



Heddlu Police

DYFED-POWYS

“A plan for achieving representation across
all ranks and specialisms”

May 2018



Foreword from Deputy Chief Constable Darren Davies

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 Staff and Officers to progress within the Force.



We recognise that the underrepresentation across diversity strands which was identified within our strategy, “A plan for ensuring that our workforce reflects the communities we serve”¹ is mirrored across the ranks in Dyfed-Powys Police. As such, there is a need to focus on the progression of all diverse strands within the organisation.

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 follows the recruitment strategy which was published last year. – if you have any ideas or suggestions in relation to our Progression Strategy then I would encourage you to get in contact with our Positive Action Officer to have your say!

¹ Available from: <https://www.dyfed-powys.police.uk/media/5026/positive-action-strategy-en.pdf> last accessed on the 27th April 2018

Content

| | |
|--|----|
| 1. About Dyfed-Powys Police..... | 4 |
| 2. Results of our Thematic Review | 5 |
| 3. What does research tell us?..... | 18 |
| 4. Action Plan..... | 21 |
| 5. Monitoring Progress | 24 |
| 6. Who do I contact if I need any further information..... | 24 |

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 Llanelli, 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 **2,003 people** throughout the 4 Local Authority areas this includes **1,170 Police Officers, 833 members of staff** (including PCSOs).

We also have **98 Special Constables** and **50 Volunteers**².

² Data correct as at 31st September 2017

2. Results of our Thematic Review

To understand what action is required in terms of ensuring that all strands of diversity are represented amongst senior ranks, grades and specialisms, it was necessary to undertake a piece of work to establish the current position, as well as any barriers which our staff and officers had identified to progression within the Force.

A Thematic Review was therefore undertaken which covered the following:

- ❖ Data collation regarding the protected characteristics of our workforce;
- ❖ Questionnaire results from our employees;
- ❖ Views received from employees, including our Staff Support Networks (SSNs);
- ❖ 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 that the underrepresentation across diversity strands which was identified within our strategy, "A plan for ensuring that our workforce reflects the communities we serve"³ is mirrored across the ranks in Dyfed-Powys Police. As such, there is a need to focus on the progression of all diverse strands within the organisation.

³ Available from: <https://www.dyfed-powys.police.uk/media/5026/positive-action-strategy-en.pdf> last accessed on the 27th April 2018

The following key findings were identified by the review in terms of progression.

BAME representation

Minority ethnic employee representation within Dyfed-Powys Police's workforce is 1.24% points lower than the local population – the population being 2.02% in accordance with the Census data from 2011⁴. Increasing this representation is a focus of our Positive Action Recruitment strategy “A plan for ensuring our workforce reflects the communities we serve”⁵ which was published in autumn 2017.

The small representation of BAME (Black, Asian and Minority Ethnic) staff and officers across the Force is inevitably reflected across the ranks within Dyfed-Powys Police and at present, there are no BAME officers above the rank of Sergeant within the Force. Representation of BAME 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.

An analysis of promotion boards undertaken during 2016/2017 identify that of the 84 applicants who applied for promotion from Constable to Sergeant, 2.38% (2 individuals) declared themselves as BAME. One BAME applicant was successful at both application and interview stage representing 1.67% of successful applicants. Given the lack of suitably qualified BAME officers at the rank of Sergeant and above, no applications were received from BAME officers in terms of further promotion to higher ranks.

Feedback provided by the Force's Ethnic Minority Support Network (EMSN) 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.

⁴ Available here: <https://www.ons.gov.uk/census/2011census> last accessed on the 27th April 2018

⁵ Available from: <https://www.dyfed-powys.police.uk/media/5026/positive-action-strategy-en.pdf> last accessed on the 27th April 2018

Although no specific feedback was received from the workforce in terms of barriers to progression of BAME staff and officers, there were a number of suggested barriers within the wider feedback received, which could apply across all strands of diversity. Such barriers included:

- ❖ The perceived lack of an open and transparent recruitment, selection and promotion policy and process was seen as a barrier for all staff and officers, regardless of personal characteristics;
- ❖ It was considered that a culture of ‘if your face doesn’t fit then there will be no promotion’ exists within the organisation;
- ❖ Recent incidents were cited by some who fed back that individuals had been permanently appointed into roles without any formal recruitment process – an activity which was considered both morally and lawfully wrong; and
- ❖ One respondent perceived that a culture existed within Dyfed-Powys Police of arranging promotions accordingly – “the ‘deck chairs’ are arranged prior to selection and the chess pieces moved accordingly”.

