

Equality, Inclusion and Culture Report 2020



2020

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Introduction

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Introduction

We are delighted to introduce Diversity, Inclusion and Culture in our Strategic Framework. This report details all the work taking place in the constabulary to continually improve in the areas of Inclusion, Diversity and Culture, with great emphasis laid on people's wellbeing at work.

The strategic framework is built on the work that is already in place in line with national policing standards. Our continued effort in these areas demonstrates our ongoing commitment to the equality, diversity and inclusion of our workforce and how we interact with our internal and external stakeholders, including our public.

This document has been developed over a number of months and has been concluded just before the death of George Floyd in America. Since then the momentum has been growing behind the Black Lives Movement around the world. As an organisation, Hampshire Constabulary will not tolerate any form of racism and we support social justice, oppose discrimination and understand the benefits of diverse communities. We will continue to tackle and are determined to challenge discrimination and bias wherever we find it.

Our essential work under our People Strategy ensures that our strategic intent of an inclusive, diverse and healthy working environment is embedded within Hampshire Constabulary at a tactical level.

This work elaborates on exploring values and beliefs and the Code of Ethics that is core to our organisational culture. We encourage everyone to challenge any behaviour that has a negative impact on individuals, communities and our organisation.

The culture in our organisation is one of being honest with our performance in key areas, and where we continue to learn and make improvements. This is fully embedded in our performance framework, which formally informs our leaders of their expectations to continue working within the remit of our ethical guidelines.

Through our wellbeing initiatives we continually endeavour to create an environment where our employees can thrive. We aim to provide good levels of support and believe in creating a healthy, content workforce enabling them

to strive and work at their full potential, as well as embrace their mistakes and learn from them.

We are using the new announcement of a national increase of 20,000 police officers and the fantastic opportunities it brings to Hampshire Constabulary to increase the demographic diversity of our workforce by recruiting officers from different backgrounds, with varied skills and experiences. Our Positive Action team is working to create a representative workforce that is reflective of our local communities. This increase in the diversity of the workforce in the future will enable us to be more versatile in our skills and knowledge to support communities with diverse needs.

Additionally, we assess locally and carry out horizon scanning nationally to ensure that our policies, procedures, processes and structures are inclusive, from how we recruit, promote and develop our workforce through to how we reward and recognise great performance. Embedding this into all our functions enables us to work towards becoming a more inclusive organisation, an employer of choice and an organisation that individuals feel part of and want to work for.

We are all aware of the business case for inclusion and that successful teams are diverse. However, even when groups start out being diverse as a result of demographic diversity, they can gradually remould themselves to fit with an organisational culture and therefore we are working in all directions to avoid the potential of clone-like thinking. We strongly feel that it is vital that we enable individuals to retain what makes them unique and create an environment where we can all actively contribute. Developing our inclusive thinking and mind-set as an organisation will help us to do this.

Under our People Strategy, our strategic approach continues to focus on these crucial areas to create an inclusive culture throughout the organisation:

- Ethics and the right behaviours.
- More effective engagement.
- Promoting inclusion.
- Improving wellbeing.

Organisational culture

Hampshire Constabulary encourages the fair treatment of staff and officers and supports a culture of fairness, openness and learning by empowering staff to feel confident to speak up when things go wrong, rather than fear repercussions.

A prime example of this in practice is by publishing “Learning Matters”, an internal produced publication by the Organisation Learning team, to share the learning from cases, inquiries and Employment Tribunals where there has been key learning.

This is led by our organisations Learning and Professional Development (L&P D) department. We continually assess the learning we get from employment tribunals and circulate it to our people to make improvements in those areas.

Under new reforms in the Professional Standards Department (PSD), a significant change is the way complaint and misconduct matters are handled. These will be used to address matters that do not reach the level of the newly defined “misconduct”, but where practice requires improvement. There will be focus on learning and development, identifying and addressing lessons learnt by the officers involved, their line management and the force. Currently, multiple PSD awareness sessions are being hosted to train all leaders in the organisation to implement the Police Integrity Reforms that calls to transform the complaints and disciplinary systems. These will include greater powers for PCCs and a push for more transparency, accountability and independence in the system.

The new reforms will help support staff to be open about mistakes and allow valuable lessons to be learnt so errors can be prevented from being repeated. This will be a powerful tool in promoting cultural change. Additionally, a review of all inclusion-related policies will be undertaken and workshops will be planned to educate staff and officers of the impact of “banter in the workplace”.

