

# **National Policing Culture and Inclusion Strategy**

## **2025 to 2030**

### **Police Force Initiatives**

**January 2025**

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# Introduction

Creating a culture of inclusion within policing is not only a legal and moral responsibility but also crucial for building stronger communities and a more diverse and inclusive workforce. This document aims to highlight innovative practices that promote cultural awareness, diversity and inclusion, with a focus on the key themes of the National Policing Culture and Inclusion Strategy 2025-2030. By showcasing examples of how forces have effectively integrated different initiatives into their operations, we hope to inspire new ideas and actions that can lead to more inclusive environments.

The practices shared here demonstrate a range of initiatives against the key themes of our strategy which include data and information, community engagement, culture and inclusion and building the capability of our workforce. These examples demonstrate how we can develop impactful changes that not only enhance inclusivity but also drive operational success and foster a culture where individuals from all backgrounds feel valued, respected, and empowered.

As you explore these examples, we encourage you to reflect on how you may wish to adapt and implement these practices in your own context. We aim to continue sharing promising and emerging good practice across diversity equality and inclusion to build a body of evidence to inform and inspire others. By sharing insights and experiences with one another, we can strengthen our collective efforts to drive meaningful change

## Evolving our Organisation Data and Information



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British Transport Police's stop and search data was not openly available or able to be analysed effectively. Due to this, the force were unable to identify clear patterns or trends, disproportionality or where to focus activity to drive improvement.

The force tasked an analyst with 'democratising the data,' to make it accessible and easy to digest, to enable the organisation to identify patterns and trends easily, as well as to free up time spent manually analysing data. The Analyst ensured the diversity data was available to the force whilst retaining anonymity to be able to evidence the disparities faced. BTP were able to identify data quality issues that impacted on their ability to understand disproportionality.

The analyst joined data sets, such as organisational data to stop and search data, to provide clarity and drive improvements in teams and divisions. The data was presented in a PowerBi, enabling the organisation to focus on key areas of representation that needed to be improved. For example, **unknown self-defined ethnicity on stop and search forms was 29% before the data was openly available and is now 10% due to increased awareness and targeted approaches.**

The change to the data has enabled BTP to be more accurate in its assessment of disproportionality, which will support building greater trust and legitimacy.



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British Transport Police has a strategic objective to improve diverse representation in their workforce. The Positive Action Team works in collaboration with departments in BTP such as Recruitment, Senior Leaders, Learning and Development and Volunteers Department to drive improvements in this area.

The force holds online 'Thinking of Joining Us' Sessions, Application Workshops, and Interview Workshops to support individuals who show interest in joining the force and throughout the application process.

Using force data, BTP determined that female candidates are less likely to apply to BTP but generally perform better than any other demographic beyond application. It is the opposite for ethnic minority candidates who apply at a higher rate but see lower levels of success. The insight of this data enables BTP to focus its activity on the root cause.

As a result of the insights, the Positive Action Team worked closely with Recruitment Teams to provide focused sessions, in line with Section 158 Equality Act 2010, to ensure underrepresented groups are able to perform to their full potential. These sessions are completed alongside sessions that are open to all. BTP also offers application and interview workshops to all candidates.

BTP also introduced a feedback mechanism for the 'Thinking of Joining Us' Sessions to ensure learning is applied. Advertising all sessions beyond the standard approach is key to reaching a wider audience of underrepresented groups, including females, to discuss their needs and what barriers the force can overcome.

As a result of this initiative, **78% of female candidates that have had contact with BTP's Positive Action Team received a conditional offer. Similarly, amongst Asian, Mixed Heritage, Black/Black British/Caribbean candidates, 73% to 75% received a conditional offer.**

# Cambridgeshire Constabulary



Cambridgeshire Constabulary have developed ETHICARDS, a local initiative built on the success of Military Ethics playing cards.

The force worked with Professor of Military Ethics, David Whetham, from Kings College London and external service providers, Bruck Payne Associates and Compass Ethics, to produce a full deck of cards detailing the 52 most common ethical dilemmas faced by their staff.

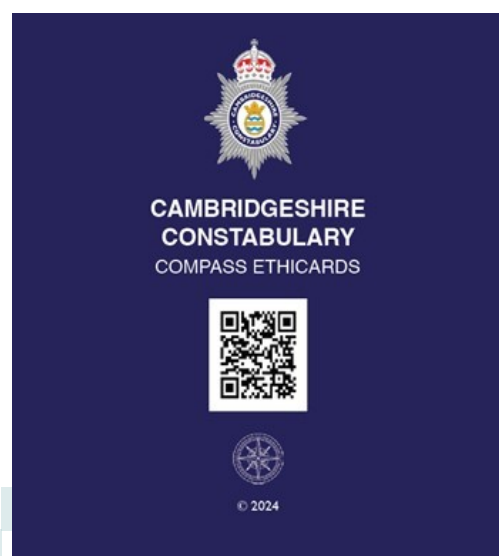
The ethical dilemmas were established through carrying out a series of independent staff workshops following which the dilemmas were analysed into four categories and aligned to the following playing card suites:

- The Individual in the Profession
- The Profession at Work
- Society and the Profession
- Protecting the Profession

The force also developed an ETHICARDS app, not only containing the cards but also supporting policy and procedure, including links to the revised Code of Ethics.

**The overall aim of the ETHICARDS is to get ethics out of the classroom and embedded into everyday thinking and behaviour** through use on force training days and one-to-ones between managers and staff. The cards and app are designed to initiate ethical discussions to socialise what 'good' looks like and help embed The Code of Ethics into organisational culture.

The initiative has been designed to meet a variety of learning styles to ensure that employees can use them in a way that suits their learning style.



# Metropolitan Police Service



The Metropolitan Police Service recently worked with the College of Policing, the National Black Police Association and other national associations to transform how they ask people to declare their protected characteristics in line with national data standards.

The form is now live on the force's central human resources system. The MPS are driving an organisation wide communication push to encourage and engage with all employees to ask them to update and complete the new form. The force are utilising multiple sources, including a mass email from an Assistant Commissioner, an intranet article, SharePoint updates and a podcast.

The diversity data will be tracked and monitored to understand engagement and confidence levels, in addition to publishing high level figures internally on SharePoint to allow individuals to understand the diversity of the force. All data reported will be anonymised and securely protected in line with GDPR.

From now on, all new recruits will be asked about all their demographics details as standard practice, aligning to the national police constable application form.

**This development will help better understand and listen to how members of different groups feel about changes and help track progress for improving diversity within the MPS. It will also allow targeted intervention in particular areas of the Met where representation might be low.**

# Norfolk and Suffolk Constabularies



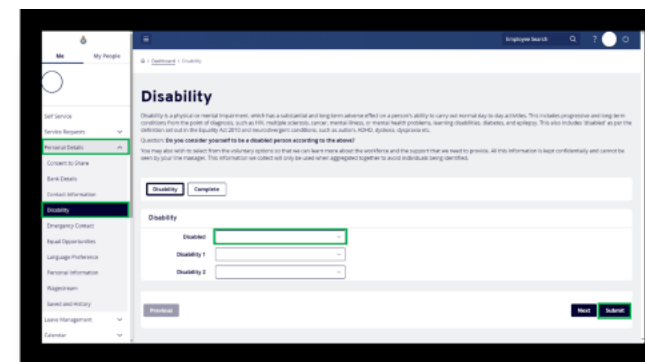
Norfolk and Suffolk Constabularies launched their 'People Opinion Survey' in October 2023, which is now undertaken every 6 months.

The survey results are analysed by their People Analytics Specialists and discussed for future planning at their Equality, Diversity and Inclusion Boards. In addition, the survey dashboards are shared on the Intranet for all colleagues to view.

The response rate for the survey has increased since its implementation, highlighting that the workforce is becoming more trusting with sharing their views, whether positive or negative.

Over the last six months, department heads have been collating action plans to create targeted actions to address the feedback from the survey, which are also shared via the Intranet for greater visibility and transparency. In addition, the Chief Constables for both Norfolk and Suffolk have shared videos via the Intranet to highlight the actions they intend to take as a result of the surveys.

# North Wales Police



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All forces were asked to implement changes to workforce data capture, in line with the newly introduced national standards of workforce data. The national standard facilitates the standardisation of reporting on all protected characteristics utilising the options 'Yes', 'No', 'Prefer not to say.' North Wales needed to transition from their existing data set options to the new standard without losing their rich data set and the additional functionality they have provided over the years.

North Wales saw the national standards as an opportunity, taking action to ensure that the changes were implemented, kept their level of data completion and still offered a more inclusive data set for their workforce under the heading of Disability, by offering a list of health conditions and neurodivergent conditions.

As a result of the changes, employees are now able to select responses in line with the national standards.

In addition, they are able to choose from several drop-down lists which includes a list of health conditions and neurodivergent conditions. The additional drop downs have allowed Human Resources and Occupational Health Units to determine and provide assistance for a range of health and neurodivergent conditions, while complying with national standards.



Staffordshire Police have been a supporter of the 'Safe to Say' campaign, which encourages forces to share their protected characteristics, since its launch in 2021. The force conducted an audit on their current protected characteristics data and identified the following gaps: the recruitment process did not capture the diverse data; colleagues were unsure why the data was needed; the recruitment data could not be linked to their positive action work for underreported groups.

To resolve the issues Staffordshire Police have:

- Made the recruitment eligibility page mandatory with the options of 'Yes', 'No' and 'Prefer not to say' to help understand the incoming workforce;
- Upgraded their system to allow colleagues to input their own diversity data to help improve the sensitivity of the data;
- Shared force communications via the Deputy Chief Constable highlighting why the data is needed, what the data is for and the importance of the data;
- Held each command area accountable in the force Equality, Diversity and Inclusion (EDI) Board for blank diversity data and review what are they doing to improve the 'prefer not to say' or blanks;
- Planned implementation of the data within the Force Performance Board;
- Sent out annual reminder to the force to update personal data;
- Included within the PDR process information around the importance of declaring diversity data.

**Through the activity outlined, Staffordshire Police have seen a 3% uplift of diversity data completed.** In addition, the work has provided the force with a focus area for the next reporting period.



West Yorkshire Police developed a process that demonstrates how all business practices include consideration of equality issues. The previous process, that utilised 'Equality Impact Assessments,' was audited, and it highlighted that colleagues had misconceptions about the process, including that training was required to complete Equality Impact Assessments, that only diversity, equality and inclusion (DEI) related work required an assessment and submitting an assessment at the completion of work was assumed.

The first step was to ensure the DEI Team were confident and capable of understanding Equality Impact Assessments. This training was delivered by Diversity Mackenzie Consultants. The second step was to change the perception regarding qualifications or experience required to complete the assessment. To achieve this, West Yorkshire changed the name to "People Impact Assessments" (PIAs), to focus on the specific need to capture the impact of change on people, with respect to protected characteristics.

West Yorkshire introduced a project to further develop this work. The first phase of the project included: quality assurance measures; a training plan to provide assessment training for colleagues; an intranet hub which provided a one-stop shop for information and guidance relating to PIAs; a technical solution to provide a library of PIAs, including highlighting best practice, as well as a secure folder for assessments which are sensitive or confidential; mapping of other processes, such

as policy development, Chief Officer Team papers, change papers and project management, to ensure a PIA accompanies these papers at the point a decision is made.

**The key performance metrics for phase one highlighted that 94% of policies and 100% of known projects or practices have a quality assured PIA. For decision papers, the completion of assessments rose from 38% in 2022 to 65% in 2023.**

Phase two of this project seeks to introduce regular reporting on compliance, improve access to relevant data and information, and develop awareness and training based on known common issues to improve the consideration of DEI issues within all business processes.



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## Evolving our Organisation Building Capability

**Working with Employee Support Associations (ESA) and networks is an important part of creating an inclusive culture in British Transport Police.**

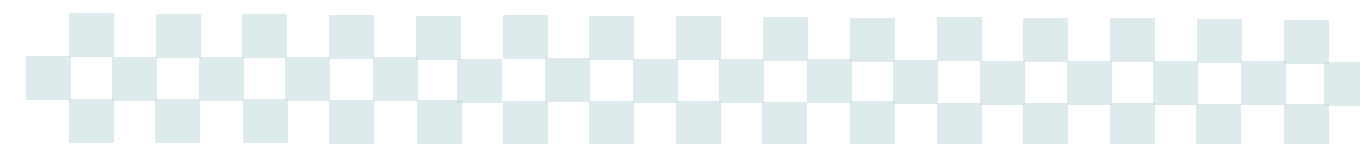
It was evident that each network operated differently and had different expectations. The force's Inclusivity and Diversity business partners actively worked with networks to develop a charter that would ensure all networks were supported and had clarity on the support they would be given from the organisation.

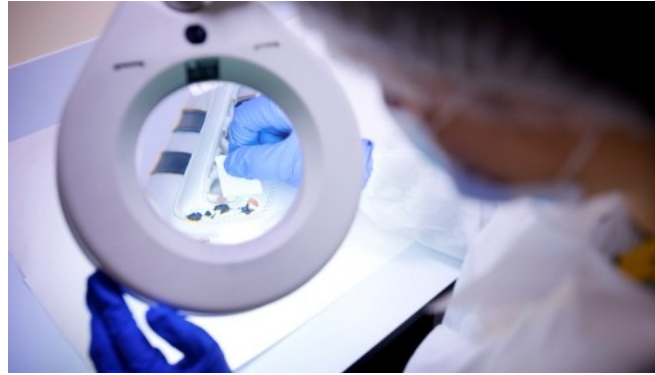
The ESA charter was created with the networks and outlined expectations and operating principles. It also provided clarity on the time allocated and budget to support their activity in line with BTP's strategic objectives, contributing towards their Public Sector Equality Duty. This included establishing a regular stakeholder engagement forum where ESAs can collaborate on shared issues and support an intersectional approach.

The introduction of the charter has strengthened the role of ESAs in BTP and removed any ambiguity about how they operate. It provides clear guidance on how ESAs can be supported by the organisation.

**The impact of the charter and new ways of working were evident during Operation Navette, as BTP undertook an internal community impact assessment for Operation Navette following listening circles in force, which then fed into the national approach.** The force regularly includes their ESAs in the Gold, Silver and Bronze structure for significant events to ensure their employees are properly supported and the community voice is heard. This included the release of joint communications from associations supporting members and inviting people to engage should they wish.

There is still development required to support ESAs and to ensure their work helps to drive improvements in policing for communities, but the charter provides an anchor and guidance for networks to build on the good work they do and ensure they are clear on expectations, roles and responsibilities.





Cambridgeshire Constabulary have developed a programme of training and development aligned to the annual Sergeant and Inspectors promotion calendar intended for staff aspiring to progress to Sergeant or Inspector rank, and Police Staff equivalent.

The programme consists of a series of inputs and training prior to promotion in order to prepare staff for the 'step up' by providing them with leadership skills, operational and investigative skills and knowledge for undertaking the role they aspire to be promoted into.

The opening day event is held in person and opened by Chief Officer followed by a series of inputs including:

- Culture
- What Makes a Good Leader
- Ethics, Diversity, Equality and Inclusion
- Human Resources
- People Development Advisors
- Wellbeing
- Professional Standards Department
- Talent Development and Promotions

The 'Stepping Up' programme delivers against Cambridgeshire Constabulary force culture statement ensuring staff have the right support in place to flourish.



Derbyshire Constabulary has invested in employee leadership development with several courses designed at making first-line leaders confident and effective. The courses include content designed to shape a fully inclusive leadership ethos and culture. These include the following:

#### **Acting-Accreditation Course**

A two-day course aimed at Constables that aspire to become police sergeants, designed to boost confidence in key areas, both operationally and in the people-management arena. Inputs are delivered by subject matter experts to ensure acting sergeants understand the key responsibilities and where to go for help. This includes an HR presentation that starts to get people thinking about the transition from individual contributor to line manager and the expectations of them performing that critical leadership role.

#### **Pre-Promotion Course**

A 5-day course builds on the previously attended Acting Accreditation Course for Constables who have passed the national police promotion framework (NPPF) examination and have indicated their intent to apply for the next available promotion board. It provides more detailed and theoretical development and results in a Hydra-style day that simulates a day-in-the-life of a Sergeant. These two courses will be merged to ensure that the best learning is provided and can

be practicably applied. It will also include some guidance on how to best prepare and perform at a promotion board.

