

Decision ID:

PCCML**000582****2020**

Decision title

Advancement of Equality and Inclusion in Hampshire Constabulary

Executive summary

This proposal requests the release from reserves of £861,737 which equates to £144 per employee over the three year period 2021-2023. This includes all police staff and police officers. This funding will enable an ambitious and comprehensive programme of Equality and Inclusion (E&I) education, accreditation and training for all Hampshire Constabulary (HC) staff. This programme will see all roles receive their own Continuous Professional Development (CPD) Package. It will be a continuous and modular process that pitches the learning at the rank, grade and role of the individual and or team. This tailored approach will ensure that the programme is relevant and impactful it will ensure that staff continue to develop and learn over a protracted period allowing the learning to be put into practice and become embedded and for staff to become comfortable with the subject matter.

This proposal includes a mandated E&I CPD qualification for some ranks, grades and roles. This qualification is provided and endorsed by the Chartered Management Institute and has two relevant levels of attainment a level four and a level six. The emphasis is on level 4 qualification for first and second line managers however, if budget allows some movement then the aspiration is to provide the level 6 qualification to specific senior ranks where it is most impactful. The level 4 qualifications will be prioritised and level 6 courses will only be offered if the budget permits. As far we are aware, not only this will be a first for Hampshire but also a first for policing in relation to mandated E&I qualifications nationally.

The attainment of the qualification will be linked to Performance Development Review (PDR) and Promotion processes and will form a part of Personal Development programmes as appropriate. All aspects of the training will be recorded on individual training records and held centrally by the Constabulary. The use of a mandatory element is not intended to impact on employment terms and conditions but will be managed as part of a formal professional development plan.

In order to provide a baseline to track progress and measure success, the intention is to conduct a cultural audit prior to commencing the programme to understand how knowledgeable and comfortable staff are

Decision ID:

PCCML

000582

2020

currently with E&I. The project will be supported and run in collaboration with Durham and Reading Universities researchers will work alongside the programme to evaluate success and provide advice on the implementation of proven training methods (see attached research proposal **Appendix 10**). No personal data will be gathered during the research, which will adhere to the usual protocols. The results will be published and shared with HC and may be used nationally to inform a wider role out of E&I training.

Hampshire's Black and Ethnic Minority Support Group (BEAM) together with other staff networks have been fully consulted and have viewed this proposal and are supportive of the plan and are on board to deliver some training needs. They feel this plan is the best use of the funding to progress the inclusion agenda in Force.

The roll out of this comprehensive education programme will involve the expertise of an external provider to quality assure and provide a credible level of scrutiny and engagement.

The programme will be undertaken utilising a variety of methods both online and face-to-face. It will be innovative and ensure accessibility for all. It will encompass the most modern learning methods and technology solutions to assist with abstractions and minimise the impact on operational requirements.

The range and scope is vast and will include internal and external focus for all E&I related subjects. This work will build on the excellent progress made already as highlighted in the Inclusion, Diversity and Culture report (**Appendix 8**) where by Hampshire Constabulary have invested time and training in various aspects of E&I such as Unconscious Bias training and use of personal testimony videos during Inclusion week 2020.

The programme will include community involvement with guest speakers, trainers and community placements for some of our staff. This will include personnel experience and testimony from members of the public as a meaningful way of educating our staff on the implications of their actions. For example, use of stop and search.

The programme is designed to ensure that E&I knowledge and learning is translated into positive outcomes for staff and communities with it bending into business as usual, and an integral part of what we do with a lasting and far-reaching impact. It is intended to shift our police culture to

Decision ID:

PCCML**000582****2020**

a more informed and inclusive place and encourage diversity of thought and actions.

The proposal also includes a neuro-diversity adviser role and post. It is recognised that between 5-10% of our staff will have a neurological condition that requires additional support, reasonable adjustments and or equipment. This is also replicated in the communities and public we encounter whether through enforcement or engagement activity. Conditions such as dyslexia, Asperger and autism are typical of such conditions. There is a growing requirement for forces to have a dedicated resource to ensure that best practise and guidelines are followed to ensure that a fair and accessible service is being provided to our staff and communities who live with such conditions. There is a legislative requirement for police forces under the equality act 2010 to ensure that they are providing an accessible service for the public and their own staff. Having an expert advisor to write policy, guide and implement procedure for engaging and dealing with individuals that have a range of neuro conditions will ensure that we meet the needs of the community their carers and families and that we provide an accessible and inclusive service for all.