Ethics and the right behaviours



One of our Six Areas of Focus is The Values in the Code of Ethics – these are impartiality, transparency, public service and integrity. These are crucial, not just from an external perspective but also in how we treat each other in our teams, between teams and in working in partnership with other organisations. Our chief officers, leaders and managers are expected to raise awareness and embed these values into our everyday culture. We will work through our Ethics Committee and extensive independent advisory group network to challenge ourselves to keep improving in this area and to ensure our approach is in line with the expectations of the public and our people. A

specific plan for Ethics outlines more detail in this respect, which also includes a focus on promoting the Mirror Test in the Code of Ethics as a way of supporting staff in making ethical decisions.

Organisational justice is another key part of this. If staff feel, they are treated fairly and justly, this will improve morale and effectiveness. There is also a link between a strong sense of organisational justice and better procedural justice (the people we serve being treated even more fairly). Our Human Resources team and PSD have initiatives aimed at improving organisational justice and transparency. This includes training at the point of entry to the force, ongoing development, building our capability to enable and more effectively communicate, fair leave and rest day allocation, and working to deliver the right technology and equipment based on evidence of what will make us more effective.

Our Ethics Strategy and Business Plan aims to embed an ethical culture that is shared by the organisation. Building ethical considerations into our delivery plan is an important element of our ethics management. Our strategy lays the foundation for how our organisation carries out its operations internally and externally. Building ethics into strategic planning is important to ensure that every facet of the organisation is aligned with the ethos and values of further promoting organisational justice.

The objectives are set out in the Ethics Delivery Plan for 2020/21, the implementation of which will be monitored through the Organisations Portfolio Board. This plan will be aligned to relevant performance metrics as well as key areas of focus from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services HMICFRS police effectiveness, efficiency and legitimacy inspections and the Force Management self-assessment.

Improving organisational effectiveness

A review was undertaken of the key Professional Standard related themes in 2017 and early 2018, i.e. the most problematic conduct / performance issues repeatedly being referred into department. This led the Head of Professional Standards Department engaging directly with senior leadership teams across the organisation, as well as staff associations and protected characteristic support groups (BME, Gender, LGBT) during the summer of 2018. This was done in order to gather a broader perspective, further assess the situation and determine the best way forward to address the issues.

Momentum continued through this period and led to the development of a five-point plan, designed to further embed standards, ethics and integrity considerations arising from the five themes across the force by putting them front and centre into business as usual processes, e.g. internal comms, PDRs 1-2-1s, training, selection, inspection, etc. The five-point plan was launched by the chief constable as part of her roadshows and formed the cornerstone of an edition of "Reputation Matters", a publication produced by PSD.

To help promote the a culture of transparency, the outcomes for misconduct hearings and meetings are now published on the intranet, both to highlight the consequences of unacceptable behaviour and to inform and educate staff and officers.

Additionally, the Anti-Corruption Unit led awareness training in late 2018 / early 2019, reinforcing what is unacceptable behaviour and the importance of challenging this. This has been included in training days for Response and Patrol (R&P), Neighbourhood Policing Teams, the Public Protection Department (PPD) and investigation teams. This is a 90-minute presentation, which covers many topics around standards of professional behaviour and encourages debate. So far, this has been delivered to 250 staff across R&P, Investigations, Safeguarding, PPD and the Multi-Agency Safeguarding Hub.

Furthermore, nine supervisor masterclasses included performance and conduct session from the head of PSD, reinforcing expectations around early intervention and empowering supervisors to use a PSD-developed

Performance and Conduct Assessment Tool. These masterclasses captured in excess of 500 supervisors.

The force also delivers separate roadshows led by the Chief Constable and Deputy Chief Constable to promote ethics, standards and expectations around behaviour and performance management. These roadshows reach every leadership tier across the organisation.

First line managers engage in the new revised Performance and Development Review / 1-2-1 process (launched March 2019), which includes “front and centre” ethics and integrity issues to promote discussions and awareness e.g. knowledge of and expectations around Code of Ethics / five-point plan, as well as compliance around vetting, business interests, reportable associations and gifts and gratuities.

Issues also get identified through vetting renewals, e.g. inappropriate social media use. These are often used to provide prevention, learning and safety / security guidance to staff and, at the same time, reinforce acceptable standards. Hampshire is one of few forces to conduct crime and incident (Niche) audits as part of vetting renewals, which also occasionally highlight issues that need to be addressed with staff.

****Appendix 1 Ethics Strategy and Business Plan***

Performance strategy and ethics

Our performance strategy, led by our Head of Performance, is based upon the principles of being honest about our current performance and identifying the priority areas for grip and focus. As such, the whole command team will be consulted and will help shape and take responsibility for driving the key performance areas. The Force Performance Group has appointed leads for areas of performance that require focus and grip. These areas are communicated across the force.