#### **Post-Promotion Course**

From 2025 onwards and in line with the College of Policing's first-line leaders syllabus, both newly promoted officers and staff will attend a 5-day leadership development course. This course is relevant to all employees but has some more specific police officer and police staff focused learning towards the end of the course. Beyond this, there will also be a mid-level leaders' course for those seeking further promotion.

#### **'One Derbyshire' Continuous Professional Development (CPD) Sessions**

In order to continue professional leadership development, supervisors at first and second level attend an annual CPD session which varies between one and five days depending on rank. Some of the content is operational but all courses emphasise leadership qualities that reflect both local and national improvement activity.

# Derbyshire Constabulary



Derbyshire Constabulary have developed a Safer Neighbourhood Policing Area as part of the force's Learning Hub. The website includes a variety of information, learning, and guidance in relation to Neighbourhood Policing.

It is designed to enable Safer Neighbourhood Team officers, staff and volunteers with little or no experience in this area to develop their knowledge and skills quickly. It can also be used to act as a refresher or continued professional development for those already in the role.

There are six main themes which have been recommended by the College of Policing Neighbourhood Policing Guidelines. They are:

- Community Engagement
- Problem Solving
- Crime Prevention
- Procedural Justice
- Partnerships
- Anti-Social Behaviour

Each of the six main themes includes a video introduction followed by further videos and specific learning material and links to further reading.

The portal will be continuously developed, and further content will be added to ensure that officers have the most up-to-date information which is relevant to their roles as Safer Neighbourhoods Officers.

# Hampshire & Isle of Wight Constabulary



Hampshire and the Isle of Wight Constabulary recognised that they were losing skill and experience to ill health retirements and that if they were to maximise the potential and improve the processes for limited duties, they would be able to successfully retain more officers. This would need to include updating policy and procedures, as well as creating and implementing ways to post adjusted officers into suitable roles in a more strategic way.

In September 2023, the force implemented a new role known as the 'Strategic Adjusted Duties Advisor.' The main aim of this role is to engage with line managers, HR caseworkers, Occupational Health and often the officer themselves, in cases where there is suggestion of an ill health retirement application, long term sickness requiring recuperative roles and in all the new and evolving adjusted duties cases where a role change is required.

This has already contributed towards retaining officers and avoiding ill health retirement and has acted as a conduit to keeping cases on track and dealt with in a timely manner. Due to successful joint working between the casework team, Occupational Health, Wellbeing and line managers.

This has allowed the force to use skills and experience of limited duties officers to support areas of risk and priority, both short and long term, as well as provide meaningful work and stability for officers at a personally challenging time.

It has started to create a wider understanding of the limited duties terminology, processes and outcomes. The force are also starting to challenge and change culture around the reputation and posting of adjusted officers, whereby resistance is often met.

# Lancashire Constabulary



Lancashire Constabulary is the first police force to become a host business for DFN Project Search. A nationally supported internship program aimed at young people with an Education, Health, and Care Plan (EHCP) who want to work but would benefit from a transitional year between leaving education and starting in the workplace to develop knowledge and skills which will support their success.

Through a collaborative partnership between the local authority, a local education provider, and a host business, the program supports young people between the ages of 16 and 24 with an Autism Spectrum Condition and/or Learning Disability who want to work full time. The force specifically supports those aged 18 to 24.

Only 4.8% of adults with a learning disability known to the local authority in the UK are in paid employment, despite 65.0% of people with a learning disability wanting to work. 53.5% of disabled people between the ages of 16 and 64 are employed, compared with 81.6% of non-disabled people.

The project also benefits the force in many ways, including creating an opportunity for mentoring and leadership skill development for colleagues; increasing their understanding and acceptance of neurodivergent people, and those with learning disabilities; and supporting their goal to become a Disability Confident Level 3 organisation.

Furthermore, any graduating interns who go on to secure employment with Lancashire Constabulary are a big step towards truly reflecting the community that they serve. The organisation is under no obligation to offer employment to graduates, and there is no budgetary cost to departments offering placements.

**Before starting the programme, neither of their first-year graduates were confident that they would ever be employed, but both have since started their 3-year staff apprenticeship scheme at Lancashire Constabulary, in full-time, paid employment! One of the graduates from their second year has fulfilled her life-long dream of working for the police by securing a role in the Force Resourcing Unit.**

Following successful first and second years, the force have expanded the programme and welcomed seven interns to join for their supported internship, which began in September.

# Metropolitan Police Service

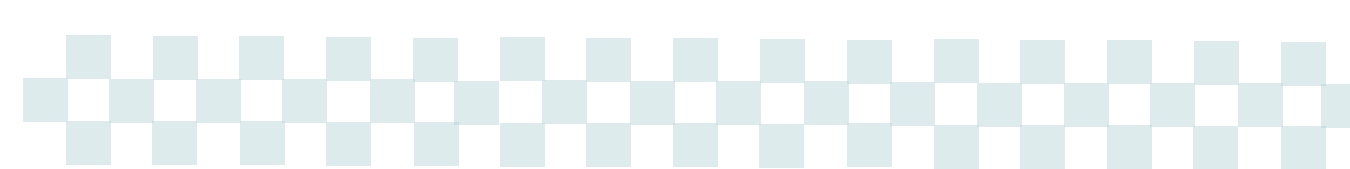
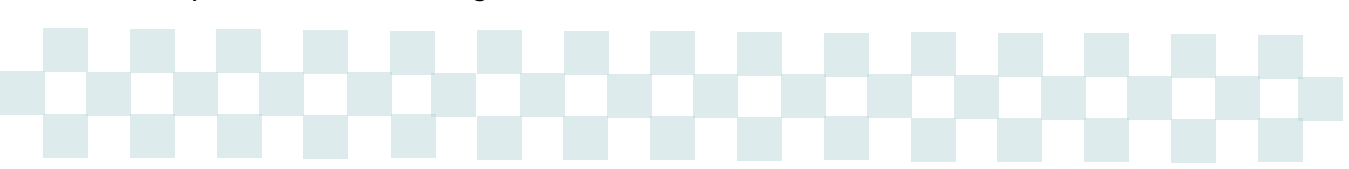


The Metropolitan Police Service are currently running monthly London Race Action Plan (LRAP) sprints, focusing on a different theme each month that will be driven across the whole organisation via the existing network of LRAP SPOCs. The LRAP sprints apply the HEAR principles, Honesty, Empathy, Autonomy, and Reflection, to make positive changes.

The forces current monthly LRAP Sprint themes are language, protected characteristics and wellbeing. To support the success of the Sprints, the force have implemented a variety of communication methods, including Intranet articles, SPOC briefings, LRAP Live to discuss and highlight the topic and the why, Gold dust sheets (factsheet) and podcasts.

The LRAP SPOCs support the LRAP Sprints by sharing tools, including gold dust sheets (factsheet) and podcasts, signposting colleagues to the LRAP SharePoint, encouraging conversations on the theme, briefing into Senior Leadership Teams, ensuring any documents reflect any changes and encouraging colleagues to dial into the LRAP Live event.

By applying the HEAR principles, interactions between officers and the public will become more positive and cooperative. These principles enhance communication, reduce conflict, and build trust, could contribute to more effectively keeping Londoners safe.



# Norfolk and Suffolk Constabularies



Norfolk and Suffolk Constabularies introduced the 'Right Education Learning and Development' packages in January 2024. It is a mandatory course for all first- and second-line managers, to the rank of Inspector and police staff equivalent. Once completed, attendees have access to toolkits to share with their teams.

The training is designed to help people understand the importance of creating the right culture and how good leadership can help the forces to achieve this. This, in turn, not only enables the forces to deliver a good service to the public but also helps to foster a fair environment in which individuals feel safe and can thrive.

The package incorporates microaggressions, psychological safety, workplace adjustment passport and staff support networks.

Norfolk and Suffolk have also, with the agreement of Chief Officers, sought to extend the program to include individuals who would like to help the forces with their cultural journey. These are individuals who, whilst they may not be supervisors or managers, do have a strong influence within their team or department and, as such, can support the forces to reinforce the 'Right Culture' themes and help to continue the work towards their cultural objectives.

# North Wales Police



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North Wales Police took part in an National Police Chiefs Council (NPCC) pilot project to equip leaders with the skills and knowledge to set an example and build inclusive teams.

In collaboration with Durham University's Policing Research Unit, the force developed and implemented an Inclusive Leadership Programme (ILP) which delivered a total of 26 Inclusive Leadership Workshops (ILW) between January 2023 and July 2024. Aimed at first- and second-line supervisors, a total of 339 participants attended the four-day workshops held at an external venue.

The ILW is a knowledge-sharing workshop. An evidence-based, learner-centric approach was adopted to create an effective learning environment to improve awareness of the importance of improving respect, dignity, equality, and inclusion within their teams and to provide them with the knowledge and depth of understanding of how this can be achieved.

The workshops were facilitated by expert practitioners with high credibility, who created a psychologically safe environment in which delegates could reflect upon a strong evidence base and make up their own minds.

Delegate feedback and workshop effectiveness was collected through a combination of local surveys and an independent evaluation. The main findings were:

- **Delegate feedback has been consistently impressive.**
- **The independent evaluation supported the effectiveness of the workshops in achieving its aims.**
- **Many respondents have been able to transfer their learning from the workshop into the workplace.**
- **Over 40% of respondents have observed positive differences in their teams' attitudes and behaviours towards performance, inclusion, and diversity.**

Finally, the ILP workshop content and pedagogy has been embedded into the College of Policing First-Line and Mid-Line Leadership Programmes. Also, to embed the inclusive cultural development, the workshop content has been curated to offer 'bite-sized' elements available for self-directed learning across North Wales Police.

# Northamptonshire Police



Northamptonshire Police identified disparity in the numbers of women and ethnic minority officers putting themselves forward for promotion from Constable to Sergeant. The Positive Action Team were tasked with devising an initiative that could mitigate this.

The Positive Action Team devised a series of workshops called the 'Career Academy.' The workshops were piloted with a cohort of officers who had all completed their Sergeant's exam and were eligible to take their professional discussion.

The Positive Action Team worked closely with the Leadership Development Team and the Senior Equality Officer to hone the content of the workshops so that they could be delivered as eight 30-minute sessions, allowing participants to see established material through new and varying lenses to help embed learning and build confidence. The eight sessions covered:

- Being a Sergeant
- The Competency and Values Framework
- Public Service
- Leadership
- Equality, Diversity and Inclusion
- Culture
- Operational Delivery
- Performance

The sessions were offered as a 'menu' with the expectation that some officers would want to

attend all, with others choosing workshops that addressed themes they were less confident about.

The Positive Action Team also engaged with the Federation and Internal Staff Support Networks to ensure that they were fully aware of what was being offered to officers and the reasons why the Career Academy was needed.

Eligible officers were invited to the workshops. Operational demands meant that the Positive Action Team was aware of the need to repeat workshops and they were initially timetabled for a morning session and an afternoon session on the same day, with the offer to repeat them as required, so no officer felt unable to take up the opportunity.

The Leadership Development Team devised a pre-academy attendance/post-interview attendance evaluation form to capture how the academy sessions expanded their knowledge and understanding. The results will help the Positive Action Team develop and refine the support offer in future working with officers eligible for their sergeant's exam.

# Nottinghamshire Police



Nottinghamshire Police, within their leadership academy, are delivering an Inclusive Leadership workshop to support all first- and second-line leaders. The one-day interactive workshop is delivered face to face and is mandatory. This is aligned to the learning outcomes set by the College of Policing's Police Leadership Programme.

The workshop provides an opportunity for leaders to explore the part they play in cultivating, promoting, and embedding an inclusive workplace environment. Reviewing strategies, standards and guidance which supports inclusivity, and how to bring about cultural change in the service.

During the day, delegates learn more about being self-aware, workplace climate, equality, diversity and inclusion, upstander interventions, inclusive conversations, setting standards, psychological safety and challenging behaviours and attitudes. The course is intensive, thought provoking and provides an opportunity for attendees to explore issues within a safe environment.

Following the workshop, delegates return to their workplace and share the learning with their teams through the concept of inclusive conversations. This initiative is designed to allow leaders to facilitate discussions around topics linked to

diversity, equality and inclusion in a supportive learning environment.

To further enhance the knowledge of their people with regards to inclusion, every member of the organisation will attend a half-day Black History training input.

This initiative will enable Nottinghamshire Police to be an inclusive organisation, ensuring all people feel valued, where diversity is embraced and respected, where everyone can be recognised and appreciated for the contribution they make to achieving their force's pledge.



South Wales Police's Equality, Diversity and Inclusion Team developed an Equality, Diversity and Inclusion (EDI) Padlet, which fosters a supportive and inclusive learning environment, equips team members with relevant knowledge, and encourages shared responsibility for inclusive practices.

The Padlet builds capability in the following ways:

- **Accessibility and Centralisation of Resources:** The EDI Padlet offers a centralised, accessible resource hub where the workforce can easily find and engage with relevant materials.
- **Promotes Ongoing Learning and Reflection:** The EDI Padlet encourages continuous, self-directed learning and reflection. It contains a variety of resources that enable individuals to educate themselves at their own pace.
- **Encourages Diverse Perspectives and Active Participation:** The collaborative nature of Padlet allows for diverse contributions, fostering an inclusive space where team members from various backgrounds can share their perspectives and resources.
- **Improves Awareness and Understanding of EDI:** The Padlet contains resources on topics such as unconscious bias, allyship, and cultural competence that raises awareness and deepens understanding across the team.
- **Enables Skill Development in EDI Practices:** Beyond theoretical knowledge, the EDI Padlet also includes practical tools and frameworks that support skill development. For example, including

scenarios, role-play exercises, and guidelines on inclusive language.

- **Supports Leadership in Inclusion:** For managers and leaders, an EDI Padlet serves as a model of a proactive approach to inclusion. It sets a precedent for the importance of accessible, ongoing EDI training, demonstrating that EDI is a shared responsibility and integral to team culture and professional growth.
- **Monitors and Tracks Evolving Needs:** The flexible, dynamic nature of Padlet allows it to be updated as the team's needs change. Feedback from users can shape the resource's content, ensuring it remains relevant, valuable, and tailored to the team's specific EDI challenges and goals.

By providing a dedicated, interactive resource, the Padlet not only supports knowledge but also the behaviours and values that align with EDI principles. **This initiative builds a more capable and empathetic team, fosters mutual respect, and contributes to a more inclusive environment that benefits everyone.**



Wiltshire Police launched 'We Rise,' an Intersectionality Development Programme which centres around investing in the learning, exposure, and development of a collaboration of employees who show great potential. The programme also incorporates members from all six Staff Support Networks and subsidiary Support Groups and those within the force who identify as belonging to a relevant protected characteristic community.

It is a training initiative that exposes selected members of the protected characteristic community to a platform where they can thrive and develop. For Wiltshire Police, the programme provides an opportunity to invest in the courage, confidence, and competence of those who sometimes lack the conviction to see themselves as valuable contributors, especially when compared to more confident individuals. By fostering inclusion and recognising the interconnectedness of diversity, the programme also aims to create a supportive community that accelerates progress and values diverse perspectives.

Rather than focusing solely on promotion, this initiative emphasises learning and development. In addition, participants gain a platform for learning, influencing, and showcasing their abilities. The program provides learning opportunities beyond standard organisational routes, fostering connections among network members and underrepresented employees whilst encouraging intersectional allyship. Furthermore, the programme is likely to attract more individuals from under-represented backgrounds, encouraging

their participation in the organisation.

Comprised of four distinct components, 'We Rise' makes for a rich development experience for those participating in the programme. It is a 10-month programme consisting of an opening and introduction, six modules, and a closing with graduation. In addition, the programme will include two Action Learning Sets - one after module 2 and one after module 4.

The programme offers support network members opportunities to learn, influence, and excel. It aims to attract more individuals from under-represented groups to join the force. Participants engage in community-based projects, often collaborating with local charities, and gain experience through internal and external attachments in various departments and industries.

**The first 17 graduates found the programme transformative, supportive and empowering, with 56% promoted or seeking promotion.**

# Evolving our Organisation Workforce Culture

## Bedfordshire Police, Hertfordshire Constabulary and Cambridgeshire Constabulary



**Bedfordshire, Hertfordshire and Cambridgeshire launched a long-term non-visible disability campaign.**

As Disability Confident Leaders, the three forces are committed to supporting every colleague and recognising that their disability does not mean inability. It is important to increase awareness of non-visible disabilities and ensure workplace adjustments are available and utilised wherever possible.