The provision of these proposals will support and enhance many key strategic aims nationally and locally. It will directly link to achieving the aims of the four pillars of the Police and Crime Plan. Together with the PCCs, keep us safer mission and HCs six areas of focus. Evidence for this is included in the accompanying decision document.

The proposal covers the 3-year period to reach around 6,000 staff that are employed or being employed. The evaluation and success of the programme will inform how HC and the OPCC wish to proceed after this period this will for part of a formal review nearer that time. Currently the exit strategy is to migrate the work into Learning and Professional Development (L&PD) to be absorbed as business as usual (BAU). This will also coincide with the end of the Uplift programme and the ability to free up resources and time in L&PD department to take this further. The Head of L&PD is fully consulted on this proposal and is supportive and agrees with transfer of work into the department.

Decision ID:

PCCML

000582

2020

Recommendation

That the Police and Crime Commissioner approve the allocation of **£861,737** from the reserves to fund the Advancement of Equality and Inclusion in Hampshire Constabulary. This delivery will include the establishment of four new posts as outlined in the financial breakdown provided in section 6 of the Decision Request.

Statement on publication

This Decision Record and supporting Decision Request is suitable for publication.

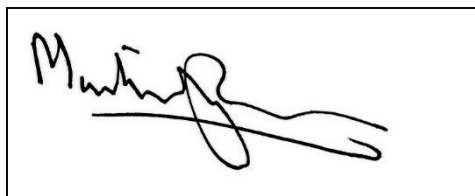
Police and Crime Commissioner approval

I hereby **approve** the recommendation above.

Comments on the decision taken:

1. This addresses a key area of our espoused values that must be delivered consistently and are essential to ensuring trust in policing from the communities we serve.
2. There have been failures that cannot be permitted to recur. And so it is a priority to embed Continuous Personal Development to reinforce the values we seek from all our people. These values must be owned by each of us as individuals, but a CPD programme can add resilience, learning and reinforcement.
3. This will be a long-term commitment that can accelerate now through allocation of funding to create an accredited CPD programme that reinforces individual, team and leadership values and behaviours.
4. I approve the funding to enable this ambitious and comprehensive programme of Equality and Inclusion (E&I) education, accreditation and training for all Hampshire Constabulary (HC) staff.

Signature:





Decision ID:

PCCML

000582

2020

Name:

Michael Lane

Police and Crime Commissioner – Hampshire, Isle of Wight,
Portsmouth, Southampton

Date:

16-Dec-20

Decision ID:

PCCML
000582
2020

Decision Window:

2020-12

Document version history:

Table 1 - Document version history

Version Number	Version date	Requester of change	Summary of changes
1.0	25-Sep-20	Not applicable – First issue	Not applicable – First issue
1.1	5-Nov-20	OPCC Programme Office	Minor changes to format.
1.2	23-Nov-20	D Azad	Updates following feedback from consultation process.
2.0	24-Nov-20	OPCC Programme Office	Minor changes to format.
2.1	17-Dec-20	OPCC Programme Office	Addition of PCC signature following confirmation of approval on 16-Dec-20.

Decision title:

Advancement of Equality and Inclusion in Hampshire Constabulary

Requester details:

Requester: Gemma Gair

Role title: Head of HR and Workforce Development

1 Summary

HC intend to invest in the education of all of its staff and officers in relation to E&I matters. This is to ensure that the workforce is truly inclusive and understands the need to attract, retain and progress a diverse workforce. HC strive to ensure that all the staff understand their own individual and team responsibilities for compliance with legislation, policy and procedure. In addition, they are confident and competent in dealing with a broad spectrum of E&I related matters. Further, HC are looking to educate all staff that have dealings with members of the public and/or specific communities in the impacts and concerns related to disproportionality, bias and lack of knowledge. This includes individuals who we deal with through enforcement activity and the criminal justice system. The aim is to provide a comprehensive CPD education programme to all staff and officers, for some this will be linked to a professional

Decision ID:

PCCML	000582	2020
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qualification. This CPD is designed to shift culture to a more informed and inclusive environment and encourage diversity of thought and actions. The programme will improve the experiences for all of our diverse staff and officers, improve wellbeing and advance the concept of a truly inclusive organisation. This will reduce staff conflicts and the need for timely, costly formal processes. It will empower all supervisors and leaders with the skills and knowledge to tackle any inappropriate behaviours or culture across the force area.