Performance strategy key matrixes are as below:

- **Accountability**

The organisation has developed a programme of performance inspections where learning and failures are identified, the Senior Management Teams and Assistant Chief Constables (ACCs) will be held accountable for learning and improvement.

- **The tactical activity to ensure a forcewide approach**

Deputy Chief Constable Roadshows have provided clear focus for staff, helping them to understand the current and future challenges and expectations; how these challenges and expectations link directly to the new force performance framework and the delivery of force outcomes; the organisations expectations around how commands and strands continue to work together to achieve service excellence; and how performance will be improved by leaders focusing on the areas described below with their teams.

- **Current areas of performance focus**

A Data Quality Gold Group has also been established. To compliment this, all officers and staff will be expected to start focusing on the following areas for improvement:

- Data Integrity.
- Victim code satisfaction.
- Domestic abuse.
- Serious and organised crime / terrorism.
- Outcomes.

Expectations of our leaders

To ensure our staff remain focused on the right areas of performance and risk, and to maintain the momentum and drive of our strategy, leaders need to be united in the delivery of these key messages.

All leaders need to drive performance to ensure a performance uplift by embedding these key messages across our commands, role modelling the leadership required to ensure an ethical uplift in performance in the teams they are responsible for:

- Tracking and assessing your own team's performance and coaching and mentoring your staff to do the same.
- Identifying staff who are doing well and buddying them up with those who are not.
- Tackling poor performance and ensuring you are supporting those who are performing.
- Working collectively as a team, copying and embedding good processes and practices that are uplifting performance.
- Keeping teams focused on what they have, not what we have lost, and why we are here: to provide a professional policing service to keep our communities safer.

- Ensuring sergeants, are quality assuring the work of their teams and ensuring compliance with the direction set. In addition, to focus on improving our policing response through quality investigations, handovers, accurate completion of paperwork, appropriate outcomes, high victim satisfaction and managing performance.
- Ensuring inspectors focus on inspecting their teams' performance and baseline comparisons to identify and replicate good performance and to support sergeants in dealing with poor performance.

Inclusive leadership

There is a strong commitment to developing emotionally intelligent and inclusive leaders throughout the organisation. The force has put in place a diverse range of projects, programmes and bespoke interventions to enhance individual and team performance, promote inclusion, maintain resilience and wellbeing and promote effective workforce engagement. All these projects, programmes and bespoke interventions are co-ordinated by our Learning and Development Business Partner.

Individual performance and leadership impact

Key activity will focus on ensuring PDRs and 1-2-1s are effective – encouraging staff engagement to reflect, prepare and engage, and developing skilled and competent line managers and supervisors in a coaching style approach. Our focus is on four key themes – wellbeing, organisational goals, development / Continuous Professional Development (CPD) and ethical behaviour. We have taken steps to improve robust evaluation via dip sampling and workforce engagement in piloting and testing guidance and resources. The resources we are developing aim to provide clarity, ownership and empowerment.

We offer a range of tools to support wellbeing, development and CPD – these include coaching, 360 and psychometric profiles.

Our coaching offer extends to all post-promotion roles (officers and staff supervisors) as part of our mandatory Leadership Programmes. This enables some focused and guided support for frontline supervisors in the early stages of line management – Level 5 coaching is offered at tier 1. Our development support extends to all ranks up to chief constable, including preparation for the Strategic Command Course (PNAC) – Level 7 Executive Coaching is offered at tier 2.

Many leaders and supervisors also complete a 360 process with individual reports. This provides further personal development and insight, which

engages a range of people's views to support an individual's development. A 360 report is supported by a 1-2-1 coaching session to explore feedback, learning and set actions. This offer has been included in all mandatory Leadership Programmes.

Insights Discovery psychometric profiling has been incorporated within all significant courses and programmes (e.g. new sergeants, new inspectors and new staff supervisors). We have also delivered and supported individual Insights Profiles for all senior leaders – chief inspectors and above since 2015. We have also incorporated this personality-profiling tool within our bespoke Leadership Programmes for commands and specific teams, which helps build team relationships. This tool enables individuals and teams to identify strengths, vulnerabilities and risks and adopt strategies to connect and adapt preferences to achieve a positive outcome, recognising that difference is good, to be welcomed and embraced.

The force Mentoring Scheme is inclusive and open to everyone in the organisation to request a mentor and / or to be a mentor. The scheme is now led by a chief officer and was refreshed in October 2019 to encourage cross-strand interoperability, reverse mentoring and enhance the positive action support for BEAM colleagues. Updates on the scheme are presented to the E&I Strategy Board. Like coaching, it is recognised that mentoring has a number of benefits and can be a highly effective form of development. With improved mentoring resources, we have enabled support for both mentees and mentors to have a positive mentoring relationship. Our resources provide information about the mentoring process and give support to both the mentors and mentees with developing relevant skills.