The above feedback clearly applies across all diversity strands, and highlight concerns around fairness as well as potential for discrimination.

Religious representation

According to the data available to us from September 2017, 46.07% of our workforce has declared that they are Christian, 0.14% Buddhist, 13.11% did not want to disclose their religion, 0.05% declared they are Hindu, 0.19% declared themselves as Muslim, 11.72% disclosed their religion as none (Atheist), 1.3% declared their religion as other and no information was held for 7.11% of our workforce.

This compares with our the Census 2011⁶ data which provided that 61.5% of our communities are Christian, 0.34% are Buddhist, 0.21% are Hindu, 0.05% are Jewish,

⁶ Available here: <https://www.ons.gov.uk/census/2011census> last accessed on the 27th April 2018

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.

Given the very small numbers of non-Christian employees within our workforce, and the fact that data is not held or is unknown for 435 employees, it is difficult to ascertain whether or not we are truly representative in terms of religion, including whether we are representative across ranks. Regardless of this, there is a need to understand any potential barriers to recruitment and progression to ensure that there are no barriers related to the religion or belief of our employees.

Disability representation

At present, disabled employees make up only 3.53% of our workforce⁷ compared to 10.8% of people living in Wales who are limited in terms of disability⁸.

This underrepresentation was identified in our first Positive Action Strategy: “A plan for ensuring our workforce reflects the communities we serve”⁹, however this underrepresentation is not fully understood given that 16 employees declined to specify whether or not they have a disability, and data is not known for 379 employees. Without this information, it is difficult to understand the extent of underrepresentation.

On the basis of the data available to us, persons with a disability remain underrepresented amongst all ranks, with only 4% of officers at the rank of Inspector or above disclosing a disability. The same underrepresentation applies amongst senior members of staff.

An additional measure in terms of staff and officers who have a disability however is

⁷ As at 31st September 2017

⁸ Available here: <https://www.ons.gov.uk/census/2011census> last accessed on the 27th April 2018

⁹ Available from: <https://www.dyfed-powys.police.uk/media/5026/positive-action-strategy-en.pdf> last accessed on the 27th April 2018

our staff survey from 2017. 50% of the workforce (1000 people) responded to the staff survey, 12% of which answered positively to the question “Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?”. This data would suggest that the information available to us through Trent¹⁰ is therefore inaccurate, and that staff and officers are more willing to declare their actual status in an anonymised survey.

An analysis of representation on promotion boards during 2016/2017 identified that of the 84 applications received for promotion from Constable to Sergeant, only 2 applicants declared themselves as having a disability (2.38%) and of those two applicants, only one was successful in passing both application and interview stage (1.67%).

During the same period, only 1 applicant applying for promotion from Sergeant to Inspector declared a disability (4%) the applicant was however successful in passing both the application and the interview stage, making up 5.56% of the total number of successful applicants. No applicants applying for promotion from Inspector to Chief Inspector or Chief Inspector to Superintendent disclosed a disability.

Whilst undertaking the thematic review, Staff Support Networks were asked to seek feedback from their members and the wider workforce in order to identify potential barriers to progression for persons with a disability. In summary, feedback provided that:

- ❖ Some employees are put off from applying for new roles or promotion within the Force as a result of their Bradford Score, even though some of this is discounted due to disability;
- ❖ A possible lack of understanding from any new line managers was also cited

¹⁰ Trent is the HR system utilised by Dyfed-Powys Police, which allows staff and officers to self-declare personal diversity data (voluntarily)

as a barrier to seeking progression within the organisation – fear that a new line manager will not be as understanding as current line manager in terms of reasonable adjustments required to support the employee in the workplace;

- ❖ In some instances, a disability was seen as a ‘block’ rather than a ‘barrier’ – individuals did not feel that the skills they have are valued by the organisation, instead focusing on the individual’s restrictions and an attitude of ‘when you’re back on full duties then....’;
- ❖ People with disabilities sometimes feel that they are perceived as ‘troublesome and mischief makers’ rather than being valued for their contributions;
- ❖ Some employees were so dismayed by the apparent lack of transparent recruitment, selection and promotion policies and processes that they were actively seeking roles elsewhere;
- ❖ It was felt that there is no positive action support for employees with disabilities;
- ❖ In terms of operational policing, it was considered that the lack of operational experience in some instances, for example where an officer is on long term limited duties, meant that they did not have the necessary evidence to assist in passing promotion boards;
- ❖ Communication difficulties as a result of a disability were also considered a barrier within the Force.