It aims to equip the public facing staff and officers with the knowledge and understanding required to enable them to provide an inclusive fair and proportionate service across all the communities in Hampshire and the Isle of Wight. Reducing public complaints and improving trust and confidence within all communities.

In order to achieve this HC will need additional funding to support the posts and expertise required. It is not possible to deliver such a comprehensive and ambitious programme with existing resources. The initial part of the proposal needs to reach some 6,000 staff, once this has been completed then it should be more practical to bring the ongoing programme to new staff and officers from within existing force budgets.

2 Recommendation

That the Police and Crime Commissioner approve the allocation of **£861,737** from the reserves to fund the Advancement of Equality and Inclusion in Hampshire Constabulary. This delivery of which will include the establishment of four new posts as outlined in the financial breakdown provided in section 6.

3 Strategic context

This proposal will meet the requirements and aspirations of national and local strategies.

Locally the proposal will assist in achieving the four pillars of the police and crime plan and the vision of the PCC:

"My Vision is that Hampshire, the Isle of Wight, Portsmouth and Southampton are amongst the safest places to live, work and visit, and that people are empowered to realise their life opportunities."

Decision ID:

PCCML**000582****2020**

Champion Community Needs

Ensuring all staff are educated and knowledgeable regarding the detrimental impact of disproportionality, bias, abuse of force and/or power will bring the culture and working changes needed to provide the professional and justified policing that communities require. Staff that feel confident talking to others from a wide range of different backgrounds and abilities will provide better support and engagement with victims and vulnerable individuals. Having staff who are aware of the importance of the need to retain a diverse workforce and who are educated in a variety of faiths, cultures and beliefs will enhance the quality of service provided to communities and improve the police understanding of their needs and concerns.

Having an expert advisor to write policy, guide and implement procedure for engaging and dealing with individuals that have a range of neuro conditions will ensure that we meet the needs of the community their carers and families and that we provide an accessible and inclusive service for all.

This will support keeping communities safer by ensuring we respond appropriately and in line with legislation to vulnerable individuals in our care or in the community.

Strengthen Partnerships

Having a workforce that is educated and proficient in E&I and who feel confident working with all communities/individuals regardless of any protected characteristics, socio economic or other diverse or different background means that we are better able to reach out into communities to understand their requirements and act on them in an inclusive and relevant way. Involving communities in this education of our staff will provide insight and first hand examples of how policing is viewed by others. It will help create new contacts, promote joint understanding, and build a working relationship enabling the police to learn first-hand from people impacted by our actions or inactions. It enables us to be better informed when working in partnership with other statutory bodies, professionals and third sector organisations to develop joint working protocols, which will benefit individuals and communities. It promotes trust and confidence from others and contributes to the legitimacy agenda and to policing by consent. Communities and partners will feel comfortable to work with us to reduce crime and disorder.

Decision ID:

PCCML

000582

2020

Criminal Justice

If our staff understand the issues and concerns that our most vulnerable and isolated individuals go through, if they are knowledgeable about different neuro-conditions and other disabilities, if they know the true extent of crimes impacting on our minority groups they are much better placed to respond and put in place measures to reduce or prevent the crimes. When communities feel that their concerns and individual needs are being met and that the police are inclusive, accessible and ready to listen this increases trust and confidence. This in turn leads to better engagement where the community works with the police to report crime, assisting with investigations and providing intelligence and information. All of this will assist with reducing offending and providing tailored victim care.

Enable Effective and Efficient Operational Policing

Having a workforce that is educated and knowledgeable in E&I matters will give our staff confidence and equip them to deal with all communities and individuals in a professional and inclusive way. Improving the satisfaction rates, trust and engagement from the communities. It will reduce public complaints and remove unjustified disproportionality issues. The treatment and engagement with vulnerable individuals and victims will be enhanced with greater levels of awareness and understanding. Leading to better interventions and problem solving.

Academic research shows that staff who feel valued and included within the workplace are shown to be more productive and engaged with the values and priorities of their organisation. Absence is reduced and staff wellbeing is improved.

4 Options appraisal

Several options have been considered when looking at how to embed E&I across the Constabulary.

- **Do Nothing** – This option will not meet the local and national requirement for the Police to improve its performance in relation to E&I. It will not address the community concerns and improve trust and confidence. It will not move HC to a more inclusive, productive position.