Our HC Leadership Choices document incorporates all open, mandatory and application-only programmes for leaders and managers in the constabulary. The open offer includes short courses (e.g. wellbeing and resilience, coaching skills) and bite-size products (e.g. unconscious bias, flexing your style). All leadership and management course and programme content is being amended to reflect the force culture and values to further help reinforce the expected behaviours of our leaders and managers

In addition, we have several mandatory programmes – tutors, new sergeants, new inspectors, new staff supervisors and senior leaders, which are aimed to provide immediate support to new tutors, supervisors, managers and leaders within their first 12 months in role. The New Sergeants Programme in particular has been developed and designed following feedback from more than 550 sergeants in an engagement exercise conducted during 2018.

Our application-only programmes – Firefly (cross partner) and Potential draw on consistent key learning content, which is delivered to embed local learning. Our Firefly programme has the added value of enabling and supporting cross-partnership working and shared learning.

Team effectiveness and impact

Specifically, the Force Executive has also undertaken a series of bespoke development sessions facilitated by our L&D Business Partner and Force Performance Psychologist to improve individual and team effectiveness. Force Executive has committed to improve individual personal development and identified key areas to enhance team effectiveness including psychological safety and leadership impact.

A diverse range of command and / or team development programmes are designed and delivered to meet specific needs and challenges. Senior leaders are actively engaged in the design of these bespoke programmes, which aim to foster improved relationships, clarity of vision and values, personal and team stretch and ownership.

A further development this year has seen the introduction of our Conflict Resolution approach, which seeks to provide early intervention support to resolve workplace conflict between individuals. The approach empowers individuals to reflect and explore options to improve wellbeing for themselves and others. Resources and guidance to support early prevention along with options to explore mediation contribute towards negating the need for unnecessary escalation of grievances and associated costs.

Promoting inclusion



Diversity in our workplace has immense benefits, bringing a greater range of skills, experiences, perspectives and ideas that can improve our performance and ability to be an organisation that people want to work for and with. These benefits cannot be fully achieved without creating an inclusive working environment in which

people can be themselves.

Our aim is for inclusion to be a natural part of what we do and be embedded in our culture and behaviours. We will continue to create a workforce that is

representative of society, celebrating success when we achieve this and sharing learning when we fall short.

Through our Inclusion Strategy, we will continue to prioritise being a family-friendly force, supporting our staff to respect each other, consider people's personal circumstances, express their ideas and encourage them to be the best they can. We want to be a trusted organisation that people want to be part of. This is the organisational culture we strive for.

Areas that we will look to improve include better equipping our leaders with the skills needed to identify poor behaviours and deal with them in a fair and proportionate way, as well as supporting and advancing inclusion. We will continue to strive to undertake the challenge to improve our equality monitoring data, so that we can better understand our workforce. We recognise the need for equality and hence we continue our efforts to increase diversity in our workforce.

Areas in our retention plan are focusing on introducing a new approach to exit interviews / questionnaires, so that we can better understand why people may choose to leave the constabulary and what learning we can take from it, particularly to create a more inclusive environment.

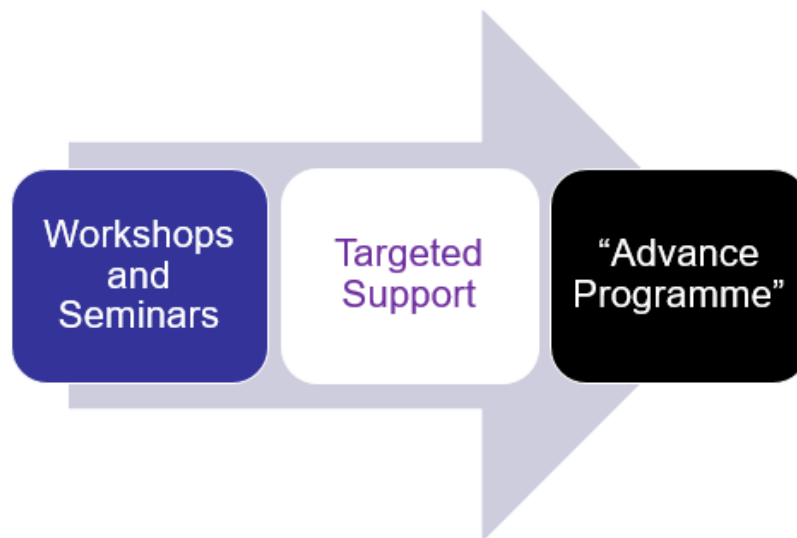
We actively seek opportunities to educate our staff and since April 2019, we have delivered 11 briefing sessions to a total of more than 100 officers and staff who are involved in delivering the revised approach to the police promotion process. As a part of this session, we create awareness about unconscious bias and the importance of being self-aware about the assumptions and stereotyping that we can unconsciously bring with us into the selection and assessment environment. This work is instrumental in our approach to making our organisation more diverse and embracing staff / officers from various cultures. Our aim is to educate our staff and officers about the learned stereotypes that are automatic, unintentional, deeply ingrained, and can influence our behaviour and decisions. Our training is designed to create self-awareness to these unconscious biases, providing knowledge and tools to adjust automatic patterns of thinking, and eventually eliminate discriminatory behaviors.