Sexual Orientation representation

The most recent data available to us¹¹ suggests that only 1.34% 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

¹¹ As at 31st September 2017

confident in sharing this information with us.

Inevitably, this underrepresentation is also reflected across the ranks within Dyfed-Powys Police with only 1.01% of officers at the rank of Sergeant declaring themselves as gay, lesbian or bisexual. This disproportionality is also reflected amongst staff, whereby only 1.86% of staff at officer/team leader/supervisor level and above have declared themselves as lesbian, gay or bisexual.

No feedback was received from the workforce as to possible barriers to progression for lesbian, gay and bisexual employees; however it should be noted that many of the barriers identified by other diversity strands would also apply across the board.

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 Inclusion¹², work is underway to allow for staff and officers to self-define their gender identity on Force systems.

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

¹² Available from: <https://www.dyfed-powys.police.uk/en/about-us/our-departments/equality-and-diversity/trans-inclusion/> last accessed on the 27th April 2018

been made to facilitate this.

Welsh Language representation

According to the most recent Census published in 2011¹³, approximately 35% of our communities are Welsh speakers, this compares to 31.24% of our employees who have declared an ability to speak Welsh fluently at level 3 or above.

In terms of representation of Welsh speakers across ranks, representation at the ranks of Sergeant and above fluctuate between 28% and 33% of officers declaring an ability to speak Welsh fluently at level 3 or above¹⁴. This means that we are between 2% and 7% under representative across all officer ranks; however no barriers as such were identified for this during our thematic review.

The recently launched Welsh Language Strategy for 2018-2021¹⁵ identified a number of actions to address the need to increase the number of Welsh speakers across senior ranks, including:

- ❖ Increase the availability of Welsh medium training courses offered by the Force in order to enhance the learning opportunities available through the medium of Welsh;
- ❖ Raise awareness amongst staff and officers as to the training opportunities available through the medium of Welsh; and
- ❖ Review all internal recruitment and promotion processes within the Force and the Office of the Police and Crime Commissioner (OPCC) to ensure that the Welsh language is actively promoted and made available to applicants throughout the process.

¹³ Available here: <https://www.ons.gov.uk/census/2011census> last accessed on the 27th April 2018

¹⁴ Data correct as at 31st September 2017

¹⁵ Available here: <https://www.ons.gov.uk/census/2011census> last accessed on the 27th April 2018

These actions will be monitored by the 'Iaith ar Waith' working group and therefore progress against the same will be monitored by the group.

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.

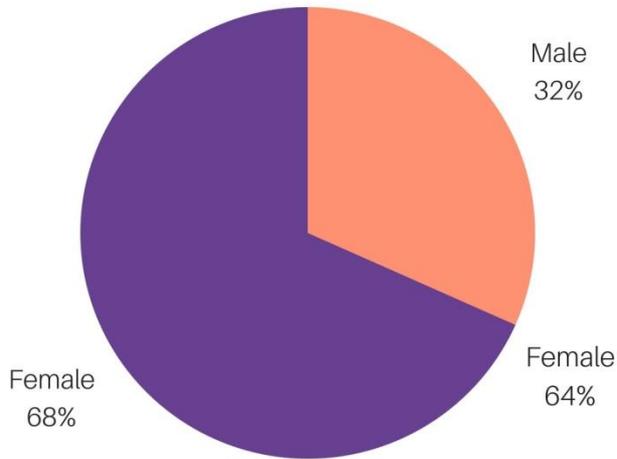
Whilst it is pleasing to see this development, there is still a clear need to ensure that females are represented across all ranks and specialisms.

Data published in March 2018 as part of our Gender Pay Gap Report¹⁶ identified that the Mean Hourly pay gap percentage for all employees was 9.61%, with the Median Hourly pay gap being at 8.03%. This is despite the fact that 43% of our workforce was female as at 31st March 2017. 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.

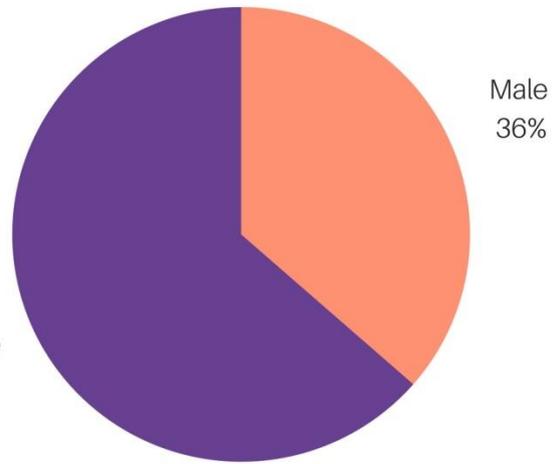
As can be seen below, females are overrepresented in the lower paid roles – **representing 68% of the 1st quartile**, and underrepresented in the higher paid roles, **representing only 23% of the 4th quartile**.

