency analysis of an on-line survey of 1,500 final year students, actively seeking jobs, on attitudes to the police service as a potential employer (2009)³;
 - o Research conducted for the Metropolitan Police Service (MPS) involving face-to-face surveys with participants considering a constable role and with 200 Black and Asian people aged 16-44 living in London; an online questionnaire with 1,000 16-44 year olds living in London and a telephone survey with 200 people who had registered interest in the PC role but had not applied (2014)⁴.

The key findings are as follows.

- Ethnic Minority participants perceived the advantages to joining the police to be an exciting career, long term financial and job security, and the opportunity to contribute to the local community and wider society;
 - o The same research identified specific concerns Ethnic Minority participants had around joining the Police which included; Facing potential racism, both from

² Stone & Tuffin, 2000

³ High Fliers Limited, 2009

⁴ Mediacom, 2014

- colleagues and members of the public; A belief forces would not accommodate cultural or religious needs, such as the need to pray or wear religious clothing; The possibility of negative reactions from their friends and family;
- One research study suggested improvements to recruitment processes to attract more Ethnic Minority candidates included, providing more accessible information and more proactive engagement with communities to increase interest in policing as a career, and provision of more support to applicants. Participants also emphasised the need for the service to be visibly addressing racism;
 - A career in the Police service is mostly associated with front line policing, with little knowledge of the other roles available;
 - The findings from one of the studies also suggests that in order to improve the attractiveness of policing as a career, recruitment strategies could be amended to be more accessible, pro-active and widespread, with more support, follow-up and feedback for candidates during and after the selection process. For example, getting into schools to raise awareness from an early age, holding awareness events which are face to face, using media to promote jobs, and giving more information about the roles which are available and what they encompass.
- ***A review of Police Initial Recruitment by College of Policing***⁵ highlighted activity which was considered successful in attracting a more diverse applicant pool to try for roles. Activities include:
- Placing recruitment ads in targeted media;
 - Portraying highly diverse ads;
 - Presenting inclusiveness policy statements (e.g., reference to diversity management programmes or equal employment opportunity policy) in ads;
 - Employing a female or minority recruiter;
 - Participation in diversity fairs;
 - Presenting evidence of successful diversity management (eg, awards that have been received, access to mentoring) through ads and representatives;
 - Publicised sponsorship of minority and women's causes;

⁵ http://www.college.police.uk/What-we-do/Development/Documents/Review_of_police_initial_recruitment_final_report.pdf

- Use defensive organisational impression management tactics during recruitment to convey the impression to women and minorities that the organisation seeks diversity; and
 - Using video media employee testimonials has been shown to increase the attractiveness of an organisation among applicants, especially among ethnic minority candidates.
- **Positive Action Practical Advice - by College of Policing⁶** *Considerations for the Police Service and Stakeholders on the use of positive action initiatives to promote Equality in the Police Service Workplace.* The College of Policing developed practical advice for Forces in 2014, to help the Police Forces attract potential candidate to join the service. The below recommendations were made at that time:
- Police Service needs to identify more innovative and creative ways of attracting potential candidates to join the police service
 - A qualitative approach needs to be adopted to target the right people in the right areas.
 - Methods of recruitment need to be reviewed and assessed to ascertain if they are still fit for purpose. Those such as canvassing places of worship, community halls, leafleting or conducting short-term recruitment drives are more often than not ineffective.
 - Encourage members of the public to join the service when the application process is 'live'.

In addition to the data considered as part of the thematic review, a literature review was undertaken in order to identify what actions Dyfed-Powys Police should be undertaking when implementing positive action in term of progression and retention.

NPCC Workforce Representation: Recruitment, Retention and Progression Delivery Plan 2018-2025

⁶ http://www.college.police.uk/What-we-do/Support/Equality/Documents/BME_Positive_Action_Practical_Advice.pdf

The NPCC Policing Vision 2025 states that (by 2025) policing will be a profession with a more representative workforce that will align the right skills, powers and experiences to meet challenging requirements

“To create a culture that values difference and diversity” “....Attract and retain a workforce....(that) will better reflect its communities” and “Continuing work to build a culture which values difference....”

As such, the NPCC have developed a delivery plan template for Police Forces across England and Wales to utilise in providing leadership and cultural change amongst Forces in achieving the NPCC’s vision.

Actions relevant to this progression and retention strategy will be included within the action plan at **section 4** of this strategy.

Welsh Government: Rapid Review of Gender Equality

In March 2018 the then First Minister announced a rapid review of gender equality to ensure Welsh Government became a feminist government. This rapid review became phase 1 of the Gender Equality Review. Phase 2 completed in September 2019 with publication of the Deeds not Words report and Roadmap, which set a vision and a set of recommendations for achieving gender equality in Wales. The vision – ‘A gender equal Wales means an equal sharing of power, resources and influence for all women, men and non-binary people. This is a vision where the government aims to create the conditions for equality of outcome for all.’

CIPD survey findings

A survey undertaken by CIPD (the Chartered Institute of Personnel and Development) undertaken in December 2017⁷ identified that 3 in 10 black employees believe that the reason

⁷ https://www.cipd.co.uk/about/media/press/041217-bame-career-report?utm_source=cipd&utm_medium=email&utm_term=76125522&utm_content=cipdupdate_06122017.12/6/2017.406608.EdL1_BAMEReportPR&utm_campaign=7295460 last accessed on the 23rd April 2018

for failing to meet their career expectations was down to discrimination in the workplace. This compared to just 1 in 10 white employees. Mentoring was considered a useful tool to assist with career progression.

College of Policing evidence briefing – “Tackling barriers to career progression experienced by under-represented groups within the police service”

A summary paper produced by the College of Policing draws on findings from four rapid evidence assessments (REAs)⁸ that have been conducted by the College, and previously the National Police Improvement Agency.

Key findings from the REAs included:

- Mentoring programmes may provide effective support mechanisms for individuals experiencing barriers. Interventions that are tailored and that boost aspirations may also be effective, as are the use of role models in the workplace (provided that they are perceived as genuine);
- Using interactive sessions to educate participants about unconscious bias along with practical training on techniques to tackle it, have been found, in laboratory settings to have a sustained positive impact on levels of concern about discrimination and implicit bias.

⁸ REAs follow a systematic process to identify and appraise research evidence but make compromises given available time and resources. They take a pragmatic and transparent approach and ensure best possible coverage of literature in the time available. The REA findings presented in this paper have been extracted from the following published sources: (1) Home Office (2008) Policing Minister’s Assessment of Minority Ethnic Recruitment, Retention and Progression in the Police Service; (2) College of Policing Evidence Base Camp (2014) Presentation of Interim Findings - What interventions have been shown to be effective in tackling barriers to career progression experienced by under-represented groups? (3) Kodz, J. and Campbell, C. (2010) What works in leadership development? A Rapid Evidence Review. National Policing Improvement Agency; (4) College of Policing (2015) Tackling unconscious bias in recruitment, selection and promotion processes A rapid evidence assessment: Executive summary

- Interventions to tackle barriers are more likely to be effective if they are part of a broad diversity strategy that aims to change organisational culture and where there is buy-in from the whole organisation; and
 - The findings suggest a need to focus on taking action to tackle any potential organisational barriers to progression, and evaluating the impact of the same.
- These findings are incorporated into the action plan at **section 4** of this strategy.