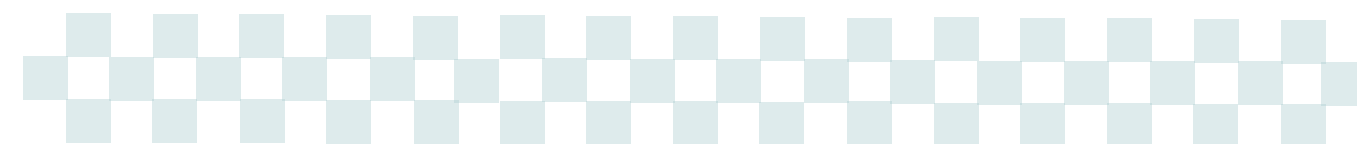
It is vital that all colleagues understand what non-visible disabilities are, how they can affect people, and how they should be supported in the workplace. Alongside the campaign, the Diversity and Inclusion team has created an internal bespoke non-visible disability page, to raise awareness, signpost to support, and provide guidance for managers, staff and officers across the forces. A drop-down list of non-visible disabilities and signposting information appears on the page and is increasing at pace as colleagues come forward to share their own non-visible conditions to help others in similar situations.

A multitude of personal stories have been gathered from colleagues of all ranks, speaking of their

experiences and challenges as well as the support and positive reaction. These are colleagues who others may never have suspected live with the daily challenges of a non-visible disability. The campaign takes a phased approach. For example, in Disability History month, the Disability Support Groups will take centre stage as well as shining a light on the training available both in person and on iLearn, including Menopause Awareness, Deaf Awareness and Neurodiversity.

The forces recognises that some colleagues may feel reluctant to share information about their non-visible disability for fear they will be treated differently or disadvantaged at work, so there will be a focus on empowering individuals to update personal information on the iManage system and avoid ticking 'prefer not to say.'

The campaign seeks to assure colleagues that the three forces are committed to creating an inclusive environment where everyone can thrive.





Cambridgeshire Constabulary has developed a five-day Leadership, Culture and Inclusion workshop, created with the help of Durham University and based on the National Inclusion Survey. This workshop was attended by all first and second-line managers, both police officer and police staff.

Chief Officers open and close the workshop, reinforcing the commitment and importance the force places on the continual professional development of staff to support a one-team ethos.

The syllabus was designed to meet the needs of the forces changing workforce through age, experience and generational diversity and forms part of the programme of work to ensure delivery against Cambridgeshire Constabulary's own force culture statement.

The overall aim of the workshop is to enhance supervisory capability to meet the demands of the role and develop a more inclusive workplace where all staff feel valued and supported and an environment which embraces difference and recognises diverse perspectives are the best way of solving many of the complex and challenging issues facing policing and strengthens trust and confidence within communities.

This is achieved using the evidenced-based programme to:

- Develop supervisors' understanding of diversity, equality and inclusion and the positive outcomes that can be achieved if the response is embedded within the organisation.
- Develop supervisors' understanding of how to create an inclusive culture, ensuring all staff are treated with dignity and respect and everyone is encouraged to contribute.
- Increase supervisors' understanding of the importance of their own wellbeing and that of their teams.
- Develop personal leadership and supervisory skills and knowledge utilising national frameworks.



Cheshire Constabulary continues to work to ensure that their organisation is a diverse workplace, and the service provided is inclusive and representative of the community it serves. The force uses positive action to maximise transparency, gain a better understanding of its workforce and promote an inclusive culture across the organisation.

The force conducted a survey which invited respondents from across the force to answer a range of questions concerning sexual harassment in the workplace. The drive behind the survey was to learn the scope of harassment in the workplace and to understand the attitudes that motivate such behaviours, to assist decision-making and to make appropriate improvements. The survey received 363 responses, representing around 8% of the entire workforce.

Following the results of the Sexual Harassment Survey, the force have engaged with internal Staff Associations, Networks and LimeCulture to develop and implement a multi-tiered organisational response model, named Safer Cultures, to support staff who have experienced domestic abuse and/or sexual violence in the workplace. The 3-tier approach consists of:

- Tier 1 - Organisational eLearning training to increase awareness and understanding of sexual misconduct and appropriate behaviours to drive a safer culture across the force.

- Tier 2 - Introduction of Sexual/Domestic Abuse Ambassador (SDAA) trained to recognise and respond to disclosures of sexual misconduct and signpost individuals to appropriate help and support.

- Tier 3 - introduction of Specialist liaison Officer (SLO) highly trained to respond on behalf of the organisation where sexual misconduct has been disclosed, reported, or is suspected. Providing initial and ongoing support to victims/survivors signposting to internal processes and accessing internal and external support.

**Eight SDAA's and eight SLO's have been recruited to create an internal trained network to support all 3 regions within the force. The SDAA's and SLO's will work with the force's Wellbeing Allies and force HeForShe Lead in creating a safer culture and working environment.**

Progress of the new roles and Safer Cultures model will be monitored for learning and progress through the Force People Board.

# City of London Police



City of London Police wanted to develop an innovative approach to ensuring that their staff and officers understand people's different journeys and backgrounds to create an inclusive working environment and embed their code of ethics and values within everyone's day to day work.

The force developed a programme that was engaging, had longevity, met the needs of different audiences and enabled buy in by providing a choice of options according to their own learning preference and area of interest. The only caveat was that employees had to choose at least one option every six months for their Personal Development Review (PDR). **This has proved to be a successful approach as employees have been able to self-select the programmes and there has been an 85% uptake in the first year.**

The force ran a series of hybrid launch events in December 2022 and January 2023 which included 'Voices from the Force' where staff and officers talked about their own experiences and why inclusion was important to them. The force promoted the initial menu of events, and these have been added to since it was launched in January 2023.

The force currently runs a series of face-to-face events which run throughout the year, and these are interspersed by online events known as 'Focus Ons' which have now grown to be watched by over 100 attendees. The face-to-face programmes are also popular. Focus Ons have covered subjects such as gender identity, women's safety, Gypsy and Roma communities, Jewish communities, and disability.

Feedback is regularly gathered from each event, and this is reported to the Corporation of London, Chief Officer Team, and Equality, Diversity and Inclusion Strategy meetings. The feedback helps to identify ways to improve the programme.

The Inclusivity Programme is now an established part of City of London's aim to be one of the most inclusive police forces.

# Derbyshire Constabulary



Derbyshire Constabulary has conducted a series of workshops to understand the culture of the force and to begin to bring alive their 'One Derbyshire Plan.'

The plan aims to adopt a culture where leaders and staff see themselves as 'One Derbyshire,' taking accountability and supporting each other.

The workshops were run to help prioritise which behaviours and cultures the staff and officers would focus on first. The workshops included employees at all levels and ranks to allow a top-down - bottom-up approach.

During the sessions, the force looked at the themes of the 'One Derbyshire Plan': Leadership, Internal Communications and Engagement, Wellbeing, Learning and Development and Standards and Behaviour. Everyone was given a chance to highlight issues, alongside a discussion around what good practice would look like.

Once all the feedback was collated, analysis was undertaken to understand which behaviours and cultures were duplicated across all levels of the organisation.

During the sessions, employees showed a drive and passion for their roles and a taskforce developed naturally through employees' wanting to be involved in improving culture and making Derbyshire a better place of work. The taskforce worked with high importance issues and used the College of Policing's suggested behaviour change tool, COM-B (Capability, Opportunity, and Motivation - changes Behaviour). This process identified nine key behaviours, which has highlighted that there is a pattern on how to improve culture.

Derbyshire Constabulary are now working with enthusiastic members of their force to review findings and take action. This programme is working to objectives and governance of the 'Our Peoples Board' and strives to improve Derbyshire Constabulary.

# Devon and Cornwall Police



Devon and Cornwall Police undertook a Cultural Audit in 2021 which led to the delivery of a three-year roll out of an Inclusive Leadership Programme for senior leaders and first-line supervisors. The Public Sector Duty of Equality places an obligation on the police service to ensure that it is paying due regard to its three aims: eliminating behaviour that is prohibited by the equality act 2010; advancing equality and fostering good relations between those with and those without a protected characteristic.

The force wanted to develop a culture where these aims are not treated as a target, but rather, an ambition to be met by a cultural shift authored by the owners of the culture – employees of Devon and Cornwall Police.

The force developed a three-day Inclusive Leadership Programme with participants attending two consecutive days and the third day a few weeks later. The intended outcome was to seek improvements to base line scores related to job satisfaction; supervisor relations, feeling valued, wellbeing and doing a good job.

To date, the force has seen double digit positive increases in all 5 areas, notably:

#### Job Satisfaction:

- 17% improvement in job satisfaction.
- 54% reduction in 'not liking my job.'
- 17% reduction in 'wanting to quit my job.'
- 32% reduction in 'nothing to be gained in staying in my job.'

#### Supervisor Relationship:

- 17% improvement in supervisor open to your ideas.
- 14% improvement in ability to open up.
- 13% improvement in acceptance of who you are.
- 9% increase in feeling cared about.

#### Feeling Valued:

- 17% improvement in feeling valued by their supervisor.
  - 56% improvement in feeling valued by the force.
  - 44% improvement in feeling valued by the public
- #### Wellbeing
- 44% improvement in feeling the force cares about my wellbeing.
  - 46% improvement in feeling the force cares about my opinions.

#### Self-Reflection

- 22% improvement in feeling free to be who I am.
- 16% improvement in feeling competent.
- 54% decline in feeling inadequate.
- 27% improvement in feeling able to voice my opinion.

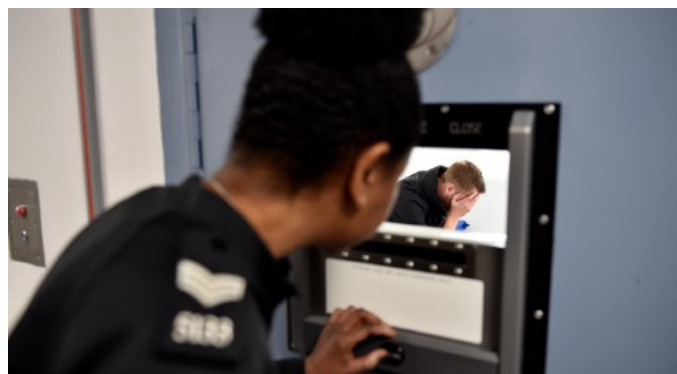
# Durham Constabulary



Durham Constabulary's Diversity, Equality and Inclusion (DEI) Team, consisting of a police staff supervisor and two police constables, over the past 18 to 24 months have supported in excess of 200 officers and staff across various strands of DEI, created a number of toolkits for officers and staff such as their Neurodiversity Toolkit, implemented more widely Individual Adjustment Passports and led on reasonable adjustments and Access to Work schemes.

This activity has not only supported staff to be able to flourish at work but has also regained significant amounts of money for the organisation.

# Dyfed-Powys Police



**Dyfed-Powys Police have worked with Endometriosis UK to achieve the 'Endometriosis Friendly Employer' status.**

This involved updating policies and including endometriosis in staff and supervisor training and promoting conversations about the condition in the workplace.

The force has worked to improve the support the organisation provides for those with this chronic condition. By working to develop a working environment and culture that enables employees with endometriosis and menstrual health conditions to thrive at work, improvements have been made within the working environment in three key areas: leadership and management support, communication, and tackling stigma/culture.

The force ran supervisor sessions on how to support individuals with endometriosis, discussing examples and finding the best suitable adjustments for employer needs. In addition, information about endometriosis is available on the force intranet.

Officers and staff can seek support from their line managers, or they may contact one of the force's Endometriosis Champions who, whilst not being able to provide medical advice, can listen and provide support.

The Gender Equality Network have created a bank of Champions, who are there to help members with questions, concerns, ideas, or to talk. The network are considering other ways in which to help and support employees with and raise awareness of endometriosis and other menstrual health conditions.

# Gloucestershire Constabulary



**Gloucestershire Constabulary identified the need, through internal and external surveys, to increase awareness of cultural diversity, both within the workforce and the communities the force serves.**

To increase awareness, a training module was developed focusing on inclusion, covering inclusive culture, physical and psychological safety, challenging inappropriate conduct, ethical leadership and wellbeing and resilience strategies.

Over 350 employees have undertaken this training programme since its inception, with newly promoted officers or staff completing the training as part of their induction.

Following the introduction of this course in 2021, there has been positive impacts on staff and officers, as well as the working environment as a whole. This is evident in the annual Wellbeing Survey results, where levels of supportive leadership and inclusion are high.

**The course is also well regarded internally, with over 80% of individuals indicating that they would recommend the course to a colleague.**

# Gloucestershire Constabulary



Gloucestershire Constabulary have recently introduced 'Rise Up,' a comprehensive intersectional diversity, equality, and inclusion programme designed for the force. 'Rise Up' represents a strategic investment within the force and aims to foster a more inclusive and equitable organisational culture.

Rise Up is a multi-strand development initiative with the following key components:

- STRAND 1: Investment and Growth – Breaking Barriers: A modular developmental experience tailored for employees from any underrepresented groups. This strand focuses on breaking down barriers and providing targeted growth opportunities.
- STRAND 2: Exposure and Opportunity – Break Through: A development programme aimed at investing in any non-dominant groups within Gloucestershire's public sector organisations. Break Through provides valuable exposure and development to prepare participants for future leadership roles. There are ten developmental days in total.
- STRAND 3: Support and Education – SAN Forum: A quarterly forum for members of the Support Association Network (SAN) to collaborate and drive positive change within the force.

The programme aims to:

- Promote Inclusivity: Engage in initiatives that advance a more inclusive and anti-discriminatory culture within the organisation.

●Develop Skills: Benefit from targeted development opportunities that enhance personal and professional growth.

●Build Connections: Collaborate with colleagues and community members to influence positive change.

**Wiltshire Police recently conducted a programme similar to Gloucestershire's Breaking Through initiative, which was positively referenced five times within their recent PEEL report. Additionally, the College of Policing has reviewed the blueprint of Gloucestershire's programme and recommended that it should be adopted as a model by all police forces.**

The programme has been attended by several employees from different ranks and departments. The Breaking Barriers sessions have 35 attendees, and the Breakthrough programme currently has 23 people signed up.

# Greater Manchester Police



Greater Manchester Police recognised that a dedicated intranet site with links to published information, which would be continually updated and keep its workforce informed on diversity, equality, and inclusion (DEI) issues, would be beneficial to educate employees on DEI.

This was created with the focus being on a development tool to provide an informative area where the aim is to create a more informed workforce and understanding culture.

The force's DEI team worked with its corporate communication team, as well as key stakeholders to create this HUB. Each member brought links and a wealth of knowledge, experience and lived experiences, to ensure that the information provided was, not only relevant, but able to be understood by all.

Working with both internal and external partners, the force created an internet HUB which provides up-to-date information, training packages and external reports, all of which continually keep the workforce up to date on current themes and educational pieces of work. This, in turn, provides a platform for staff members to either reach out and

engage with the staff networks or the DEI team to share learning or other lived experiences, which helps develop the workforce culture.

In addition, the force publishes good practice on what our neighbourhood policing teams are doing in their neighbourhood areas, as well as a forum for any organisational learning to be shared.

**The result of this work has provided an excellent conduit to inform staff and educate them on DEI issues, working practices and providing advice on both welfare and cultural queries, which, in turn, is developing the workforce culture.**

# Gwent Police



Since 2019, Gwent Police has been involved in a series of cultural challenges that have attracted national media attention and affected public confidence in policing. To overcome the challenges, the force partnered with the University of South Wales and the Hydra Foundation to help improve culture.

The partnership began by delivering a '10,000 Volts' Hydra session, which is a method of facilitating debriefings with staff. The sessions allow for anonymous, electronic input, so staff and officers can share personal views, experiences, and ideas without fear of repercussions. Each attendee is given an anonymised log in which they access through an electronic tablet. The anonymisation provides people with the chance to have emotionally honest conversations with other delegates and allows them to question aspects of the force approach that would usually be outside their sphere of influence. Through these conversations, higher ranking personnel often discover risks and issues that are not always evident to them at the outset.