¹⁶Available from: <https://www.dyfed-powys.police.uk/media/5258/final-english-gender-pay-gap-report-290318.pdf> last accessed on the 27th April 2018

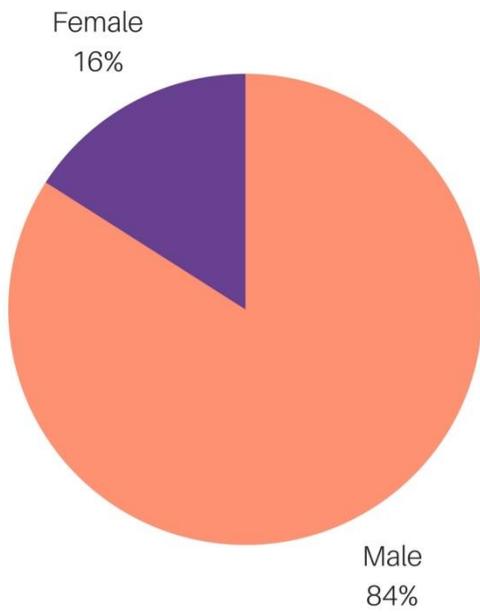
1st Quartile (lower paid roles)



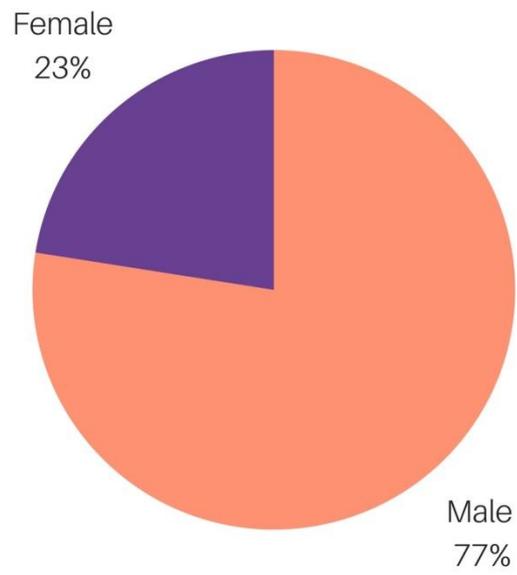
2nd Quartile



3rd Quartile



4th Quartile (higher paid roles)



The above figures identify a disparity in terms of rank and pay for males and females, and there is clearly more that needs to be done in order to decrease this gap.

A review of the promotion boards held in 2016/2017 identified no adverse impact on females in terms of progressing through the process in comparison with their male counterparts; however, the numbers of females applying for promotion are significantly less than males.

The most up to date information available to us identifies that 31.8% of all officers are female, 36% for Constable rank and in terms of the ranks of Sergeant, Inspector and Chief Inspector this fluctuates between 16/18%. It is notable that the Force currently has no female Superintendents. Focus is therefore needed in increasing the number of females at the rank of Sergeant to Superintendent. There are, however, 2 female Chief Superintendents and 3 Assistant Directors currently in role.

Our Thematic Review also identified underrepresentation amongst specialist departments such as Armed Response, Digital Communication and Cybercrime, Roads Policing, the Dog Unit and Special Branch. It also identified a lack of trained female negotiators within the Force. In the past, the Female Staff Support Network (FSN) has held open days in conjunction with specialist departments in order to encourage individuals to apply for roles as they arise.

There is a need to gain a clear understanding as to why female officers are not entering such specialist roles.

As part of the thematic review, our FSN was asked to seek feedback from their members and the wider workforce in terms of barriers to progression within the Force. In summary:

- ❖ Concerns were raised by females in terms of the apparent 'sponsoring' of

officers, predominantly male, which meant that individuals were unfairly provided with training opportunities to assist in career progression, rather than being subject to a fair and transparent selection process for such opportunities. Whilst such practices may not be intended to discriminate against females, there is a clear adverse impact whereby such 'sponsored' officers are also predominantly male;

- ❖ A recent survey undertaken by the FSN has identified a number of issues relating to the treatment of females within the Force during pregnancy, maternity and on returning to work, including inconsistency in the application of policy and procedure, lack of support during maternity leave and return to work and lack of information re: job opportunities and flexible working whilst on leave. This work is currently being progressed by the Maternity Working Group;
- ❖ It was noted that acceptance of some developmental opportunities would mean losing out on shift and weekend working allowances, which was considered a barrier by some; and
- ❖ It was considered that support and guidance available from line managers in terms of applying for flexible working arrangements varies widely, and there's a lack of consistency.
- ❖ Some of our employees have stated that they are happy in their position and are not seeking to progress at this moment in time.