We have also rolled out mandatory eLearning on inclusion and we continually assess the completion rates. From the recent funding allocated to the force for wellbeing we are recruiting a Wellbeing Support Caseworker, who will act as an initial and continuing contact as a triage point for individuals and managers seeking to access welfare support. The post will provide advice to appropriate services and facilitating contact with internal and external providers.

The Positive Action Plan, which overarches the promotion process, seeks to increase participation rates from BAME and Women officers in promotion to the ranks of Sergeant, Inspector and Chief Inspector.

The aim is to create a pipeline of 'potential' that will progress towards senior leadership opportunities and seek to address the long-term impact of the Gender Pay Gap. It also aims to support the visible transformation of our leadership demographic and give confidence that greater representation from these groups is flowing up and through our ranks.

Promotions Positive Action Strategy:



The strategy creates a range of independent, targeted and open access opportunities across Constable to Inspector rank and supports both standard and Fast Track/Direct Entry routes.

Workshops and Seminars:

- Ongoing BEAM & Inspire Promotion Workshops
- Supportive workshops targeted at women and BAME officers were held with Staff Networks and the Positive Action Team prior to force promotion processes.
- Intent is to build an ongoing informal cohort over time and multiple events
- Content includes senior leaders sharing details of personal career journeys, recent success stories given by successful candidates and practical advice and support on the CVF and process.
- On 7th January 2020, the Constable and Sergeant event recorded over 40 attendees. The Inspector event on the 4th March had 11.

Targeted Support:

- Post NPPF Exam Support
- Proactive contact was made with Female and BAME officers successful in the 2020 NPPF Inspectors Exam.
- Discussion and support was offered on next steps, how these officers intended to use the qualification and the local Step 3 promotion process.
- This process aimed to increase participation rates from this group. Inspector 2020 outcome showed 38% female representation.
- Feedback received stated that it was supportive and for some made the difference in them entering the next promotion process.
- The intention is for this to be ongoing as a practice; scheduled to accommodate a larger cohort arising from the Sergeants exam. This is on hold due to COVID19.

Fast Track Briefings and Coaching Support:

- September 2019 Fast Track Briefing using positive role modelling by Gloucestershire Fast Track officer
- Her message as a single parent was relatable to many and demonstrated what was achievable.
- Significant positive feedback received and strong representation rates entered the following recruitment process
- Equalities budget used to provide coaching support to 4 women/BAME officers to date in preparation for application

'Advance' Programme

- This programme is designed to identify and work with 14 Women/BAME officers of Sgt or Inspector rank that have the ambition for the next rank but do not feel ready now.
- Based upon a successful scheme within Thames Valley Police, the same external provider has been engaged to co-deliver.
- A 7 month programme has been designed that looks to increase confidence and self-belief in one's own ability and potential; with the aim of increasing participation in future Inspector and Chief Inspector promotion processes from within these groups.
- Nominations were made by senior officers/staff only and applications completed.
- An initial pilot cohort has been agreed but with opportunities to broaden eligibility in future cohorts to include wider protected characteristics (where the data allows for positive action).
- This programme is currently in the selection stage however a formal launch is on hold due to COVID19.

Future Work:

- National performance data shows that both NPPF exams see a significantly reduced pass rate for BAME officers. Scoping work is being undertaken with BEAM and opportunities with external providers are being considered to increase our participation and performance in this process.

Health and wellbeing

We believe that by creating a culture of wellbeing, we can drive engagement and efficiency within our organisation. It is proven that when employees come to work feeling valued content and healthy because they are immersed in a great culture, they feel more satisfied in their roles and more connected to their work colleagues.