60 officers and staff attended the first event, which was facilitated by the Chief Constable. It resulted in thousands of lines of data, which were cross referenced with the force's most recent Employee Opinion Survey and Public Opinion Survey. The University of South Wales then analysed the results

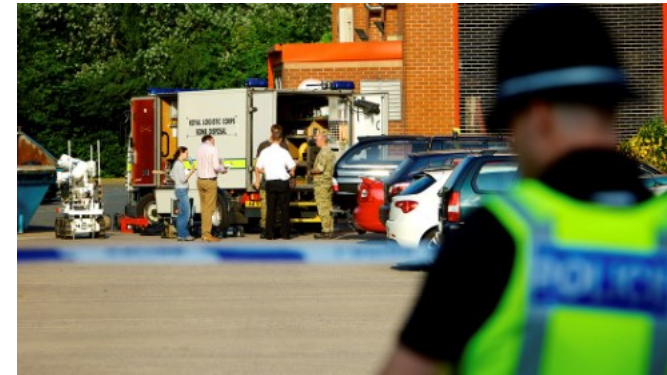
of each of those reports and produced a set of findings.

The force also worked with the University of South Wales and the Hydra foundation to develop a 'Cultural Hydra' exercise for staff to undertake. The exercise is based upon a day in the life of a police constable and explores the decision making of officers and staff when presented with cultural challenges and dilemmas. **It is anticipated every Gwent officer will undertake the exercise, potentially alongside a national-roll-out.**

This work has helped the force to produce a five-year Cultural Strategy, supported by a performance framework, business objectives and governance process.

A second 10KV session was undertaken in November last year with the aim of determining if the strategy had started to make a positive impact and what additional work needs to be done to combat sexism and misogyny in the workplace.

# Hampshire and Isle of Wight Constabulary



Hampshire and Isle of Wight Constabulary's Inclusion and Wellbeing Team offer tailored training programs for officers and staff on key equality and inclusion topics.

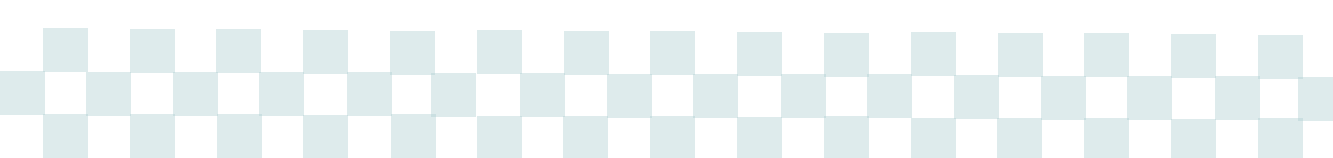
These sessions cover a broad range of subjects, such as Violence Against Women and Girls, organisational culture, microaggressions, gender identity and leadership.

The flagship of their training initiatives is the mandatory 'Inclusion Matters' continuous professional development course. This comprehensive, one-day online program is designed to educate and empower all police officers, staff, and volunteers. It delves into critical areas like organisational culture, the impact of intent and the significance of upstander behaviour.

The interactive nature of the course fosters open dialogue and provides practical, lived examples in a supportive learning environment. It aims to equip everyone with the knowledge and confidence to promote inclusivity within the force.

With most existing personnel having completed 'Inclusion Matters,' the force is launching "Inclusion Matters 2" in January 2025. The second phase will build upon the foundational knowledge gained from the initial course, incorporating additional vital topics such as the College of Policing's mandatory Module 4 Code of Ethics.

Key learning objectives for Inclusion Matters 2 include ethical policing principles, psychological safety, upstander behaviour, and the four Ds on intervention: direct, distract, delegate and delay.



# Hampshire and Isle of Wight Constabulary



HAMPSHIRE & ISLE OF WIGHT  
**CONSTABULARY**

Hampshire and Isle of Wight Constabulary, a leading force for neurodiversity support, is committed to supporting all neurodivergent officers and staff. Many forces have adopted their social model of disability approach which aims to remove negative barriers of stigma and lack of understanding.

In 2021, the force introduced a substantive Neurodiversity Specialist Adviser post, a specialist point of contact providing the force with guidance on all Neurodiversity-related matters, including:

- Advice related to statutory compliance with S149 of the Equality Act 2010, Force Reasonable Adjustment Policy and Wellbeing Strategy;
- Support and advice for managers;
- Design and delivery of bespoke awareness training;
- Leadership of the Neurodiversity Workplace Needs Assessment Team;
- Conducting screenings for a range of neurodiverse conditions;
- Conducting Workplace Needs Assessments to recommend bespoke workplace adjustments and support the implementation, review and monitoring;
- Sharing best practice via membership of the College of Policing Neurodiversity Working Group; National Police Autism Association; Neurodiversity in Specialist Roles Network, and Police National Dyslexia Association;
- Working with partners, including Genius Within, Thrivier, Autism Hampshire, BDA-British Dyslexia

Association, National Autism Association, to keep knowledge up to date.

**The Neurodiversity Specialist Adviser was the recipient of Disability Policing Association national award in 2023.**

The force introduced a voluntary dyslexia screener as part of onboarding offered to all new joiners. This early intervention enables implementation of support from day one to increase performance and retention and reduce sick leave and under performance procedures. **Since inception, approximately 1600 colleagues have received full support, resulting in reasonable adjustments.** Many others have been guided through the NHS diagnostic pathways, received wellbeing support or simply had a place to be heard.

In 2023, a peer support network, Neurodiversity Support Network was created to offer neurodivergent colleagues an opportunity to share lived experiences and support one another. This extends to family members and parents or carers of neurodiverse children.

# Hertfordshire Constabulary



Hertfordshire Constabulary recognised poor leadership representation, particularly at Sergeant to Chief Inspector ranks. Operation Hyla was established to bring change to improve representation for female colleagues at this level. Op Hyla's objective was to understand the barriers across the organisation and establish action required to increase representation, establish meaningful support and improve engagement with purposeful momentum.

Chaired by Chief of Staff/Head of People and stakeholders, some completed workstreams include:

- Mentoring programme involving buddying colleagues with female role models.
- 'Keeping in Touch Days' reinstatement and innovative development of a Maternity App, enabling colleagues to stay connected with the organisation and provide support with transitions back to work.
- Female only Job Related Fitness Tests, with a pending review of the viability to delay during menstruation.
- Female promotion workshops and dedicated career events to assist in removing barriers, provide guidance, support to colleagues.
- HeForShe Leadership Development with external partners to develop cohorts of females, utilising extended networks to enrich knowledge sharing.
- Promotions and posting policy reviews to ensure inclusivity.
- Improvements to female uniform for operational comfort and increased access to suitable uniform through the "Roaming Uniform Wardrobe."
- Exam hints and tips sessions to support underrepresented groups.

- Menopause Accreditation including training, HRT Corporate Expenses Policy, rest room menopause kits, extra time on exams, champions and drop-in sessions.
- Flexible Working Agreement streamlined to reduce implementation times.
- Specialist fertility sessions, to enable supervisors to provide better support.
- Belads, workforce awareness and safety campaign delivered, which provided practical advice to men on how they can help women feel safer.
- iamremarkable workshops delivered to build confidence and understanding of the importance of self-promotion.
- Feelings of Safety survey.
- Taser training allocations review and the introduction of female only taser training courses.

The working group has demonstrated a strong positive impact, leading to improvements across the Hertfordshire Constabulary. Allowing the development of innovative solutions to complex challenges. **By fostering a positive culture of change, the group has successfully contributed to the achievement of key objectives and continues to drive meaningful progress.**



On International Women's Day March 2022, Humberside Police launched its first cohort of the 'Humberside Police Female Development Programme' (FDP). Having launched its sixth cohort in September 2024, which received a record number of applications, the programme provides a development scheme designed to encourage, develop and empower the force's most promising and talented female officers to achieve promotion and professional success in their respective fields.

Due to female underrepresentation at both Sergeant and Inspector ranks and disproportionality between the number of female officers applying for promotion in comparison to their male counterparts, discussions were had with female officers across the service. From this, it was identified that a positive action development programme was needed to increase confidence and female representation across leadership levels.

The FDP delivers two twelve-month cohorts annually, and candidates attend six modules covering mentoring, skills development, promotion support, confidence building, and networking both internally and externally with partner organisations. Candidates also attend a launch and close event with the Chief Constable.

The FDP has made tangible impacts on representation. **90% of candidates were successful at Sergeant and Inspector promotion boards between 2022 and 2024, and five additional candidates are within acting positions. The number of females working in specialist**

**departments has increased by 64% since 2023, due to support from Humberside's Women in Specialisms group.**

The programme has led to a support network of female talent across Humberside. At the most recent networking event, candidates and over fifty female leaders from a range of public and private sector organisations came together to share their experiences, discuss their challenges, and celebrate their successes.

Feedback from attendees has been positive:

*"I really enjoyed the whole programme, and feel I benefitted hugely from it. A large part of this was making me feel more confident in the skills I already have but also learning new skills and becoming more aware of my style and how to become a better leader."*

*"What an absolutely outstanding, amazing group of women at all levels who have inspired me and helped me to recognise that we have so many similarities and shared challenges, regardless of our job roles."*



Kent Police identified, created, and ran the Achieve Programme over the last 12 months. The force identified a gap in development opportunities for underrepresented groups between those eligible for the Inspire, less than 5 years' service, and those eligible for the Aspire programme, Chief Inspector or police staff equivalent. As such, the force created a 12-month development program, split into four modules.

The marketing, shared via staff support networks and through the Diversity and Inclusion Senior Leadership Team representatives, was aimed at those from underrepresented groups, including those that are neurodivergent. The force saw 65 applications for the 15 places. Each candidate was required to write a 250 word submission to participate. The initial cohort included 15 staff and officers, with six of those being ethnic minority officers.

The modules were split into personal development, lateral development, promotional development, and a next steps module. The personal development module focused on the cohort's own barriers to progression and their strengths and weaknesses. The lateral and promotional modules both sought to overcome the barriers to progression, and included inputs from business areas where diverse representation was low and lived experience inputs from senior female leaders. During the promotional module, the force delivered application and board preparation inputs bespoke to the cohort.

The course director was the force's internal inclusion Chief Inspector, with the internal inclusion team's coordinator being the course manager. The force's Learning and Development Leadership Academy delivered the inputs throughout the course. The director and coordinator were present throughout the deliveries as it was important to be part of the process. The group established 'rules' at the beginning of the process, such as no-uniform, first-name terms, in-person meetings and creating a Teams chat. Each of the cohort was assigned a mentor.

**This year's cohort have seen success in interviews for later transfers, promotion, awards, exam success and a long-standing peer network to support each of them through their career journey.**



In May 2024, Leicestershire Police launched an ambitious new internal campaign designed to tackle misogyny and sexism in the workplace, 'You're Right, That's Wrong.' The campaign encourages men in the force to be positive role models and to have the confidence to 'call out' sexist and misogynistic behaviour when they see or hear it. It follows the success of a similar external campaign based on a university campus in Leicester and a football club in Loughborough.

Leicestershire Police is a force that promotes and wants an inclusive culture where everyone feels safe, comfortable, and equal at work.

The campaign consists of:

- a series of videos,
- first-person reads,
- a new internal website and
- a series of 6 posters.

The campaign was launched at a challenging time for the police service with lots of negative media headlines about male police officer behaviour across the UK. Leicestershire Police felt things needed to change and men needed to have the confidence to have these conversations and talk about the issues.

The campaign videos capture a conversation between a group of men talking naturally about their experiences and how they would challenge inappropriate behaviour if they heard it. It included a diverse group of police officers and staff, who all volunteered to take part.

At the heart of the campaign is a desire to ensure that any sexist or misogynist behaviour is 'called out' in the moment.

The campaign has had a high profile on the force's intranet, with fresh weekly content. The articles have all had a higher-than-average readership, with one first person article by the force's VAWG lead being read by 2714 people.

**A survey was published to establish if the campaign had been widely viewed and understood. 130 people completed the survey, of those people 127 (97%) said they had seen it; 129 (99%) of them understood why the campaign was needed and 123 (94%) said that having seen the campaign, they would call out inappropriate behaviour.**

Professional standards have also seen an increase in reports by men about this type of behaviour since the campaign was launched.



Lincolnshire Police have a variety of staff networks, with the collective goal of ensuring the force promotes a working environment which includes and values all individuals, recognising and celebrating the positive benefits of diversity.

Some examples of the staff networks include:

**SMILE Network:** SMILE stands for Supporting Minorities in Lincolnshire through Engagement. The network attends the force's Race, Religion and Belief delivery group, contributes to community-led cultural awareness sessions for student officers, and has recently supported the production of a Hate Crime Awareness video.

**Menopause Group:** Menopause Champions are delivering menopause and peri-menopause sessions to line managers to increase their awareness and ability to support colleagues. The group are also developing a Menopause policy.

**Women's Inclusive Network (WIN):** The network delivered a regional Women's Inclusive Conference, with a variety of inputs from police and non-police colleagues, such as a Sergeant from the Metropolitan Police discussing her personal experiences of perinatal mental health and a firearms officer from Nottinghamshire Police sharing his and his family's experiences of being diagnosed with neurodiverse conditions and how he has changed some internal force processes as a result.

**Family Support Network:** This network helped enhance adoption leave, including paid leave for preadoption appointments, extended adoption support leave, flexi time/TOIL to allow for attendance of social worker appointments and similar, one day paid leave to mark celebration day (the day the court officially recognises the adoption) and a paid phased return to work.

**Carers Support Network:** The group have introduced local force Carer SPOCs, raised awareness of the network and Carer events and are currently working with partners to enhance the provision to the workforce and share learning.

**Neurodiversity Staff Network:** The Network has been exploring how the force can better support staff and officers with other neurodivergent conditions through screening and workplace needs assessments. The network has also been working nationally to increase support for neurodivergent officers and staff who present information in court.

**LGBT+ Staff Network:** The network has participated in several events, including both Lincoln Pride and Skegness Pride, emphasising the network's dedication to supporting LGBTQ+ communities.

# Lincolnshire Police



In November of 2023, Lincolnshire Police met their target and achieved Level 3 Leader status in the UK Government's Disability Confident Scheme. In addition to meeting the core criteria for Level 3 Leader status, the force has: developed an accessibility working group; introduced Video Relay services for British Sign Language users in the community; undertaken disability-related workshop sessions; completed dyslexia assessments for staff, officers, and volunteers; established partnerships with disability-focused organisations.

In relation to the Dyslexia Assessment Scheme, the force's internal Dyslexia Assessment Team have supported over 200 officers and staff since they were launched in Jan 2023, providing comprehensive reports on workplace adjustment recommendations, 365 accessibility features and discussions with line managers to implement supportive changes. They have also supported the wider force to make training inputs more accessible and raised awareness around these 365 features that can help with planning of work. In addition, there is fast-tracked screening and support for those undergoing promotion exams and board processes to ensure they have the best possible chances of success.

The force offer all staff the opportunity to self-refer as well as join the Neurodiversity Network as a member or an ally. As a member of Neurodiversity in Business, the force also offer access to a whole host of resources via our Neurodiversity Hub.

The aim of the neurodiversity assessment work is to ensure support is in place from day one. Other teams have begun to consider neurodiversity, including Learning and Development, who are reviewing their content to be more Neurodivergent friendly.

Feedback has been positive on the support provided, notably from a student officer regarding neurodiversity support provided: *"I personally felt that although I had done research surrounding the inclusivity of the force, I did not know how accepting it was to have a neurodivergent condition and how supportive the force is about it."*

Following the success of the Dyslexia Assessment Scheme, Lincolnshire are expanding the assessment offer to encompass other areas of neurodiversity, to help broaden their commitment to inclusivity and ensure their diverse workforce is supported and cared for.

# Merseyside Police



To ensure that their promotion processes are equitable and inclusive, Merseyside Police carry out a survey and one to one-to-one following each process to gather feedback. Following feedback from previous promotion processes, the force decided to review how reasonable adjustments were approached, ensuring that all candidates have a positive experience in the promotion process.

The Inclusion, Wellbeing and Engagement (IWE) Team worked with the Promotions Team to review what had previously been done around reasonable adjustments. The IWE Team felt that there was room for improvement in making the reasonable adjustments processes friendlier and more accessible and made some key changes.

