



## Scrutiny & Accountability Board

### Deep Dive

Microsoft Teams

3 November 2022

Attendees	
Police and Crime Commissioner Team	
Suzi Graham (SG)	Policy & Research Officer
Hannah Jenkins-Jones (HJJ)	Strategic Lead – Scrutiny, Assurance & Equality
Lee Jones (LJ) (CHAIR)	Chief Executive
Lisa Morgan (LM)	Policy Officer (Equality, Diversity & Inclusion)
Emma Neale (EN)	Policy Officer (Criminal Justice)
Jayne Woodward (JW)	Strategic Lead - Quality, Standards & Compliance
Emma Wools (EW)	Deputy Police and Crime Commissioner
South Wales Police	
Mark Stevenson (MS)	Director of People and Organisational Development
Caroline Smart (CS)	Corporate Services – Corporate Management
Kathryn Chadd (KC)	Head of Resources & Reward

Apologies noted from: Nicola Mountjoy, Mark Travis, ACC David Thorne, DCC Rachel Bacon, Sian Filmer.

	Agenda Item	Content
1.	Introductions and Apologies	1.1 LJ welcomed and thanked the attendees for the preparation work gone into the meeting and assured the group that Race and Equality remains a priority for the Commissioner.
2.	Minutes of Last Meeting and Matters Arising	2.1 The minutes were agreed as an accurate reflection of the previous meeting.
3.	Commissioner's Team: Scene Setting and Partner Feedback	<p>3.1 EW reiterated the importance of Race and Equality in the Commissioner's Team and a spotlight will continue to be placed on the Force's plan in addressing these issues. A key priority within this is ensuring there is representation of Black Asian Minority Ethnic people across all areas of policing particularly in leadership roles.</p> <p>3.2 EW reminded the group that in 2021 Representative Workforce was visited as part of the Scrutiny Programme and mentioned how she is keen to hear the response to the recommendations set and any future plans that have come from this.</p> <p>3.3 EW noted her appreciation for the detailed information provided to support the meeting's discussion and encouraged the group to keep to the high level of standards in future meetings to ensure that the highest quality of scrutiny can come out of these meetings.</p> <p>3.4 HJJ brought attention to the Deep Dive Research Report circulated prior to the meeting. This document is a summary of findings from discussions with key partners – not all partners provided comments. A recurring comment was the desire to be more directly involved in the work South Wales Police is doing around Race and Equality. HJJ highlighted some disappointment with the lack of key organisations that knew of the work. There is a real need to develop a solid link up between South Wales Police and Partners especially as the relationships between Police and minority ethnic groups is very strained at present.</p> <p>3.5 LJ commented that points of contact from the feedback are available if needed.</p> <p>3.6 Following on from the feedback received, EW asked the question of what plan is in place for stakeholder engagement and management and ensuring that the right relationships are being developed through the right mechanisms – are the current mechanisms hitting their targets?</p>
4.	Presentation: Progress against Workforce Commitments and Plan	4.1 MS thanked the panel for their time to discuss this topic. The new workforce strategy regarding EDI is still ongoing and hasn't yet been launched.

4.2 MS provided some context for the presentation – there have been numerous issues over the previous years, mainly caused by the Covid-19 Pandemic which has had an impact on the data/information provided in the Strategy. The Strategy is a 5-year plan made available in March 2021 looking at the employment lifecycle including long term, sustainable, meaningful and authentic growth.

4.3 The Strategy is built on 3 key pillars:

4.4 Leadership and Culture – ensuring people understand why and how South Wales Police (SWP) approaches the systematic challenges in policing and in the wider community. All details are included in the PowerPoint Presentation. HJJ queried how much of this data was specific to race equality. MS said that specific characteristics are covered in a blended training package. EW queried how race would be prioritised – new staff have been introduced to the organisation to recalibrate the expectation around race etc.

Regarding ‘Let’s Talk About Race’, EW queried what learning from Phase 1 will influence the format of Phase 2. CS answered that there was a general lack of understanding on these issues so a new session has been developed to reinforce the history of these issues. There are no plans for locality conversations.

LJ queried if there was any collective work around LAG measures that can be done in the offices or commissioned to create some measures that are best practice. MS answered that there is national engagement already ongoing and SWP are referring to the National Equality Standards to ensure compliance etc.

LJ noted that it would be good to draw this work together for consistency. Something to revisit in the future – ACTION.

**ACTION: Commissioner’s Team to revisit the development of performance/outcome measure in this area for future development and monitoring.**

4.5 Attraction and Selection – the HR team has led a fair number of discussions on an All-Wales basis, MS has personally engaged all Welsh Chief Constables around the Equality Act.

4.6 Engagement and Progression – focusing on the existing workforce and understanding their experiences and what feedback they have for the quality product services and support mechanisms currently in place. Also understanding broader data to explain the level of inclusion in the Force and what can be done better.

4.7 Uplift for Officers and a mini-Uplift for PCSOs has been a focus recently. MS noted his confidence in the Force's ability to meet its Uplift target and are signing up for additional resources to help other Forces who fail to meet theirs and claim additional funding on the consequence of this.