The National Police Chiefs' Council (NPCC) Wellbeing and Engagement working group has identified stress, anxiety and depression as a major priority for police forces after reviewing several staff surveys and case studies. Therefore, we believe that wellbeing is critical to organisational high performance. This also includes managers having the skills and confidence to have those early conversations with their staff and officers to be able to recognise and provide them with appropriate help and support. We are also developing approaches to improve workforce resilience, looking at ways to help individuals build their ability to cope with adversity and the high demands of the job.

Our Wellbeing Strategy is wide reaching and it includes physical, mental, emotional, financial, team and organisational wellbeing for all officers and staff. Its key parts are woven throughout the force's People Strategy and emphasis is on the below elements as per the Wellbeing Strategy and business plan.

This Wellbeing Strategy sets out the framework through which Hampshire Constabulary will deliver its commitment to "Looking After Our People", as outlined in the force's Purpose and Six Areas of Focus.

The overarching aim of the strategy is to promote and encourage health and wellbeing of all officers and staff, and provide the best possible environment at work in which everyone can flourish and achieve their full potential. The Wellbeing Strategy is vital for the force to achieve effective performance recovery and to track, assess and learn with an evidence base.

In 2019, a business case was submitted to Police and Crime Commissioner (PCC) Michael Lane to secure a significant increase in funding for the 2019/20 budget onwards to enable a much greater focus on prevention and education in relation to wellbeing as well as enhancement of the reactive services provided by Occupational Health and peer support services. This funding allowed physical and psychological health screening to be rolled out at scale and enabled greater support for those exposed to trauma.

During 2019, the learning from several of the early work streams covering nutrition, frontline fitness, rest and recovery, financial support, suicide prevention, relationships and rational thinking were drawn together into a bespoke prevention and education programme delivered as a mini adventure to attract frontline staff. After successful pilots, the “Be Your Best” programme was ready for implementation in spring 2020 before the coronavirus pandemic impacted on the planned delivery model. Key content and initiatives from the programme were then diversified to enable delivery of these to the workforce as part of our wellbeing response to the pandemic.

To achieve these aims we will:

Our aim is to ensure we have an operating environment that promotes wellbeing and resilience with a commitment that requires both organisational and personal responsibility.

We will:

- continue to track, assess and learn from our pilots and learning from delivery throughout the coronavirus situation. We will also ensure any vulnerable people identified within our workforce have a tailored health and safety assessment and reasonable adjustments to enable them to deliver operationally
- develop and encourage individual and leadership behaviours that will promote and embed positive health and wellbeing across the organisation
- equip our workforce with the knowledge and tools to remain well and resilient for their entire career and beyond so they can serve the public in the best way possible and enjoy a healthy and productive retirement
- support personal resilience in both work and personal lives and help enable a sustainable balance to be attained
- continue to create and maintain an environment that enables officers and staff to feel valued, listened to and supported
- provide wellbeing services and prevention and education materials that support our workforce and help ensure their families remain well.

Our aim is to undertake the above activities to promote an inclusive culture in the organisation and there has been a real focus on improving the health and wellbeing of our staff.

We have invested and expanded on the offer of psychological screening and physiotherapy. We have also introduced a new Conflict Resolution programme to help staff with their health and wellbeing and in resolving conflict.

The above has only been possible with the additional funding and we would like to thank the PCC who has fully supported us in delivering the best wellbeing initiatives, including the organisational, prevention, education and help initiatives, to our workforce. The work listed below has only been possible with the funding allocated by the PCC to make the big positive impacts on the lives of people who need our support.

- Be Your Best programme

Since November 2019, we have delivered two pilot “retreats”. The purpose of these pilots has been to test the concept, venue, timetable and delivery methods in a live environment, so that feedback and learning can be used to inform the final product. Although the roll out has been paused due to COVID-19, the importance of good nutrition, a key theme of the retreats, has been delivered by delivering more than 900 healthy meals to all R&P bases, the three mainland Police Investigation Centres, many neighbourhood sites (including Newport, Gosport, Fleet, Havant, Ringwood, Redbridge, Eastleigh, Aldershot and Basingstoke) with many more to come. Roads Policing Unit, Armed Response Vehicle, Custody, Amberstone, the Child Abuse Investigation Team (CAIT) and the Control Room have also been included. The recipe cards have been distributed online to help recreate the food at home. Due to the positive feedback, we have now secured some additional assistance from the PCC to expand this offer and we will be delivering up to 150 meals to our late turns across the force.

- Annual psychological and physical screening

The funding continues to deliver an expansion to the current psychological screening programme and increases the coverage from around 600 officers and staff to more than 4,000. Additional psychological services, e.g. screening questionnaires, psychological assessments and treatment will also be made available.