The force started facilitating promotion familiarisation sessions, both in person and online, to spread the message about reasonable adjustments. This was communicated further via digital engagement platforms. Any candidate that may be eligible for reasonable adjustments is given a personal appointment with a qualified workplace needs assessor. Within these confidential conversations a bespoke assessment plan was drawn up containing the adjustments required for the individual. This document was only shared with

the Promotion Team with consent. Assessment guidance was written for all assessors to help ensure consistency of assessment as well as highlighting the importance of the reasonable adjustments reports.

Any Assessors conducting panels which included reasonable adjustments were briefed as to the content of the report. Reasonable adjustments include, but are not limited to, additional time, rest breaks, overlays, font sizes and types for reading materials, use of laptops and bespoke stationary.

**As a result of this process, candidates have stated that they felt 'heard' and 'cared about'. Out of the 13 people who received reasonable adjustments at the assessment phase, all have been promoted to Sergeant.** The force continues to review the systems and processes to create a workforce where everyone has the same opportunity to succeed.

# North Wales Police



Following her appointment, Chief Constable Blakeman has sought to understand and evolve the organisational culture within North Wales Police. To achieve this, the force commissioned Senseia, an external company that specialises in culture change, to survey the workforce in confidential surveys, one-to-ones and small groups. The survey was used as a benchmark to understand the current position, to identify good practice and areas for improvement.

The feedback from this survey has been shared with chief officers and a program of work was agreed. Each senior leader, Chief Inspector or staff equivalent and above, has attended a three-day workshop with Senseia. These workshops equip the leaders with the tools necessary to implement cultural change. The main areas of focus were psychological safety, meaningful dialogue and responsibility.

The force also invested in upskilling first and second line managers via a four-day Inclusive Leadership Program (ILP). The contents complimented the Senseia workshops, to ensure a large percentage of the workforce were equipped to implement the changes needed.

The Chief Constable has introduced a Culture Board, which governs culture-related work. **The ILP has been subject of positive feedback from attendees and subsequently by HMICFRS.** In addition, the revised Code of Ethics was launched

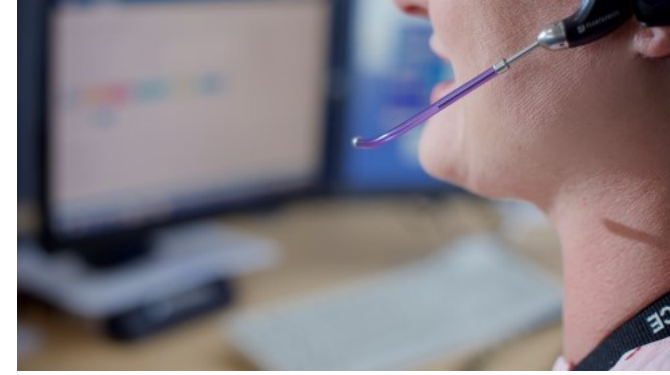
during this period and the forces bilingual marketing, upskilling and communication with staff was identified as good practice by the College of Policing.

The force has also introduced a Downs Syndrome Workfit placement into the workforce, a major step into inclusivity. Further social value opportunities are now being explored.

North Wales Police have declared the Welsh language as an additional protected characteristic providing further support and respect for the language, culture internally and for the public.

Finally, 'My career' has been introduced to promote a culture of continuous improvement and innovation for all staff. Demystifying promotion processes, talent support and improvements in positive action are some of the initial successes linked to this area.

# Northamptonshire Police

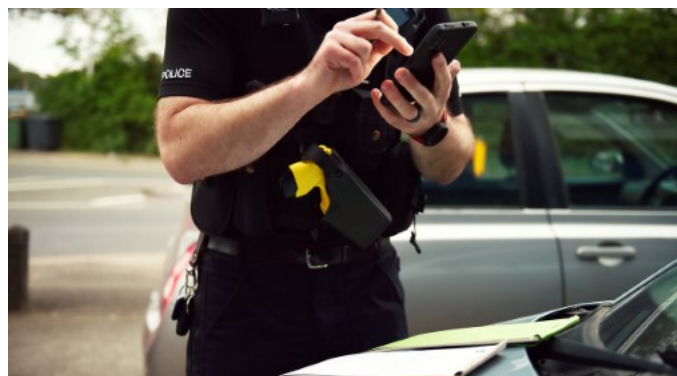


Northamptonshire Police has launched a podcast series, to raise awareness and provide insight into diversity related topics. The topics include disability, mental health, black history, leadership, wellness, sexism and misogyny, gender balance, HeForShe, and active bystander, with many more planned.

The podcasts are conversational longform audio ranging from 20 to 40 minutes, providing an insight into lived experience through both internal and external speakers. In addition, advice is provided with suggested takeaways and actions for employees to put into practice what they have learnt. All employees can listen to the sessions from their desktops or mobile phones, with a simple link created on the mobiles for ease of access. To ensure inclusivity, transcripts of the podcasts are also fully accessible to all employees.

**The podcasts have proven to be a successful way of delivering diversity related topics and information to the force and increasing awareness of these topics, based on feedback received.** Plans are in place to develop metrics to determine the number of employees listening to the podcasts.

In the long term, the force aims to have a library of audios covering a wide range of subjects that become a repository of content for training, knowledge and awareness. There are also plans for video capture of future interviews that could be used externally to share the growth within the organisation.



Following an increased focus on gender critical beliefs, Northumbria Police shared some internal communications which were met with some frustration from employees who held gender critical views that their opinions were being suppressed and they did not feel they had a voice within the organisation.

To ensure the force managed this and responded effectively, the force engaged with a group of employees to create a Gender Critical Working Group. The ambition was to ensure the relevant inclusion and diversity standards and current legislation are appropriately considered in relation to gender critical matters.

An initial tangible aim of the group was to agree a route of consistency in relation to gendered language within written information, policies and procedures. In addition, an initial terms of reference was drafted, along with a mailbox. The Diversity, Equality and Inclusion Team supported the creation of internal articles to inform the workforce about the definition and beliefs that may be associated, and how this belief is capable of protection under the Equality Act (2010). The force also commissioned an article addressing the differences between gender, sex and gender reassignment and what is covered and where in the Equality Act 2010.

The working group meets monthly with the force's Diversity, Equality and Inclusion Team, and concerns and opportunities are captured and actioned where necessary. This has also included close consultation on their Estates policies around bathroom facilities, their 'Transitioning in the Workplace' guidance, and further considerations within their Equality impact Assessment forms.

**The working group have also recorded a podcast to 'myth bust' what are and are not contained within such beliefs, and how protected viewpoints can be considered and compliment the Public Sector Equality Duty.**

As a result of creating this working group, the force has taken further positive steps to advance the ethical policing principles of the Code of Ethics.



A key ambition for Northumbria Police is to have increasingly active and engaged staff networks, providing increased and measurable benefits to individual members, the organisation, and the local communities. The force undertook a 'refresh and refocus' of their Support Association offering in 2023.

Through consultation with each existing staff network, the force outlined 11 recommendations for improvement. The purpose was to identify and overcome the barriers which networks felt were inhibiting their potential purpose and representation. This included an agreed single structure for all networks, outlined in a revised and ambitious terms of reference.

All networks were appointed an 'executive liaison' to support them with their strategic vision. The force embarked upon an application process whereby potential senior officers and staff applied for the role, with the final decision made by each respective network to ensure the 'right fit.'

All networks were also provided with a meaningful and fair budget. In addition, the force approved a generous reasonable level of duty time to all executive committee members of each network to afford them the opportunity to focus on staff network activity in a proportionate way. A governance structure was also put into place to ensure the network's workstreams aligned with the

force's diversity, equality and inclusion strategic ambition.

**Between the refresh in July 2023 and September 2024, the collective membership of staff networks has grown by 95.8%.** In addition, networks now have an active voice through increased engagement on the intranet and podcast series.

The force uses the networks to produce force events and internal engagement and education to the workforce through power hours, power panels, podcasts and living libraries. They are also empowered to create working groups for specific workstreams, consult for changes to policies and procedures within the force, and celebrate their work internally and externally.

The work of the networks is brought together into a bi-monthly Inclusion hub where committee chairs meet and can cross network, discuss force policy and procedure change, identify opportunities to collaborate and agree on their force engagement calendar for the coming period.

# Surrey Police and Sussex Police



Surrey and Sussex Police launched the Black, Asian, and Global Majority Mentoring Scheme, an initiative aimed at providing career and personal development support to police officers and staff who identify as Black or of colour. The program is designed to create an inclusive environment where underrepresented employees can progress in their careers with guidance from mentors who share similar lived experiences.

The mentors within the scheme are primarily external to the organisation, bringing diverse and rich personal experiences. Some notable mentors include Neelam Devesher, Karen Geddes and Rt Hon. Stuart Lawrence.

Mentees are matched with mentors after an initial consultation to assess needs and preferences, with each mentoring relationship including a “chemistry” session to ensure compatibility. The scheme typically consists of six sessions, with the potential for more if needed.

The scheme focused on career development and personal growth, tailored to individual objectives. Mentoring discussions are driven by the mentee and focus on their personal and professional goals.

Mentors are provided ongoing support, including quarterly virtual continuous professional development sessions. An annual face-to-face networking event brings together mentors and mentees for further development opportunities.

Confidentiality is a key principle within the scheme, with the mentoring agreement outlining expectations and boundaries. Mentors provide guidance and signpost mentees to additional resources if needed.

**The scheme has received positive feedback, with mentees expressing appreciation for the fresh perspectives and strategic career guidance received during mentoring sessions.** The programme is actively growing, with plans to engage more mentors and expand the number of participants.

# Sussex Police



Sussex Police identified that in order to have meaningful conversations during reflective practice around Race and language used, officers and staff need to understand the impact this has on individuals and communities.

The force's Professional Standards Department are now arranging Reflective Practice sessions with the support of the Race Equality Network Chair whose presence assists with having meaningful discussion and understanding lived experience.

**As a result, officers and staff now have better understanding of the impact.** In addition to increased trust and legitimacy.

The meaningful conversations taking place with lived experience at the forefront to provide better insight.



To ensure that the Police Race Action Plan (PRAP) was fully embedded at all ranks and levels within Sussex Police, the force introduced a PRAP focused question within all promotion processes.

The question focuses on what an individual has done or is planning to do to implement the PRAP in their area of work should they be promoted. The question is graded and must be at a pass mark for the individual to meet the required standard for promotion.

By implementing this question, it has allowed individuals at all ranks to gain a better understanding of PRAP. In addition, having increased awareness and understanding supports PRAP to be embedded more effectively within the force.



Thames Valley Police have delivered an internal training package titled 'Race Equity and Allyship,' focused on educating their internal workforce on topics related to race, individual experiences, anti-racism, microaggressions and how to support colleagues in work.

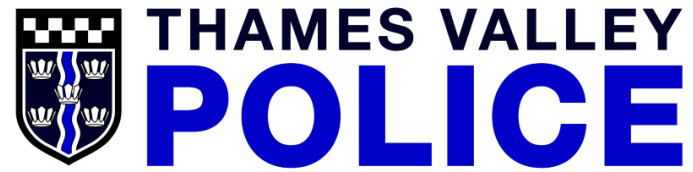
The package was produced in collaboration with the Open University and is part of a bigger planned delivery including a training session on 'Black History and the Implications for Contemporary Policing,' as well as planned in-depth sessions on related topics.

The Race Equity and Allyship training is mandatory for all leaders and line managers within Thames Valley Police, from Sergeant and equivalent and above.

The training focuses on taking an inclusive approach and prioritised exercises and discussions to help attendees have these conversations and reflect on the content.

So far, the training has been delivered to around half of their audience, while some difficult conversations and challenges have been raised, the feedback has been overwhelmingly positive.

In addition to evaluating the training through follow-up feedback from attendees, the force also plans to evaluate what impact the training has had on teams by approaching the team members of those who have attended the training.



Thames Valley Police launched Operation Reassure, a comprehensive suite of interventions aimed at empowering leaders to effectively address inappropriate behavior across all levels of Thames Valley Police. Drawing on best practices from across the UK, the initiative fosters a healthy team culture, equipping supervisors with essential tools for meaningful change.

Originally developed to combat sexism and misogyny in the workplace, Op Reassure has since evolved to tackle broader issues of trust and confidence. A Service Improvement Review highlighted significant concerns regarding the confidence to report incidents and the ability of leaders to manage inappropriate behaviors. To address these challenges, Op Reassure was built around three core objectives:

**Raise Awareness:** Educate staff about inappropriate behaviors and promote a culture of respect.

**Enhance Reporting Confidence:** Encourage colleagues to voice concerns without fear of repercussions.

**Empower Supervisors:** Equip leaders with the skills to proactively prevent and respond to inappropriate behaviors.

The initiative focuses on three priority areas:

**Post-Incident:** Addressing misconduct through a comprehensive understanding of its causes and identifying areas for improvement.

**Hot Spots:** Tailored interventions for departments or teams identified as having emerging concerns.

**Proactive:** Embedding best practices that help supervisors gauge team culture and engagement.

Key interventions developed under Op Reassure have proven transformative:

**Healthy Team Culture Training:** A training program based on the principles of team dynamics that has achieved a 90% completion rate among supervisors, from first-line leaders to senior management.

**Cultural Audit:** A diagnostic tool for identifying issues in hotspot and post-incident scenarios, facilitating tailored recovery plans for teams.

**Courageous Conversations:** A series of recorded webinars aimed at the entire workforce, designed to raise awareness of underlying causes of negative behaviors and train staff on how to engage in difficult conversations. Over 800 colleagues have participated, benefiting from the insights and resources provided.

**Recent reviews show a marked improvement in confidence levels, with 91% of respondents believing Thames Valley Police are effectively addressing inappropriate behavior, alongside a 20% increase in the willingness to report such incidents (86%). Op Reassure is a pivotal step in fostering a safer and more inclusive workplace.**



West Mercia Police examined the promotion processes data sets over three years, at both the rank of Sergeant and Inspector. The data identified that there were very few initial promotion applications from female and BME candidates across the organisation.

The force designed a conference to encourage greater diversity within promotion applications, providing colleagues the opportunity to learn more about career development and to hear some powerful stories around representation and promotion.

A range of speakers shared their inspirational and educational stories on subjects such as personal branding, empowerment, dealing with imposter thoughts, mental health, an overview of the promotional process. The Learning and Development Team, the Talent and Resourcing Team and the Positive Action Team provided presentations around how the process works, tips for completing applications and what support is available, including pairing up colleagues with mentors. Chief Constable Pippa Mills introduced the event sharing her own personal story about how she has developed in her career and how the force is committed to supporting the development of underrepresented members of staff and officers including from LGBTQ+, ability, and ethnic minority communities.

The conference provided support, confidence, information and inspiration to colleagues across the organisation considering promotion. The force also provided more awareness of leadership and development courses and coaching and mentoring opportunities available across the organisation.

Encouragement and support was given to internal staff networks, enabling them to better support colleagues considering promotion. The force secured support from the most senior officer, highlighting the barriers colleagues face during the promotion process.

**As a result of the conference, greater applications from females and BME candidates were received, in addition to a boost in colleagues attending development courses.**



In 2023, West Mercia Police held the status of Disability Confident Employer (Level 2), however aimed to improve this status to Disability Confident Leader (Level 3) to fit with the vision of 'being a People Led organisation where Inclusivity is recognised as a core value.'

To achieve Disability Confident Leader status, the force had to demonstrate that they embrace diversity and actively seek to recruit, retain and develop disabled people within the workforce.

West Mercia Police has worked to challenge and change attitudes towards disability and neurodiversity and to remove barriers for disabled people within the organisation. This has been achieved through a range of actions including:

- A recruitment process which embraces diversity and welcomes applications from everyone. Offering support and reasonable adjustments throughout the application process and offering an interview to disabled candidates who meet the minimum role requirements.
- A program of positive action which seeks to identify and address any barriers to entry for progression for groups that are underrepresented in the organisation.
- Development of the STEP program to support the employment, progression and specialism of people with an under-represented protected characteristic.

- A Health and Wellbeing Strategy which promotes physical and mental wellbeing and offers a range of support staff networks, a dedicated welfare team and an occupational health department.
- Provision of training for managers to educate them on how to support colleagues and having in-house assessors enabling assessment and provision of reasonable adjustments.
- A comprehensive Diversity, Equality and Inclusion Strategy.
- Purple Spaces and Workplace Adjustments boards to ensure policies and processes provide effective support for disabled colleagues.
- Regular Diversity, Equality and Inclusion meetings and use of workplace surveys to gather feedback to identify any issues that need to be addressed.
- Community engagement through their Disability Independent Advisory Group, who offer specialist advice and guidance on relevant issues.