The Gender Pay Gap¹⁷ report identified a number of actions which are incorporated within the action plan at **section 4** of this plan.

Retention

Although our data in relation to retention does not highlight any concerns with regards to any particular strand of diversity, there is limited understanding of the reasons for individuals leaving the organisation. Given some of the concerns raised

¹⁷ Available from: <https://www.dyfed-powys.police.uk/media/5258/final-english-gender-pay-gap-report-290318.pdf> last accessed on the 27th April 2018

by the workforce in relation to lack of fairness, and the fact that they are actively seeking new roles outside of the organisation, it is vital that we understand why individuals choose to leave the organisation.

For example, during the past 9 years¹⁸, 6 BAME members of staff and officers have left the organisation (not through retirement). Whilst this figure is not overly concerning, BAME leavers do in fact represent 1.49% of all resignations, which is higher than BAME representation within the Force at present which is at 0.78%. There is no clear understanding as to the reasons behind these resignations and whether there were any issues resulting therefrom which could have been addressed by the Force. It is noted that 25 of those who resigned from the Force during that period 'preferred not to declare' their ethnicity and therefore, it may well be that the above percentage is somewhat higher.

Data produced for the past 9 years¹⁹ does also identify that 16 Female police staff members have left the organisation through career break, compared to 1 Male police staff member. It would be interesting to understand the reasons behind these career breaks and whether they could potentially identify the reasons for lack of progression of female police staff within the Force.

¹⁸ 2009-2018

¹⁹ 2009-2018

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 term of progression and retention.

NPCC Workforce Representation: Recruitment, Retention and Progression Delivery Plan 2017-2025

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

The Welsh Government has, very recently, issued a rapid review of Gender Equality in Wales. Although findings from the review have yet to emerge, it should be noted that once made available, further consideration will be given to the action plan identified at section 4 of this strategy in order to ensure that the findings of their review are taken into consideration.

CIPD survey findings

A survey undertaken by CIPD (the Chartered Institute of Personnel and Development) undertaken in December 2017²⁰ identified that 3 in 10 black employees believe that the reason 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)²¹ 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.

²⁰ 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

²¹ 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.

4. Action plan

As is evident from the thematic review findings highlighted above, at present, there is underrepresentation across all strands of diversity, especially in terms of the progression of females, BAME employees, employees with a disability and LGBT employees.

As such, the aim of this strategy will be to develop a workforce which is truly representative of the communities it serves across all ranks and specialisms by:

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

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)

- Equality Impact Assessments to be undertaken 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;
- 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;
- 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;
- 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;
- Undertake a campaign to increase confidence amongst staff and officers to disclose Personal Diversity data via Trent, highlighting the limited access of

the same and the benefits of disclosing to the organisation; and

- A project to be undertaken to understand the reasons for underrepresentation of female staff and officers at senior ranks and specialisms, in order to inform future initiatives.

Medium Term Actions (6-12 months)

- 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;
- Identify a career development programme for employees with a disability, females, LGBT or BAME employees, with a view to providing bespoke learning and development opportunities for individuals to achieve promotion and lateral development opportunities;
- 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;
- Promote the availability of Positive Action to staff and officers, including the range of support and initiatives available them;
- Utilise the Force's annual 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;
- Utilise the 'Best practice scheme' in order to provide female staff and officers with the opportunity to gain experience and knowledge from other Forces across England and Wales, with a view to utilising the same to progress within Dyfed-Powys Police; and
- Roll out Unconscious Bias training to all those involved in recruitment and promotion, including the shortlisting and interviewing panels.

Long Term Actions (up to 3 years)

- Support programme to be developed for all officers applying for promotion boards who have declared themselves as disabled, female, LGBT or BAME including the assignment of a mentor and workshops prior to the boards;
- 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;
- 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;
- 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 female staff and officers are well supported in the workplace;
- Ensure that Fast Track and Direct Entry opportunities are widely promoted amongst our most diverse communities and workforce;
- 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
- 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 Equality, Diversity and Welsh Language Manager with the support of the Positive Action Officer.

Progress against actions will be monitored biannually at the Force People's Board.

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.