- Effective management of exposure to trauma

The funding also continues to deliver a structured framework within which Trauma Incident Management (TRiM) and Mental Health Peer Supporters (MHPS) can operate. This will include a referral and co-ordination service that will enable both schemes to operate optimally and ensure timely and effective access to support for those that need it

- Expanding the outreach health screening service

The funding will deliver an outreach health screening service, which will be available to around 2,500 to 3,000 officers and staff per annum and enable bi-yearly checks for the whole workforce.

- The Employee Assistance Programme (EAP) service is used well and 1,682 people contacted the EAP helpline.
- An online wellbeing portal including mini health checks.
- 24/7, 365 days-per-year helpline.
- Short-term, face-to-face and / or telephone counselling (maximum of six sessions).
- Manager support and coaching.

The usage statistics from users are extremely positive and further investment has been made in retaining the EAP offer with the additional financial cost.

Wellbeing survey

- We have had significant success in our 2019 survey to see the wider impact of wellbeing and on the organisational culture as a whole.

The 2019 outcomes show there has been positive progress in a number of areas:

- There was a significant increase in people agreeing that they know where to access services to address health and wellbeing – up from 71.1 per cent in 2017 to 92.7 per cent in 2019.
- There was also a big increase in staff agreeing that they have the opportunity to undertake health and wellbeing activities – 9.9 per cent to 63.9 per cent.

Those agreeing that they had control / influence over their own resilience increased from 42.2 per cent to 66.7 per cent.

All of the above initiatives have helped boost staff morale and mirror the organisational values about Looking After Our People. Studies have shown that there is a correlation between the psychological wellbeing of employees and positive organisational outcomes, such as reduced levels of sickness absence and enhanced productivity and performance. We are therefore keen to expand our wellbeing offer to staff and officers, which will in turn help retain them in the organisation.

Support groups to promote inclusive culture

The Equality and Inclusion strategic assessment has analysed key themes and proposals to full-fill the vision of an inclusive organisation in 2020.

The force's Inclusion Strategy focuses on the right skills, powers and experience to meet challenging requirements. We focus on inclusion to build our culture and reputation as a place that attracts, develops, retains and fully engages all the diverse talent across our organisation.

****Appendix 2 Inclusion Strategy***

The force actively works with its employees and champions support network groups (as below) to improve inclusion in all aspects of people's working lives. Each area of inclusion and supportive culture in the organisation is led by a strand lead and membership is open to all staff and officers across the constabulary to give their contribution and be part of shaping and making the change. This allows staff and officers to feel empowered and create an inclusive working environment, adding value to every contribution. This has recently been refreshed to improve the governance structure and terms of reference.

****Appendix 3 Inclusion Statement***

Key support groups are displayed below, which help to discuss and promote national and local issues and make a cultural shift around the key issues the organisation faces:

Age	Disability	Gender	Sexual Orientation
Marriage/Civil Partnership	Mental Health	Race	Police Link Officers for Deaf people
Religion and Belief	ICT accessibility	Men's Forum	Inspire for Women
BEAM	Gypsy, Roma & Travellers	Chaplaincy Service	LGBT+

Annual key inclusion events

Key events in which the organisation participates in to be inclusive and equal to all employees are listed below:

BEAM Conference



In early 2019, the BEAM Support Network held a BEAM conference at Solent University, which was live streamed. The theme for this conference was “Macpherson: 20 years on” and was a reflection on how much progress has been

made since then in the police service.

Guest speakers were invited to attend including a keynote speaker – Assistant Commissioner Neil Basu, one of the most senior BME officers in the country. The event was well represented with good attendance. The audience

was challenged to ask themselves what they would do differently over the coming year and to be part of the solution.