**In January 2024, West Mercia Police attained Disability Confident Leader (Level 3) status, officially being recognised by the Department of Work and Pensions for their commitment to disabled people within the workplace.**



West Mercia's Positive Action Team conducted a force wide assessment of the force's prayer rooms. The team visited many of the prayer rooms and identified stations where these facilities should be available. Many of the rooms were unfit for purpose and others were used as a storage facility as opposed to a prayer room.

The Team reached out to surrounding forces to identify any best practice in relation to prayer rooms, and decided to base their model on West Midlands Police's prayer rooms. 14 stations were identified to host prayer rooms, based on officer data and the size of the police stations. The team aims to introduce 'pop-up prayer rooms' for those stations without dedicated rooms and for officers unable to travel.

The Positive Action Team reached out to children from local schools asking them to draw pictures to display in the prayer rooms. The five schools that participated provided an array of pictures for all faiths, creating a positive and welcoming space.

To mark each room appropriately, the team added a sign, simply stating 'Prayer Room,' to the door. In addition, an engaged sign was added to the door to allow colleagues to highlight when the room was in use.

The prayer rooms are now managed by SPOCs at each individual station, who complete regular checks and ensure the rooms are treated with respect and fit for purpose.





West Mercia Police has introduced several initiatives to support the retention of their ethnically diverse workforce. Data from 2023-2024 showed an alarming attrition rate of 17%.

The 'Say and Stay' initiative was introduced as a more generalised approach to retention across the board. This involved the introduction of retention conversations for any officer thinking of leaving the organisation. These conversations provided an opportunity to discuss any concerns and issues and try to identify suitable support and solutions to help officers to remain in the organisation. Through the retention conversations and qualitative information gathered through exit interviews, West Mercia Police were able to identify key themes for why ethnically diverse officers were deciding to leave.

A key theme was isolation. West Mercia's geographical area is large with a 5.8% ethnic diverse population, with police officer representation at 3.3%. Specific initiatives to support overcoming the feeling of isolation have been implemented including:

- **A buddy scheme:** to provide a social connection within the organisation for new starters.
- **Smart postings:** the makeup of a shift is considered when placing new officers, with the aim to place new ethnically diverse officers on a shift where there is already some representation.
- **Action learning Sets:** members of West Mercia Police Multicultural Network offer the opportunity for ethnically diverse staff and officers to receive group coaching with the specific intention of working through a workplace challenge or problem.
- **Members of West Mercia Police Multicultural Network act as critical friends:** to review local policing area Equality, Diversity and Inclusion plans and provide constructive feedback.

**These initiatives have seen the attrition rates for the force's ethnically diverse officers reduce significantly to 3.7% and police officer representation improve to 3.4%.**



West Midlands Police is introducing inclusive facilities for prayer and quiet moments across its estate. The rooms are open to officers and staff of all faiths and none, including neurodivergent colleagues who need a quiet and distraction-free space to decompress.

Officers and staff communicated that it was difficult to find adequate prayer spaces, including a dedicated ablution facility for Muslim colleagues. After consultation with their Staff Networks, Chaplaincy and estates management, West Midlands Police have designed inclusive spaces that are being introduced across their force area, beginning with larger operational stations and buildings. The facilities have been given clear signs to direct colleagues on the use of the rooms, supported by internal communications to raise awareness. They are equipped with a standard colour scheme and layout, including a qibla sign (indicating the direction of prayer for Muslim colleagues), a coffee table and a door sign to indicate when the room is in use.

The initiative is led by the Lead Chaplain and championed by the Chief Constable and PCC.

Though in the early stages of roll out in October 2024, completion is anticipated within the next quarter. The Quiet Room blueprint has been adopted, where feasible, into West Midlands Police design standards for new buildings and refurbishments.

# Working with the Public

## Data and Information



Derbyshire Constabulary recognises that every interaction between the public and the force amounts to an 'engagement,' an opportunity to build positive perceptions of policing and enhance the relationship between the public and police.

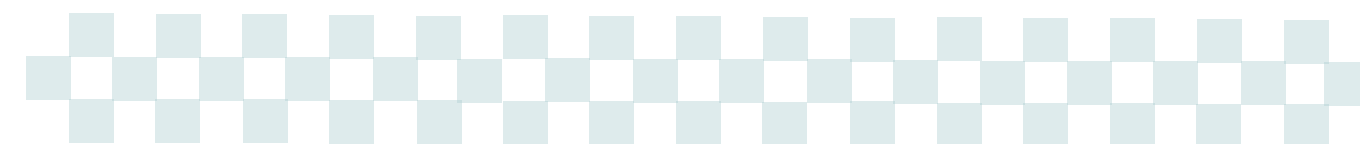
Engaging with communities in Derbyshire, including those that have historically been seldom heard, is fundamental to maintain and enhance legitimacy and the community's sense of fairness and justice. The force seeks to 'make it count' every time they engage with the public, however, lacked a way to measure engagement effectively.

To address this, the force developed and implemented a Microsoft PowerApp, accessible to all officers via computers and mobile devices. The app allows officers to record proactive and targeted engagement with communities, recording details including number of engagements, purpose of engagement, engagement with seldom-engaged communities and a range of officer details.

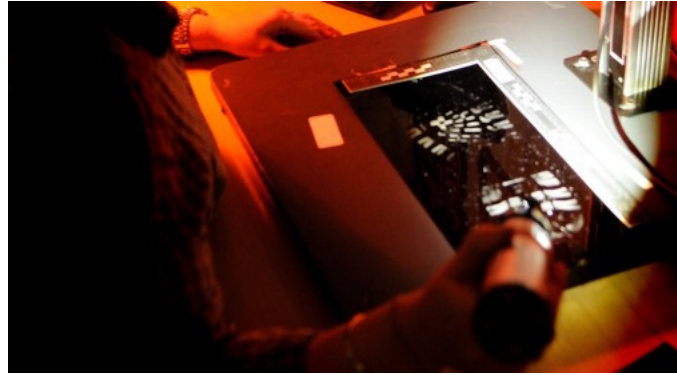
The data from the PowerApp feeds into a PowerBI dashboard, which also integrates engagement data from Derbyshire Alert, their Community Messaging

System. The dashboard allows supervisors and force leads to review engagement performance to highlight progress and good practice and identify areas for improvement and gaps.

Recording engagement activity and having a better understanding of local communities' demographics, ensures that the force have a visible presence, and seek opportunities to listen and develop a real understanding of the things that matter most to the community.



# Humberside Police



Humberside Police has undertaken community surveying work as part of the 'Humber Talking' initiative. This assists the understanding of trust and confidence and encourages sign up to a two-way community messaging platform 'My Community Alert.' Historically, this survey work has not engaged effectively with the seldom heard communities.

Using commercially available algorithms and local community insights over the last 12 months, survey planning has focused on changing this position. Various data sets have been compiled and matched against the National Address Base Register to identify postcode areas that are most likely to return the most effective use of Neighbourhood Teams time.

This focus has resulted in all of the Humberside unitary authority areas now having representation in the responses that is equal to the populations of seldom heard communities. Moving forward, this will enable meaningful continued two-way engagement and provide community voice and understanding at a hyper-local level.

An additional benefit of this approach has been the ability to have all surveys and messages sent in languages selected by the receiver using an automated translation service. This has increased ongoing reach.

This activity and community voice is tracked through a monthly Community Safety Board with representation from the Neighbourhood Teams, Cohesion and Engagement Staff and chaired by an Assistant Chief Constable within the force.

# Lancashire Constabulary



Lancashire Constabulary's Diversity, Equality and Inclusion (DEI) Team identified the need for more accurate and diverse feedback from communities, particularly from those who are underrepresented and possess protected characteristics. Traditional feedback methods did not capture the depth of insights needed to understand community needs and improve police services.

The DEI Team aimed to create a more accessible, anonymous platform for communities to provide feedback on their experiences with the police. The goal was to collect data that could highlight gaps in service delivery and better reflect the unique needs and concerns of diverse communities. This would allow the police force to improve its effectiveness and ensure services were inclusive and representative of the entire population.

To achieve this, the DEI Team launched the "Lancashire Have Your Say" initiative, utilising a QR code system that directs individuals to an anonymous feedback form. This QR code was strategically distributed through posters placed in prominent locations within underrepresented areas across Lancashire. The posters were specifically designed to attract the attention of individuals from seldom-heard communities, encouraging participation.

The initiative was introduced to neighbourhood policing teams, who were tasked with promoting the QR code to the communities they serve.

Additionally, the DEI Team actively engaged with diverse groups to introduce the feedback mechanism and explain its importance in helping the police understand their needs and experiences. By allowing participants to provide feedback anonymously, unless they chose to share their details, the initiative aimed to ensure that individuals felt safe in expressing their honest opinions.

The initiative provides a genuine opportunity for individuals from underrepresented communities to express their thoughts and share their experiences with the police, enabling the force to collect detailed, anonymised data. The feedback will allow the DEI Team to identify service gaps and areas for improvement, helping to shape a more inclusive and responsive police service. Through this initiative, Lancashire Constabulary continues to strengthen its connection with diverse communities, empowering them to have a voice in how policing is delivered by improving trust, confidence, satisfaction and collaboration with underrepresented groups.



**North Yorkshire Police has developed information dashboards in relation to service delivery, in particular stop and search and use of force. Each of these areas have a dashboard which provides up-to-date information around the actions and protected characteristics of those involved.**

The data dashboards have identified issues with data collection, but the force have taken immediate action to address this issue through communications and quality assurance.

A specialist role has been developed to provide internal scrutiny and highlight disproportionality and support 360-degree feedback to leaders and practitioners to further develop delivery of Stop and Search and Use of Force.

In addition to the internal scrutiny role, the force has oversight through panels that quality assure all aspects of the activities including the actual physical behaviours, accuracy of data collection and follow up actions regarding the holding of data. Any highlighted learning that is required is communicated through to training, who then review the current training to ensure that it is up to date and relevant.

North Yorkshire Police has also adopted the "Explain or Reform" methodology, from the Police Race Action Plan, in order to provide reassurance to all groups involved.

In terms of building a network of capability, North Yorkshire is building on top of the Independent Scrutiny and Oversight Board with key contacts from the local university to provide an academic approach. The contacts within the Muslim community provide two-way communication with seldom heard communities.

**The force has achieved bronze trailblazer status from Race Equality Matters and are involved in numerous networking and information sharing conferences which are open across the organisation to develop wider capability.**

## Working with the Public Building Capability

# Cumbria Constabulary



**Cumbria Constabulary has started a pilot in Workington custody, screening detainees for attention deficit hyperactivity disorder (ADHD) with a view to rolling out force wide.**

A review around neurodiversity in the criminal justice system recognised that ADHD was not always screened for. From medical research conducted, there were many benefits to screening, including reduced criminality, reduced risk of reoffending, reduction in any illicit drug taking, improved health and mental health and improved prospects.

Volunteers were recruited who had lived experience or a keen interest in neurodiversity. Volunteers are on a rota and attend at a time convenient for custody staff and detainees. The custody record reflects the visit to the detainee to discuss the ADHD questions, also if they agreed or declined. If anything is raised which causes concern, it is brought to the attention of the custody Sergeant.

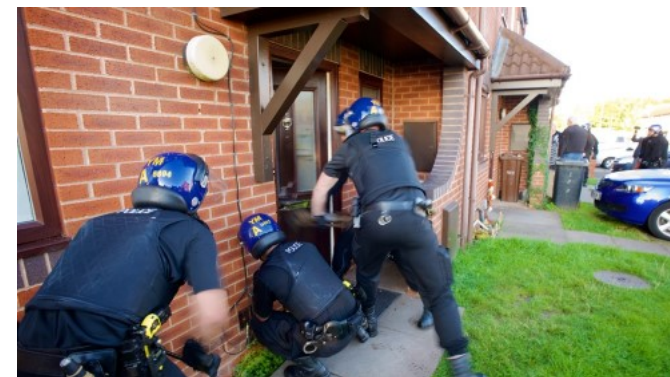
The volunteer completes a screening questionnaire with the detainee providing them with a score at the end, indicating the likelihood of ADHD and

giving information about available support. The detainee is provided with a letter with their results which they can take to their GP for further treatment and support.

Cumbria recognises that anyone who receives a diagnosis of ADHD from this pilot with the correct support and treatment may be better able to understand and control their behaviour. In turn, this may reduce re-offending, reduce suicide risk, reduce demand on Criminal Justice System and prisons, help create safer communities in Cumbria and ultimately reduce demand on the police.

The force will review the data collected during the trial period to evidence how successful the pilot is. A monthly and shorter-term review will monitor the number of people screened along with the overall scores. However, the longer-term success, if rolled out countywide, requires a deeper analysis of data, over a longer period, comparing those with positive indicators for ADHD versus detainees re-offending rates.

# Derbyshire Constabulary



**Derbyshire Constabulary introduced a new force mentoring programme in April, which involves leaders from the Black community mentoring some of the force's senior officers by sharing their knowledge and lived experiences.**

The main objective of the mentoring programme is to foster trust and confidence between the police and Black communities. It was important that in building trust, the relationship between mentor and mentee must be based on genuine engagement, transparency, and accountability.

The programme includes six structured sessions covering topics such as relationship building, Black history, community impact, increasing trust and confidence and institutional racism. By pairing community mentors with senior officers, it allowed officers to understand first-hand the effect on historic relationships between the police and the Black community.

The programme is designed to:

- Improve our senior leaders' awareness of Black history and racial disparity so they can better influence and lead change to improve our services.
- Advise and critique where necessary, so that it has a greater impact for their communities and shape the work they do.

- Increase opportunities for Black people to be involved and have a voice in policing and decision making.

Throughout the programme, there will be a continual review of progress and key lessons learnt to build effective trust-building strategies, and areas for improvement in future mentoring programs and policing practices.

To ensure that these outcomes are achieved the force are working with Leeds Trinity University to monitor the progress of the programme. On conclusion of the programme, the University will assess the overall understanding of policing and community relations among participants and identify any improvements in trust and confidence between police and community members.

# Lancashire Constabulary



Lancashire Constabulary launched a Police Bleep Test in the Community initiative, which aims to address the challenge of building female representation within the police force, particularly from seldom-heard communities, and rectify the disparity in female applicant bleep test pass rates.

The initiative focused on addressing both the confidence gap and accessibility issues that impacted female candidates, particularly from underrepresented communities. The initiative was rolled out in local community venues as an engagement exercise, not as a recruitment initiative, similar to the NHS Couch to 5K and Army Fitness in the Park initiatives. The initiative was extended by increasing the preparation period for female candidates, organising mock fitness tests early in the recruitment process to build confidence and improve pass rates.

Recognising accessibility challenges, the bleep test was taken directly into the communities. This made participation more inclusive, especially for women from seldom-heard groups, by conducting the test at local community venues. A female officer, representative of the diverse communities being targeted, led the initiative to serve as a role model and inspire more women to consider careers in policing. The initiative also involved significant collaboration with community groups to ensure broad participation and support.

**The initiative led to a notable reduction in the female failure rate on the fitness test, and as a result increased female representation in the force. The initiative has gained national and international attention, with police forces and academic institutions seeking advice to replicate its success.**

The initiative broke down barriers, challenged stereotypes, empowered women to pursue careers in policing and provided an opportunity for women to explore various roles within policing. This proactive, inclusive approach has paved the way for a more diverse and representative police force, contributing to the broader effectiveness of policing through enhanced community engagement.

**As a result of this initiative, Lancashire's female attraction rate reached peak rates for the Police Uplift Programme and was the highest at one time nationally.**

# North Wales Police



North Wales's Equality, Diversity and Inclusion (EDI) Team had been asked to allocate resources to community engagement, tension monitoring and support with the management of hate crime. The force recognised that investment was needed from a centralised team to offer continuity within the community and to ensure regular dialogue between minority community groups and the police.

Within the EDI Team there are three area Hate Crime/Community Engagement Officers who are independent of the Local Policing Team. The officers independently scrutinise performance on hate crime and engage with community groups who may be dissatisfied with the policing response.

The team ensures continuity within the community, which allows trust and confidence to be built. The team has also established links within the Third Sector and other key stakeholders to ensure the coordination of multi-agency approaches for specific cases or community tensions.