4.8 SWP has reached its PCSO target of full time equivalent (FTE) staffing numbers. There has now been a review for ethnicity within the Force to further increase diversity. SWP feel the evidence shows that Ethnic Minority Officers are only lost due to retirement and not being replaced.

4.9 Representative Workforce Positive Action Team (formerly BAME) has been brought under Human Resources and is streamlined. White privilege was a focus within the cultural intelligence masterclass – the discussion around white privilege is being pushed. JW highlighted this is a sensitive topic to roll out and needs to be explained properly. The group noted the importance of acknowledging privilege despite the uncomfortable air around the topic. EW mentioned that there was some good material on how racism is engrained in our systems and society covered in National Black Police Association conference and suggested CS looks into this material.

4.10 MS acknowledged the lack of Ethnic Minority Officers in the Force and that this is a something SWP is challenging as it is something that can't wait. External applicants are being accepted, however, there is no diversity in those who apply. It was loosely suggested that recruiting and asking external staff to move to SWP may be a solution using connections to identify candidates. There is a review ongoing around the external/direct entry process – an update will be provided when possible. MS informed the group that there will be a new process to recruit Chief Officers – they will complete a 12-month course after approval of enrolment by the Chief Constable.

4.11 JW queried the strategy around the principal Universities SWP has partnered with and why the opportunity to partner with other Universities wasn't taken. MS answered that current partner Universities have strong links to SWP and made it easier to get the process set up – different Universities will be approached further into the future.

4.12 JW queried what training is in place before someone is made a Line Manager – MS answered that there is a "skill profile" for each role to determine where they are on the scale before being appointed, operational and organisation training modules are mandatory.

4.13 EW asked if there were any plans to create a targeted plan to tap in to more Black / African Caribbean / Black British communities and uplift diversity. MS answered that engaging with schools and developing bonds with them will be investigated. LJ encouraged learning from other cultures and countries – something to be explored by SWP and policing more generally.

		<p>4.14 JW asked about the possibility of recruiting a diverse range of staff through Positive Action in the hopes that they may join the Force and/or encourage engagement with their family members etc. MS commented that the Positive Action Team has targeted interns – these are generally students at partner Universities and are therefore more diverse. MS agreed with the need to be more embedded with agencies to understand the labour market – the challenge is having ambassadors and that the recruitment process needs to be simplified.</p> <p>4.15 HJJ highlighted the need to ensure that retired Officers who then join the organisation as Staff are qualified for their new roles. MS commented that departments choose their own staff which makes it hard to keep on top of every recruitment and agreed that Officers should not be appointed if they are underqualified.</p> <p>4.16 EW asked if the Positive Action Team had sufficient resources to sustain long term action. MS answered that their Team has always been overstretched but there are things in place now to help with demand, more staff etc.</p> <p>4.17 EW asked if MS saw any challenges with protecting resource around EDI in general and keeping a targeted lens on race. MS answered that he is confident that what is set will be sufficient but will speak with DCC Rachel Bacon for further insight.</p> <p>4.18 HJJ raised that a section of the PowerPoint suggested less individual support due to having a better understanding of issues and being able to provide support for a larger number of candidates – it is important not to forget that the Positive Action plan is in place to support individuals. KC commented that previous feedback suggested there were too many Diversity Champions – an expression of interest was requested which allowed numbers to drop from roughly 200 to 40. Through an informal review, it was found that support from teams was more effective.</p> <p>4.19 HJJ mentioned that the Black Police Association informed her that white women are being included in the upskill sessions – this could be counterintuitive to the outcome of helping Minority Ethnic Women. MS commented that diversity in terms of Gender was highlighted in a Force Leads meeting which is why white women were included in these sessions. Despite the additional challenges, MS assured the group that they will not be saturating limited recourses and the priority remains the same.</p>
5.	Progress update against representative workforce actions in the Joint Race Equality Action Plan	5.1 To be raised at a later date.
6.	Recruitment & Positive Action a.) PC Recruitment Summary b.) PC Recruitment Comms Strategy	6.1 To be raised at a later date.

	c.) PCSO Recruitment Comms Strategy d.) Positive Action Events spreadsheet	
7.	Discussions and Observations	<p>7.1 The group agreed that developing joint work around looking at outcomes and performance would be beneficial.</p> <p>7.2 EW suggested picking up a later conversation with ACC Jenny Gilmer included around corporate and organisational approaches and the success of the Positive Action Team.</p> <p>7.3 HJJ suggested a conversation around evaluating the programme's success by speaking with those involved directly.</p> <p>7.4 MS welcomes scrutiny sessions and suggested involvement from others for feedback from their perspective. EW suggested sharing information with other managers to begin changing the culture of avoiding these discussions.</p> <p>7.5 Recognising the challenges of engagement, MS welcomed the opportunity for a discussion with the Commissioner's Engagement Team before work begins on the Positive Action Campaign.</p>
8.	Conclusions and Escalations	<p><b>ACTION: Revisit the development of performance/outcome measure in the area around LAG measures and the National Equality Standard for future development and monitoring.</b></p> <p><b>ACTION: MS and LJ to discuss bringing specialist agencies and organisations in to create measures that are best practice.</b></p> <p><b>ACTION: KC to provide an update on the Direct Entry Review when available.</b></p>
9.	Any Other Business	9.1 Nothing to note. Meeting closed.