



Heddlu Police

DYFED-POWYS

“A plan for ensuring that our workforce
reflects the communities we serve”

August 2017

Foreword from Assistant Chief Constable Liane James

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 even 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.

This strategy is the first in a series of strategies to address underrepresentation within our workforce. Our progression and retention strategies will follow towards the end of 2017 – if you have any ideas or suggestions as to what should be included in those strategies then I would encourage you to get in contact with our Positive Action Officer to have your say!

Best wishes,

A handwritten signature in black ink, enclosed in a thin black rectangular border. The signature is cursive and appears to read 'Liane James'.

Content

1. About Dyfed-Powys Police.....	4
2. Results of our Thematic Review	5
3. What does research tell us?.....	9
4. Action Plan.....	12
5. Monitoring Progress	15
6. Who do I contact if I need any further information.....	15

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 Communities' 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 **2,204 people** throughout the 4 Local Authority areas. This includes **1,173 Police Officers, 825 members of staff** (including PCSOs), **163 Special Constables** and **43 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*.

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 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 within 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.

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:

BAME representation

Minority ethnic employee representation within Dyfed-Powys Police's workforce is 1.29% points lower than the local population – 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 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 with staff and officers identified certain perceived barriers to BAME communities joining Dyfed-Powys Police. One barrier related to the perception that the job of a Police Officer was not a particular good job, reflected in the low starting wage. There was also an incorrect perception that the ability to speak Welsh was a prerequisite to joining the Force.

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.

Religious representation

According to our data available to us from March 2017 , 47.4% of our workforce has declared that they are Christian, 0.14% Buddhist, 13.3% did not want to disclose their religion, 0.05% declared they are Hindu, 0.32% declared themselves as Muslim, 19.4% disclosed their religion as none (Atheist), 17.6% declared not known and 1.8% declared their religion as other.

This compares with our the Census 2011 data which provided that 61.5% of our communities are Christian, 0.34% are Buddhist, 0.21% are Hindu, 0.05% are Jewish, 0.35% Muslim (Islam), 0.05% Sikh, 0.61% other Religion, 8.4% did not state their Religion, 28.5% declared they had no 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 3.61% 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 1.6% of applicants declared themselves as having a disability, with none of those applicants then being appointed.

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.

Sexual Orientation representation

The data currently available to us suggests that only 1.14% 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, and later being appointed, is widely representative of our communities.

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.

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 recent 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.

Female representation

Whilst historically the Police service has experienced difficulties in attracting women to join the Police, it is pleasing to note that female representation within recruitment drives is now 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.

Whilst positive action may not be necessary in terms of attracting females to the organisation, there is 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. This work will be covered in the Force's Progression and Retention Positive Action Strategy.

3. 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 black and minority ethnic communities.** This paper draws on the findings from three key pieces of research on attitudes of people from Black and Minority Ethnic (BME) communities to a career in the police service.
 - o A Home Office report of BME attitudes towards a career in the police service, based on findings from focus groups with 290 adults from different minority communities (2000)¹;
 - 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)²;
 - 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)³.

The key findings are as follows.

- BME 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 BME participants had around joining the Police which included; Facing potential racism, both from 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;
 - o One research study suggested improvements to recruitment processes

¹ Stone & Tuffin, 2000

² High Fliers Limited, 2009

³ Mediacom, 2014

to attract more BME 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***⁴ 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;
 - 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

⁴ http://www.college.police.uk/What-we-do/Development/Documents/Review_of_police_initial_recruitment_final_report.pdf

among ethnic minority candidates.

- **Positive Action Practical Advice - by College of Policing⁵** *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:
 - o Police Service needs to identify more innovative and creative ways of attracting potential candidates to join the police service
 - o A qualitative approach needs to be adopted to target the right people in the right areas.
 - o 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.
 - o Encourage members of the public to join the service when the application process is 'live'.

⁵ http://www.college.police.uk/What-we-do/Support/Equality/Documents/BME_Positive_Action_Practical_Advice.pdf

4. Action plan

The aim of this strategy is to develop a workforce which is representative of our communities by:

- ❖ 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.

In order to meet the aims of this strategy, Short term, Medium term and Long term actions have been identified as follows.

Short Term Actions (3 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;
- 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;
- 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 and Neighbourhood Policing Teams;
- Start 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 a database of 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;

- Hold recruitment events targeted at our diverse communities in order to highlight employment opportunities within the Police, and the support available through positive action; and
- Identify possible collaboration opportunities for positive action within recruitment across all Welsh Forces.

Medium Term Actions (6-12 months)

- 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;
- Continue to work with our communities in order to identify any barriers to recruitment which we may not have identified already;
- 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;
- Introduce multi-purpose Reflection Rooms across the Force in order to provide a space for prayer for members of staff and officers;
- Actively promote the various roles available within policing aside from front line policing in order to look at increasing diversity within the non-operational aspect of policing. Specific focus on the long term career opportunities available;
- 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
- 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.

Long Term Actions (up to 3 years)

- Consider accreditation schemes such as the Job Centre's 'two ticks' scheme in order to develop and promote the Force as an inclusive employer;
- Interviewer training delivered to staff and officers to be developed to include unconscious bias training;
- Review our application forms with a view to simplifying the same; removing any adverse impact which we have identified against certain groups within our communities;
- 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;
- 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;
- Continue to engage with our diverse communities with a view to promoting the Force as an employer of choice; and
- Once the Force has launched its Progression Positive Action Strategy, ensure that the same is publicised as part of the attraction work in order to ensure that diverse applicants are fully aware of the opportunities available to them once within the Force.

5. Monitoring Progress

This Strategy shall be managed by the Equality, Diversity and Welsh Language Manager with the support of the Positive Action officer.

Progress against actions will be monitored at the Embracing Diversity Board meetings held quarterly. Reports will be presented to the group detailing progress already made, and where efforts need to be focused over the next 3 month period.

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 Equality & Diversity team 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.

The mobile number is: 07811 311 908

Email:

equalityanddiversity@dyfed-powys.pnn.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.