**The importance of the capability and investment was proven during the summer following the violent disorder within the UK following the attack in Southport and the ongoing conflict involving Israel/Gaza. The continuity around engagement with communities allowed the force to understand community tensions and ensured an informed localised policing response.**



**Staffordshire Police implemented a project to underpin and develop recruitment from underrepresented groups within Staffordshire. This embedded the force's vision 'to create a first-class workplace with a vibrant and diverse workforce that better reflects our communities, and therefore, where the services we deliver better meet the needs of the people of Staffordshire.'**

The force used data to identify underrepresented groups within their workforce to target recruitment in these areas. To increase representation, the force introduced Staffordshire's 'Step In' sessions for community members from underrepresented groups who are looking for a career in policing. Positive Action (PA) officers attend community and recruitment events to create positive perceptions of the force, increase representation and gather contact details for future recruitment opportunities.

The PA officers send invites to the 'Step In' Session, in advance of recruitment opening, targeting people from underrepresented groups. These sessions run online, and offer support, information and strategies on how to complete the application forms. The 'Step In' sessions are held for each stage of the recruitment process, which has seen an increased success rate for passing each stage. The force has extended the 'Step In' initiative to promotion and retention.

**The project has seen a rise in all the underrepresented groups, in particular an increase in female officers at all ranks.**

## Working with the Public Working with Communities

# Avon and Somerset Police



In response to the Police Race Action Plan and a local report identifying disproportionality in the criminal justice system, Avon and Somerset Police have piloted and rolled out several successful interventions across the organisation. The force have worked with their communities every step of the way, acknowledging that they should tell the force what they want in policing and from policing.

Avon and Somerset Police commissioned a local organisation to co-design and co-deliver a full day's training entitled Race Matters for all their frontline officers. This was held offsite and created an opportunity to reflect on how operational policing can impact race-related issues and bias, and a safe space for officers to ask any questions they wanted about the experience of people of colour. Over 1000 officers have attended this training and feedback has been positive.

The force have also created a Facebook group to act as a platform for interacting with the community and from this have recruited an independent scrutiny board to help take the work forward. In addition, the force have then trained 20 'Race Influencers' to act as champions for this work and to embed it into their culture.

All of this has culminated in their Anti-Racist Strategy, launched on the anniversary of the declaration of being an institutionally racist organisation and outlining how the force intends to continue to drive this work forward.

# British Transport Police



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Within their Police Race Action Plan (PRAP) review, British Transport Police identified that engagement with Black communities was a key gap. Two-way engagement provides the foundation for building trust and confidence within Black communities and, given the challenges of transient communities on the railway, support was sought to improve officer confidence to help them to build sustainable relationships. An organisation called Mainzworld was chosen to support this work.

The project will focus on six key locations that have been identified through high levels of disproportionality and historical and recent events.

The project aims to:

- Identify travelling Black communities and connect BTP officers through facilitated workshops discussing how it feels to be stopped if you are from Black communities to improve officers' understanding of Black community perspectives.
- Provide officers with a baseline knowledge to assist with their engagement and to understand what is expected of them through confidence sessions and exposure to lived experience.
- Develop a bespoke action plan to increase confidence, build trust and feel protected through facilitated discussions between the police and identified community members. Feedback from the engagement will inform officers about how they interact with Black communities, which will support BTP's wider procedural justice work.

- Review BTP's approach to PRAP via the community and Mainzworld to provide openness to communities about the plan externally.
- Provide an understanding of what Black communities need from BTP and how leaders can drive the change through leadership sessions.
- Facilitate additional community discussions addressing local needs and themes to produce a YouTube short series capturing highlights of the conversations between police and Black communities.
- Share learning across other BTP areas to empower other divisions to carry out similar levels of engagement.

# Cambridgeshire Constabulary



Cambridgeshire Constabulary developed a half-day 'Cultural Awareness Training Package' working jointly with partners from Peterborough City Council, the local Black Leaders Forum and community leaders.

The training was delivered jointly by Cambridgeshire Constabulary staff, partners, community leaders and members to neighbourhood and response officers. The training consists of a series of inputs including culture, procedural justice and Bedfordshire, Cambridgeshire and Hertfordshire anti-racist training, as well as interactive community exercises and shared internal and external lived experiences.

This is a joint initiative to ensure delivery against Cambridgeshire Constabulary's force culture statement and local Police Race Action Plan to help create an inclusive culture and build trust and confidence in communities.

# Derbyshire Constabulary



To build trust and confidence and engage young people from diverse communities, Derbyshire Constabulary developed a youth initiative programme, 'Inspiring to Achieve.' The initiative offers young people an insight into Derbyshire Constabulary, the workings of various departments and provides individuals with first-hand knowledge of the broader range of roles, skills and opportunities.

Students have the opportunity to ask questions and gain knowledge about policing and the skills/qualifications needed for some of the specialist posts. This initiative provides an opportunity for students to consider careers within policing, as well as have a positive interaction with officers and staff.

The Inspiring to Achieve initiative aims to:

- Support engagement by offering an alternative view of policing by allowing for positive experiences and opportunities to be explored.
- Broaden young people's horizons by inspiring young people to see and hear the many career opportunities available.
- Provide an engaging and approachable insight from our staff, showcasing potential career opportunities within Derbyshire Constabulary.
- Support young people to maintain routes into education and ultimately employment.
- Work in partnership with educational organisations to help create and provide positive experiences in policing.

•Inspire young people by supporting aspirations through engagement from staff members and by supporting the development of role models/mentors in an individual's career journey.

•Empower young people with life skills and the confidence and knowledge to achieve their full potential with a clearer understanding of the many policing opportunities.

The days are run in partnership with the school or organisation. The days are opened by a Chief officer and facilitated by staff from the Equality, Diversity and Inclusion Team. The students receive inputs and practical demonstrations from various departments within the organisation. For example, Drones Unit, Armed Response, Dog Section, Crime Scene Investigators (CSI) and colleagues from Derbyshire Fire and Rescue.

**Feedback from the sessions has been really positive. The initiative is being expanded to engage with more diverse community groups, with days tailored to address specific concerns of the community and build on their trust and confidence.**



Derbyshire Constabulary have recognised that early interaction with policing can build trusting relationships, but also helps promote understanding and supports breaking down divisions in communities.

The Derbyshire Mini Police Programme started in 2021 with three pilot schools, but has now expanded to 20 schools reaching 1100 children weekly. The engagement programme, which runs throughout the academic year, is aimed at children aged 9-11 years old. The programme provides children with the opportunity to learn about their safety, their role within their community, how the police work to keep them safe and to give them a voice in their community.

The schools are chosen by the Safer Neighbourhood Teams and delivered by the PCSOs and police officers from those teams to build positive relationships with the police that they will see in their community. The sessions form a corporate and structured delivery platform for early intervention, preventative education and long-term problem solving.

Mini Police wear a uniform consisting of crested hi-vis vests, a Mini Police cap and pocketbook. They get an attestation at the start and an award ceremony once they have completed the programme.

The Mini police officers assist the police service and carry ownership and pride back into the community they live by engaging in Derbyshire Constabulary activity, including speed operations, anti-social behaviour walks and knife crime initiatives. Mini Police are also visited by external agencies such as RNLI, the High Sheriff and the Royal Navy, as well as internal teams.

The initiative has received positive feedback, notably:

*'The children now talk to us when we're out and about in our beat area, whereas before they wouldn't speak to us before'*

*'Mini Police has allowed us to break down these barriers and reinforce a positive representation of what police do.'*



Derbyshire Constabulary have been working in collaboration with Reeding Our Communities (ROC), a community engagement charity who empower local people of goodwill to collaborate for safer, stronger communities. They also work towards community transformation by creating strategic partnerships that address crime reduction, improved community cohesion and other social needs.

The force and ROC hosted an event on July 15, 2024 in Abbey Ward, Derby, to connect with Derbyshire's seldom-engaged communities. Abbey Ward was selected following a comprehensive analysis of demographics, crime trends, incidents, and qualitative data across Derbyshire.

The event was attended by over 100 local residents and a diverse mix of community leaders, all with the shared goal of shaping the future of the Abbey Ward of Derby. ROC facilitated the conversation, to raise awareness of the existing groups and schemes within the area and help all involved to get to know each other and affirm the good work already underway. For Derbyshire Constabulary, it was an opportunity to listen to some of the community concerns and understand how the constabulary can better engage and build on community trust and confidence.

Following the collaboration and event, a working group was formed consisting of key partners. In addition, two community organisers were recruited because of the ROC work and funding was sought through the Derbyshire Foundation.

Derbyshire Constabulary are now three months into the project and engaging with various initiatives and groups, including a community celebration day, men's mental health, engagement between Abbey Ward's younger generation and the elderly, multi-faith groups, warm hubs and Keep Britain Tidy.

The constabulary are about to complete an interim analysis reviewing data to identify the impact of the event, working group and project, and how to improve the initiative further.

# Derbyshire Constabulary



**Derbyshire Constabulary has been working with Derby City Youth Justice Service (YJS) in setting up a youth scrutiny board focusing on the issue of stop and search.**

Two scrutiny boards have been developed, one specifically for Black boys and one for children more generally. Each board met with officers from the force, including the stop and search lead, once a month for six months between May and November 2024 to discuss stop and search and other emerging issues.

The force has commissioned 'Leaders Unlocked' to lead on these scrutiny panels in response to wanting to hear the views and experiences of children and young adults, and to influence policies and policing practices to gain a better understanding when engaging with children in Derbyshire.

Attendees are shown body-worn video footage of stop and searches and asked about how they thought information was communicated and what could have been done differently. Attendees can challenge where they have concerns or commend good practice. In the scrutiny board with Black boys, statistics and data on disparities are shared, and there are conversations about race and identity.

The boards provide children with the opportunity to learn more about the stop and search process, ask practical questions about this and to apply this knowledge in their own lives. This initiative forms part of wider work within Derby focusing on children in contact with the youth justice system and violence reduction.

**In a recent report commissioned by the Youth Justice Board and authored by Revolving Doors, a case study about the work Derbyshire Constabulary are doing, highlighted it as promising practice.**

# Devon and Cornwall Police



**Devon and Cornwall Police have developed strong community relationships through a series of activity at local and force level.**

These include, Independent Advisory Groups, Community Reference Groups at a local command level, Local Scrutiny Panels, Force Wide Scrutiny Panel with a non-police independent chair and Community Listening Groups.

By implementing a range of groups and panels, the force are able to address community concerns, develop and update policies and guidance from feedback, look for better ways of doing things and build positive relationships with the local community.

# Gloucestershire Constabulary



Gloucestershire Constabulary has developed strong community relationships through a variety of local initiatives at all levels.

The force reached out to community groups through informal and formal platforms. These platforms include:

- Community Legitimacy Panel.
- Bangladeshi football groups.
- Iftar community events.
- 'Eid in the Community' event, in collaboration with a local charity and school.
- Community sports day, reaching over 1000 people from all cultural backgrounds, including a barristers talk, who highlight the legal rights that the community have.
- Independent Scrutiny Panels.

- Bi-annual community engagement forum, listening and informing the local community both on issues relating to trust and confidence and local PRAP updates.
- Independent Advisory Groups.
- A designated community engagement officer, who maps communities by recognising all the different non-dominant groups within Gloucestershire and starting a podcast giving young individuals the chance to speak.

# Lancashire Constabulary



In September 2022, Lancashire Constabulary launched its 'Community Ambassador Network.' The initiative aimed to build a network of community ambassadors to foster positive relationships between the police and local communities.

These ambassadors, representing underrepresented groups, work to build trust and confidence in policing by enhancing their knowledge of police processes, identifying key community issues, and becoming advocates for the police within their communities.

The network of ambassadors has steadily grown, working closely with the Diversity Equality Inclusion (DEI) Team. Topics such as violence against women and girls, domestic abuse, stop-search, and anti-social behaviour have been introduced at various events hosted so far. Ambassadors are actively involved in event planning and provide feedback on areas for improvement, preferred topics, and departments they wish to hear from. This feedback is used to tailor future events, increase community knowledge and awareness of key policing issues. The network is invited to recruitment events to help support policing as well as visits to custody and force control rooms are built in to help inform awareness of police processes.

**During the summer protests, the network has served as a beacon in helping police cascade messages and prevent any violent counter protests by speaking directly to communities.**

They were also sent daily briefings of media messages giving factual information and therefore working with policing proactively to counter the negative misinformation that was being circulated via social and traditional media. **The network has also been instrumental in helping to increase community-led intelligence, enabling responses to both these operations to be measured and proportionate but also proactively supporting policing with consent.**

The network now includes around 120 ambassadors, and the goal is to continue expanding. This initiative demonstrates Lancashire Constabulary's commitment to valuing community engagement and feedback. The Community Ambassadors were also pivotal in delivering key messages during Operation Navette.

In the long-term, this initiative will continue to build positive relationships between the police and communities, empowering individuals to collaborate with Lancashire Constabulary. By sharing their experiences, ambassadors will also help strengthen ties with ethnic minority communities, serving as advocates and fostering trust across Lancashire.



In support of the Police Race Action Plan, Lincolnshire Police have been working with Pastor Vera Icheke, an external volunteer, who has been working closely with the force on the Police Race Action Plan (PRAP).

Whilst growing in diversity, according to Census 2021 data, Lincolnshire is 96% White and therefore the force's reach into our Black communities has been fairly limited previously. Since the launch of the PRAP in 2022, Pastor Vera Icheke has been working with the force to connect local Black African communities with policing. This has resulted in Pastor Vera Icheke expressing an increased level of confidence and trust in policing from her church community. Aided by a monthly Sunday surgery, established by local PCSO, Denise Carter.

In addition, Pastor Vera Icheke voluntarily supported the force's student officer and PCSO initial training. Every cohort since November 2022 has undergone a 'community led' input into policing Black communities. Pastor Vera Icheke gives an informative, open and lived experience account of Lincolnshire's Black African community and how police officers can tailor their approach where necessary, to ensure continued trust and confidence.

This workshop has had significant positive feedback over the last few cohorts, an average rating of 9/10 and the latest cohort rated their confidence in engaging with Black communities after the session as 4.7/5, an increase from 3.7 at the start of the session.

Feedback provided following the sessions included:

*'This week I really enjoyed the input from pastor Icheke, very informative and I really support the goal of building relationships with the force and other cultures.'*

*"I really enjoyed Pastor. She was very engaging and gave energy to the room. I would definitely be happy for her to come in for another session."*

*"I really enjoyed pastor Icheke's input and I was fascinated by the culture differences and what she does I think is massively inspirational. I am going to hopefully go to one of the pastors surgeries in the upcoming months in order to engage with different communities and gain a better understanding of different cultures as I personally enjoy learning about those differences."*



Lincolnshire Police have developed strong community relationships through Scrutiny Panels and Independent Advisory Groups (IAG). In addition, the force seeks to increase public understanding, legitimacy, confidence, trust, respect, and partnerships through these activities.

Scrutiny is an integral part of ensuring that Lincolnshire Police maintains policing standards and delivers fair policing services, responsive to its communities. The force's scrutiny panels allow members of the public to hold the Chief Constable and officers to account, by reviewing real incidents of police body-worn camera footage and providing feedback on the use of policing powers, tactics, and procedures.

To develop their scrutiny panels, Lincolnshire Police have trialled online scrutiny panels, introduced anonymous digital feedback forms, invited attendees to voluntarily disclose equality data, trialled confidentiality agreements in place of vetting, invited under-represented communities to take part, received 395 individual feedback forms, created a scrutiny panel website to provide guidance and reports and facilitated examination of Scrutiny Reports at their quarterly Legitimacy Boards including an in-depth examination of any areas of disproportionality.

In addition to scrutiny panels, the force have supported IAGs, a strategic group that seeks to improve two-way communications and open dialogue between the police and local communities. The IAG offers advice on the impact of police activity across the county, helps to resolve policing problems and advises on proposed operations while building public confidence, improving local policing performance and accountability. The main aim of the group is to provide a safeguard against those policies and procedures disadvantaging any section of the community and contribute positively to the effectiveness of policing across the county.

To achieve a diverse and reflective membership, the force periodically run specific recruitment campaigns. However, expressions of interest are welcomed at any time from people who believe they can contribute effectively to the work of the IAG.