Decision ID:

PCCML

000582

2020

- **Provide limited training within existing resources** – This option is not viable. L&PD have no capacity for additional training due to the Uplift and introduction of Police Education Qualification Framework (PEQF). Therefore, the scope for any meaningful training for at least the next 2-3 years would rely on a piecemeal approach on an as and when basis with little learning needs analysis or bespoke solutions applied. Whilst this would not require additional budget it would not meet the identified needs in relation to meeting the local and national requirements for the improvements required.
- **Outsource Training** – This option would also involve considerable budget and would involve 'off the shelf' packages, which may or may not fit the learning needs of our staff. Financially this is not a long-term option - it does not present a bespoke option and whilst some elements may be relevant these can be sourced and incorporated into the preferred options. The average cost for outsourcing will be in excess of £1.5 million for training of 6,000 staff.
- This proposal is a bespoke CPD programme incorporating mandatory E & I qualification roles. – This option provides an opportunity to meet the national and local requirements in full, which is intended to provide lasting and meaningful education programme for all staff. This can then be incorporated and adjusted to become BAU for new staff joining the organisation. Future proofing is integral to this proposal.

5 Timescale

There are several drivers for this proposal, many of which have some urgency about them. The current national picture, the learning from Operation Boots, the scale and numbers of staff to be trained. This is an ambitious proposal, which will take some time to plan and roll out. However, some of that planning is already in place and elements of the proposal can be in place quicker than others such as the implementation of the qualifications as this is an existing programme that can be signed up to at any time.

Realistically the planning will commence fully once a positive decision has been made regarding the funding and will continue alongside some of the roll out.

The aim is to start the procurement exercise as soon as possible and CPD roll out in March 2021 with planning and securing posts and the other logistics commencing early next year.

Decision ID:

PCCML
000582
2020

The roll out will cover a period of 3 years during which time the aim will be to incorporate the ongoing commitment into L&PD as BAU. This coincides with the completion of Uplift and a reduction to that commitment which will release resources and capacity.

6 Financial and resourcing implications

See **Appendix 2** for details of the bid costings.

The logistics and resourcing of training such a significant number of officers and staff has been considered and the following process will be used to minimise any disruption to operational policing.

Level 4 E & I Qualification (PS/DS/Inspectors/Detective Inspectors and Equivalent staff roles)

This is a 2 day module on consecutive days. Backfill is more readily available for this rank by way of Actings. The most suitable methods will be agreed during the planning phase with Resource Management.

The intention is that abstractions and implications will be managed for inspectors to prevent the need to backfill them.

The staff who are not receiving formal E&I qualifications, will be subject to their own E&ICPD and the detail of which will be finalised once the bid is approved.

The delivery will include the establishment of four new posts as outlined in the financial breakdown below.

Table 2 – Details of four new posts to be established to support training

Product	Supplier	Grade	Yr 1	Yr 2	Yr 3	Ongoing costs
Project Support Officer (Coordination and planning)	HC Staff – p/t in yr. 2	Scale 6	£34,983	£17,492	n/a	£0
Marketing Post/IT content updating - materials	HC Staff 3 days p/w	SO1	£23,258	£23,258	£0	£0
Admin Post (Training LMS updates)	HC Staff 15hrs p/w	Scale 4	£11,596	£11,596	£11,596	£0
Neuro Diversity Post	HC	SO1	£38,763	£38,763	BAU	BAU

Decision ID: **PCCML 000582 2020**

Total cost (see Appendix 2) £861,737

Timeframe funding required for December 2020 to December 2023

Table 3 - Funding allocation in each financial year

	2020-21	2021-22	2022-23
Capital	£0	£0	£0
Revenue	£691,232	£133,909	£33,596

Table 4 - Funding source - Capital and Revenue

	Capital (insert 'Yes' if applicable)	Revenue (insert 'Yes' if applicable)
Transformation reserve		
Commissioner's reserve		
Commissioning budget		
Approved capital programme		
General fund		
Other – HC Reserves		Yes

7 Communications and engagement implications

Communications relating to this decision will be agreed and prepared in conjunction with the OPCC.

8 Legal implications

Any legal matters that arise within individual work streams will be managed to ensure compliance with all known obligations under current legislation and case law. If the bid is approved the correct procurement and recruitment processes will be followed to support the proposal.

9 Risks and mitigation

Recent events in America and here in the UK have brought policing back into the focus of both our communities and the media. Failure to react or implement measures to demonstrate the commitment to improving ethical and inclusive behaviours will have a further negative impact on public confidence and confidence of our workforce.



Decision ID:

PCCML

000582

2020

The impact of Op Boots on our existing staff may result in a drop in morale or confidence and impact on retention with staff not believing that they will be treated fairly and ethically. There is potential for a significant impact on Force Reputation and needs a timely and genuine response to minimise the impact.

With diversity and inclusion playing such an important factor in choosing an employer, Force reputation is critical and will have a direct impact on the ability to recruit and retain through the three years uplift programme in Hampshire Constabulary.

There are the ongoing risks of costly Employment Tribunals and grievance procedures for staff who feel they have not been treated fairly.

10 Strategic policing requirement

This proposal clearly aligns with the strategic requirements of several recent and past reports. It would create a significant opportunity for achieving the vision set out by the NPCC and APCC

The National Chiefs Council and the Association of Police and Crime Commissioners Policing Vision 2025

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

“To create a culture that values difference and diversity”

“...Attract and retain a workforce....(that) will better reflect its communities”

and

“Continuing work to build a culture which values difference...”

NPCC Workforce Representation

Attraction, Recruitment, Progression and Retention

Toolkit 2018-2025

The delivery plan sets out the key components to successfully achieving the vision by focusing on:



Decision ID:

PCCML

000582

2020

- Leadership and Culture
- Attraction/Recruitment
- Retention
- Progression
- Wellbeing and fulfilment
- Exit from service with dignity

There are key interdependencies that the service also has to consider through the lived experience of our communities and Staff in order to achieve the vision and success on the delivery plan.

- Use of force
- Tackling hate crime
- Prevent
- Stop and Search
- Conduct and Performance

This requires leadership to ensure disparity especially on the grounds of Race is tackled across these interdependencies.

11 Equalities

The proposal is designed to enhance and improve inclusion and equality across the workforce and in all our contacts with communities and individuals be they of an enforcement or engagement nature. Therefore, this proposal will have a positive impact on people with protected characteristics and will not disadvantage or discriminate.

12 Data Protection implications

There are no GDPR considerations involved or implied with this proposal.

13 Publication status

This report is suitable to be published.

Decision ID: **PCCML 000582 2020**

14 Personnel consulted

The following personnel were consulted on the Decision Request.

Table 5 - Personnel consulted

Role	Organisation	Confirmation of consultation (insert 'Yes' if applicable)
Chief Executive	OPCC	Yes
Deputy Chief Executive / Assistant PCC (Criminal Justice)	OPCC	Yes
Chief Finance Officer	HCC	Yes
Head of Strategic Commissioning and Partnerships	OPCC	Yes
Head of Communication and Engagement	OPCC	Yes
Head of Performance and Information	OPCC	Yes
Head of Public Affairs	OPCC	Yes
Head of Standards and Compliance	OPCC	Yes
Head of Estate, Operations and Support	OPCC	Yes
Programme Office Manager	OPCC	Yes
Accountant	OPCC HCC	Yes
Deputy Monitoring Officer	OPCC (HCC)	Yes
Head of Strategic Procurement	HCC	Yes
Commissioning and Partnerships Officer	OPCC	Yes
Chief Finance Officer	HC	Yes

OPCC- Office of the Police and Crime Commissioner

HCC – Hampshire County Council

HC – Hampshire Constabulary

Decision ID:

PCCML

000582

2020

15 Background papers

Not applicable.

16 Appendices

Report outlining full business case and additional information for proposal:

Appendix 1 Full Detailed Report – Equality and Inclusion CPD Initiative



OPCC Equality and
Inclusion Proposal F

Appendix 2 Costings breakdown and information



OPCC Police -
Inclusion Bid costing

Appendix 3 The Lammy Review - An independent review into the treatment of and outcomes for, Black, Asian and Minority Ethnic individuals in the Criminal Justice System.

Appendix 4 The Stephen Lawrence Report – MacPherson

Appendix 5 McGregor-Smith Review – A Report into Race at work

Appendix 6 CMI Qualification information

Appendix 7 Neuro-diversity Role profile

Appendix 8 Inclusion, Diversity and Culture report

Appendix 9 PPF Force Dyslexia SpLD-ND Advisor

Appendix 10 Academic Research Proposal