LGBT+ rights activist Peter Tatchell sent all Chief Constables a request for forces to apologise for the historic disproportionate implementation of the law against LGBT+ people. Merseyside liaised with the community in a variety of different forums including a Queer Town Hall, LGBT+ Stakeholder meetings and focus groups, to ensure authenticity in their apology.

An event was hosted in a fully accessible, neutral venue, inviting over 50 organisations and community members. The event was opened by the Chief Constable followed by the Deputy Chief Constable, LGBT+ Network Assistant Chief Constable Lead, Investigations Chief Superintendent and the Police and Crime Commissioner. Community members spoke during the meeting regarding their experience with the police. These included someone who had negative experiences with the police in the 1970's and a recent victim of a homophobic assault.

Video interviews of the speakers were pre-recorded and released externally to provide context to the apology. For internal staff, a video was created using LGBT+ staff talking about their experiences working for the police and issues faced.

The force developed a commitment plan which focused on three main areas:

- Community engagement – initiatives of 'Cuppa with a Copper', advisory groups, supporting Liverpool Pride, drop-in surgeries and looking into LGBT+ specific liaison officers.

- Hate crime – LGBT+ specific training, promoting how to report a hate crime and the role of hate crime coordinators.
- Inclusive culture – LGBT+ specific training to staff, continue the work of Professional Standards to investigate any LGBTQ+phobia and maintain support of the LGBT+ Network.

**The events, apology and commitment plan were positively received by representatives from Peter Tatchell's Foundation, who were in attendance and with Peter via email. Peter stated, "Moving and powerful; a gold standard for other forces around the country - and the world! HUGE thanks for your fulsome apology."**

Positive feedback was also received from internal staff unaware of the historic treatment and allowed them to see how far Merseyside has come, motivating them to continue LGBT+ inclusion. The local community have been receptive of the apology and appreciated the commitments made they had an influence on, increasing confidence and encouraging working relationships with external organisations.



Merseyside Police's Community Engagement Unit (CEU) has worked collaboratively with Powerful Beyond All Measures (PBAM) for 12 months. CEU have worked with PBAM to strengthen relationships between the community and the police, address reasons why hate crimes are not reported, build trust with the police to strengthen communities and enhance feelings of safety and belonging.

Specifically, PBAM and CEU worked with adults within the Everton/Anfield/Kensington areas, educating and empowering potential victims about Hate Crime and the importance of reporting.

In addition, CEU and PBAM undertook a mapping exercise and reviewed evidence-based policing which identified hot spot areas for hate crimes and hate incidents, particularly during school holidays. From this research, the force launched a preventative project targeting Key Stage 2 pupils. By working with Key Stage 2 students, Merseyside aims to see a decrease in criminality and anti-social behaviour in Key Stage 3 and 4.

CEU and PBAM have compiled a 60-minute session plan to be delivered within a classroom setting, as part of the current PSHE Curriculum themes.

These sessions have been delivered across many schools within Liverpool and have received positive feedback from Headteachers. Notably:

*'This has been an absolutely fantastic opportunity for us and our children to take part in. We have all found it such a positive experience to work with you and appreciate your supportive and knowledgeable approach.'*

*'They have had a great impact on the children, and it's been wonderful to have two such strong and positive female role models working with us.'*

*'I just wanted to thank you both so much for your help and support and for the work you have completed over the past two days.'*

# Metropolitan Police Service



The Metropolitan Police Service created a London Race Action Plan (LRAP) and required external engagement and consultation on the LRAP.

The force set up a LRAP Community Reference Group, LRAP Practitioners Advisory Group, Black Faith/Stakeholder Engagement and LRAP Youth Independent Advisory Group to recognise and champion great practice and behaviours, understand how poor practice impacts the experience of the community and make positive changes based on feedback.

Six boroughs across London were identified for community consultation sessions to capture the lived experiences of London communities with the largest Black and Black Heritage populations, to ensure their perspectives are directly captured and represented. As well as demographic data, stop and search data and crime outcomes were also considered when boroughs were identified.

The Met have consulted over 2,200 Londoners who live and work in each of the capital's boroughs. As well as speaking to over 400 young people, across schools, youth charities and organisations.

LRAP commitments were created directly from the voices heard with an ongoing contribution towards making positive change within the Met through these engagement methods.

Now the LRAP has been launched, the Met continues to consult with Black community to ensure the plan is delivering and prioritising what matters most, addressing the most current concerns. Meetings and engagements are held monthly, and each group is bespoke to specific targeted engagement.

# Metropolitan Police Service



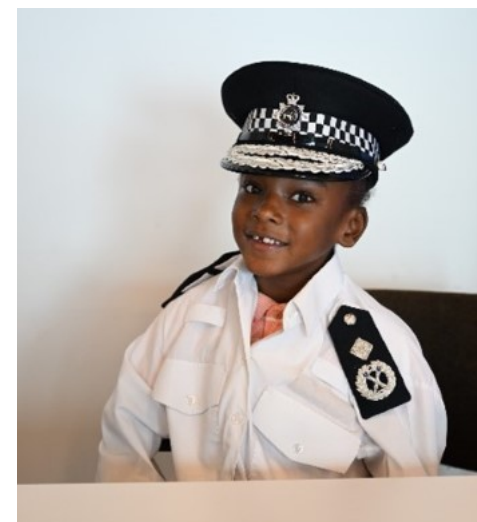
The Metropolitan Police Service advanced its celebration and recognition of Black History Month (BHM) in 2023 and continued this in October 2024.

The events have both years been funded by successful applications to the Proceeds of Crime Act. This work meets the National Race Action Plan commitment of educating our workforce on Black History and its connection to policing, as well as meeting many other recommendations from independent inquiries and reviews.

Both years the force hosted around 20 internal events, but this year also empowered local Command Units to host their own events, inviting and engaging with local community members. This was assisted by the creation of Event Toolkits, Funding and Online Drop-In sessions. There were a further 20 local events hosted this year. The events ranged from Black History London Walking Tours, Online workshops, a Health and Wellbeing Day, Spoken Word events with young Londoners, kids

'takeover' days at their HQ, Primary School Book readings, film screenings, an Awards ceremony and much more!

The activity will help contribute to improving the trust and confidence of local Black communities and their workforce, can help with recruitment and representation and attrition and will raise awareness and improve understanding amongst the majority. **The feedback from attendees of this year's BHM events reported: 95% said the event was very informative or informative; 96% stated they learnt something new; 91% would recommend the event to a colleague.**



# Metropolitan Police Service



The Metropolitan Police Service designed and produced a Virtual Reality (VR) programme called 'Through Her Eyes' (T.H.E.) and ran a pilot with 350 line managers, which was independently evaluated by The University of Essex and University of Sterling.

The programme involved participants watching a film through VR headsets for 30 minutes to experience the five-year career of a Black female Police Officer, from joining the Met, to deciding to resign. This is then followed by a facilitated debrief to understand unconscious bias and equity and fairness and most importantly, opportunities to ensure no one else suffers the experiences of the fictional character they have just lived through.

The story is fictional. However, everything that happens to the Officer has happened to a colleague here in the Met over the past few years, with the script built on learning from listening circles and forums.

The sessions are currently delivered on an ad-hoc basis where requested, using mobile VR kits. However, these are not easily transported and limit the session size to small groups, so the force are currently exploring the purchase of new headset kits and wider roll out via mandatory leadership training.

**The evaluation found that T.H.E. had an 11% increase in cognitive empathy, 20% greater awareness of the different experiences of Black and White officers and an 8% increase in awareness of racist incidents.**

The long-term vision is to be able to have VR suites within training buildings and create libraries of different VR experiences and training.

# North Wales Police



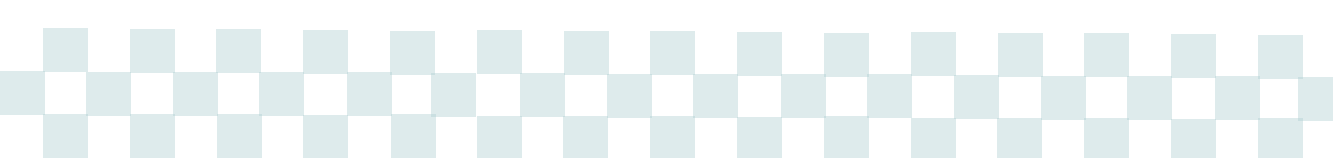
**HEDDLU  
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NORTH WALES  
POLICE**

North Wales Police have established a community engagement process. The structure of this process revolves around quarterly meetings within the community based around protected characteristics.

The meetings discuss key performance data including hate crime, stop and search and the force's approach to Violence Against Women and Girls. Within the meeting, there is a specific agenda item focusing on community input that allows individuals and groups to discuss their concerns about policing issues. Within this agenda item specific concerns will be discussed and actions taken to address issues. This may involve inviting departments within the police to show how they manage their work and deal with specific situations. The groups are not all chaired by North Wales Police representatives with community members and the Office of the Police and Crime Commissioner also chairing.

The groups also provide Third Sector Organisations and partners with a platform to raise their issues and provide a discussion point for collaboration and a multi-agency approach. Examples of how the groups have contributed include areas such as the Police Race Action Plan, the use of tasers and support with the development of the Police and Crime Plan.

The meetings allow North Wales Police to ensure regular dialogue with members of the North Wales community. The force informs the community of key issues they want to discuss and ensures they understand how they feel about the policing service within their area and across North Wales.





**South Wales Police introduced Community Scrutiny Panels, as part of the Chief Constable's Anti-Racism Strategy.**

The panels are designed to engage local and marginalised communities, promote transparency in policing practices, rebuild and enhance trust between the police force and the community, especially among ethnic minority groups, and gather feedback from the community to improve policing practices and policies.

During these sessions, community members watch footage and provide their observations, thoughts, and feedback. This collaborative approach allows for a transparent assessment of police conduct, fostering an environment of mutual understanding and accountability. Scrutiny panels are an extension of the Independent Advisory Groups, that gets the discussion around stop and search and use of force into lots of different community spaces, in a more dynamic, varied and regular way to a wider audience.

The force has experienced several positive outcomes following the introduction of Community Scrutiny Panels. These include rebuilding trust and confidence in the community, identifying areas for improvement in stop and search procedures through constructive feedback, enhanced learning and stronger community relations through collaboration and shared responsibility. In addition, local communities have expressed that they would like to keep working with the force.



**As part of the initial training programme, Sussex Police ask all new student officers to read and fully understand the force's Anti-Racist Statement. Student officers are also asked to consider what this means for them personally and how they are going to take this understanding into their new role and positively reinforce this message with their colleagues.**

In the final week of their initial 16-week training course, student officers write a 300-word statement on how they will support this ethos and contribute to it on an individual level. The force encourages them to consider the benefits this has for the public and their colleagues. Their statements are read by the Inspector overseeing the training programme and the learning is shared more widely.

This has raised the awareness of the Anti-Racist Statement to new officers joining the force and encouraged conversation and discussion on a wider level. The force is currently monitoring the initiative and hopes to produce metrics and evidence on whether those student officers who have done this show an increase in reporting or challenging in the future.

**However, anecdotally, it gives confidence to the new officers to challenge and be an upstander when they witness unacceptable behaviour or comments.**

# West Mercia Police



West Mercia is a predominately rural force with small or dispersed communities, with the exception of Telford in Shropshire. Telford historically has a Caribbean community who moved to the town for work with Windrush. More recently, Telford has become a popular town for diverse communities to live in.

The force's knowledge of these new and emerging communities was limited, and this was becoming a barrier to engagement and the ability to undertake some investigations. To overcome this, a community engagement role was created in Telford to identify communities, increase confidence and develop engagement forums, allowing communities to have a voice and overcome the hidden barriers that existed.

During the initial phase of this undertaking, it became quickly apparent that the community wanted a long-term commitment from the police for sustained and meaningful engagement and not for it to gesture or a quick fix exercise.

Twelve months later, the local policing area in Telford has identified over 100 different communities living in the town that have heritage from outside the UK, including over 80 places of worship.

Trust remains a key element to building confidence and for this level of engagement to be sustainable, it was key that officers from the local Neighbourhood Teams played a role in developing relationships and identifying communities living in their area. Through the introductions developed by the Community Engagement Officer,

neighbourhood officers now maintain a stronger relationship with their diverse communities by attending local events, religious celebrations, and community meetings.

This level of engagement has also allowed for activities, such as community forums to be created, a World Café and recruitment events to be organised, endorsed, supported and often arranged by local communities.



# West Midlands Police



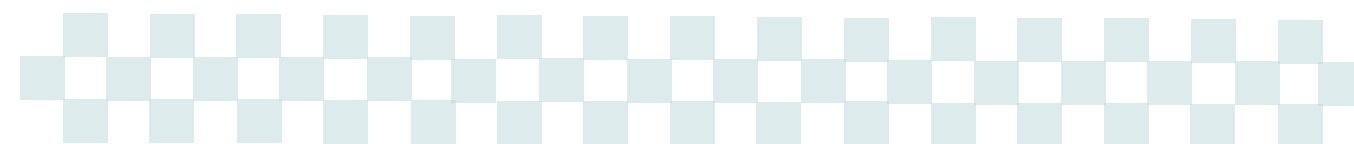
In August 2024, one of West Midlands Police's staff networks, the Association of Muslim Police (AMP) arranged a community event on the force's training ground for communities and members of the police family.

2024 presented challenges to community engagement due to tensions arising from national and international issues. West Midlands Police called upon local partners for advice and worked closely with them to build trust and support public safety. Recognising the support the community had given their local officers and with the aim of creating an opportunity to build and maintain positive relationships, AMP organised a family centred 'fun day' and invited the community to come to police premises.

West Midlands Police used the opportunity to inform the community about the work they do and had various teams in attendance to give demonstrations, including the Dogs Unit, Traffic, Firearms and Drones. The recruitment team was on hand to provide information about police careers, encourage attendees to explore the options available and give advice about how to apply. Community organisations provided food and entertainment, the majority of which was at no

cost to support the event and raise funds for local charities, with activities including face painting, henna and a bouncy castle. A cricket and basketball tournament between teams of local community members and police was well supported and prizes were given to the winners by chief officers and local senior leaders.

It was one of the biggest and most successful engagement events held by West Midlands Police, with over 1,800 attendees from the police family and local communities. Feedback has been positive and the message that policing is always accessible (not only during a crisis) was well received.



# West Midlands Police



In September 2024, West Midlands Police's Black and Asian Police Association (BAPA) hosted its first East and South East Asian Culture Day in partnership with the Local Authority and hosted by the Solihull Methodist Church.

Officers and staff from East and South East Asia are currently underrepresented in West Midlands Police and many are members of BAPA. However, there are not many opportunities for them to come together and spend time with people from the same background as themselves. To celebrate their culture and make space for them to get to know each other better, BAPA partnered with Solihull Metropolitan Borough Council and the West Midlands Police Chaplaincy to hold an event and invite the emerging South East Asian and East Asian communities.

Traditional food and entertainment were provided by partner organisations, making it an enjoyable event for all involved. Several officers spoke about their jobs in West Midlands Police to encourage others from emerging communities to consider a career in policing and shared their experiences and memories from their upbringing. All the officers and staff that spoke have Chinese, Hong Kong, Thai, Vietnamese and Tibetan heritage and were warmly received by the audience. The local senior

leadership team were also in attendance to support their officers and meet the communities.

**Feedback was positive and attendees were pleased to engage with officers from their communities. Several also said they would now consider joining West Midlands Police.**

Some officers commented that it was a proud moment to show their community what they do and represent policing. They also valued the opportunity to come together with others from the same background as themselves and share their experiences.

# Wiltshire Police



Wiltshire Police's Wiltshire Ethnic Police Association (WEPA) undertake considerable work within the local community. WEPA members work with Positive Action to engage with the community by attending cultural events e.g. Kenyan Summer day, Moroccan Community Event.

Through these events, WEPA and Positive Action offer support to help bridge the gap between the community and the police and offer professional guidance to those who want to join the force.

In addition, WEPA often review and provide feedback and amendments to existing and new policies, contribute to the Equality, Diversity and Inclusion Strategy and Race Action plan to ensure they better support ethnic minority employees.

WEPA meetings provide a safe space to discuss challenges they face in the workplace, including live experience, microaggression and resilience. This helps members feel heard, validated and empowered.

Finally, WEPA support celebrating cultural diversity within the organisation through cultural celebrations and awareness days. These help to raise awareness, educate others and provide an opportunity for ethnic minority employees to share their cultural heritage with colleagues.