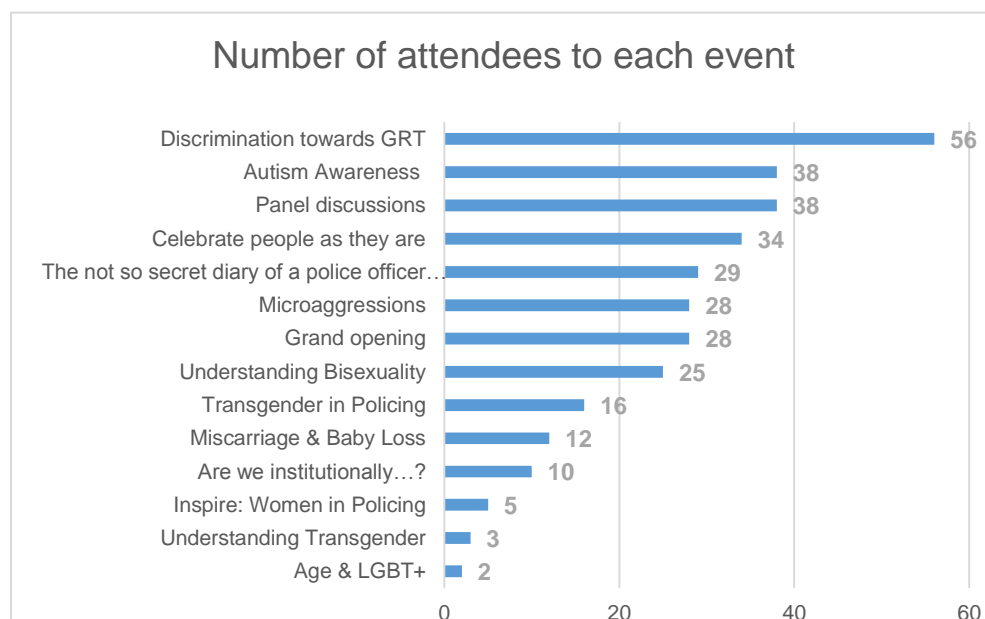
The event highlights the benefits that having a diverse workforce can bring, but had a serious message in that much more still needs to be done if the force is to become more representative of the communities it serves.

National Inclusion Week: 23/09/2019 to 27/09/2019

Hampshire Constabulary supported National Inclusion Week in September 2019. The theme for the year was “Everyday Inclusion: Celebrate and Inspire”. Following on from the success of 2018, the Equality and Inclusion team carried out a series of roadshows, visiting Netley; Southampton Central; Newport, Isle of Wight; Basingstoke and Portsmouth.

The event included workshops on bisexuality with a personal testament from a Lesbian and Gay Liaison Officer (LAGLO), plus an additional input from a guest speaker from another force on multiple identities, with a personal testimony on being LGBT and BAME.

In 2019, the resource group provided two CPD days for the LAGLO team in September and December with themes including “Wellbeing” and “Honour-Based Abuse”. Two new LGBT Allies courses have also been run for line managers to enhance the understanding of the LAGLO role operationally and LGBT+ inclusion in the workplace.



Black History Month



An event was held in October 2019 as part of Black History Month. The theme of the event was “The right side of history – Policing in Britain”. This event saw Michael Fuller, former chief constable of Kent and the only BME chief constable to

date, as the keynote speaker. The event also included a timeline of the historical impact of BME officers in policing, as well as a reflection of the local impact of BME officers within Hampshire Constabulary.

The event was well attended and attracted some positive feedback from attendees and speakers.

Inspire women’s network:

The Inspire network holds an annual event to mark International Women’s Day, where a day of inspirational talks are given by a diverse range of speakers, and other events are held covering health checks, financial and wellbeing information and support from the other networks. At the last event, officers and staff, attended diverse talks from a variety of inspirational speakers. It varied from “The Art of Being Brilliant”, an inspiring talk from Dee Caffari, who has sailed solo round the world twice, and inspirational and motivational talks from Chief Constable Olivia Pinkney, Assistant Chief Officer Claire Simkin and Alison Rose, chief executive officer of RBS.

Wellbeing inputs included a yoga taster session from PC Thomas, who is also a yoga instructor, and health checks were provided by Police Mutual Health Screening.

Inspire continues to work closely with the potential development manager and the BEAM network to encourage under-represented groups to apply for promotion and lateral development. This year development workshops were held for every rank up to chief inspector, which has seen an increase in the

number of women applying for promotion, in turn helping to narrow the gender pay gap in the force.

Men's network:

Hampshire Constabulary's Men's Forum was launched in 2019 to help and support the male workforce around male-specific health issues and help navigate through life challenges.

The aim of the group is to develop a forum where men can come together to:

- develop an awareness of the common concerns and issues
- understand the areas we should focus on
- support existing wellbeing opportunities and identify and promote other health and wellbeing support where it is required
- share good practice that resonates with men.

International Men's Day was celebrated with an event in November 2019, which invited distinguished speakers to discuss the key issues that are affecting men and providing them with help and support to navigate life issues.

Cultural change opportunities of police officer new recruits

There is a very significant drive within our marketing and recruitment campaigns to welcome a more diverse cohort of student officers. We are promoting ourselves as a welcoming and inclusive environment where diversity of background, thought, skills, etc. is actively sought and valued. It is therefore essential that early training and ongoing experiences meet the expectations of new officers.

The ethos of the Police Constable Degree Apprenticeship / Degree Holder Entry Programme (PCDA / DHEP) is to develop the thinking abilities of new student officers by supporting their skills of critical evaluation, problem solving and reflective practice. It is the aspiration of the College of Policing that we develop a new generation of police officers who understand cause and complexity and who are confident in challenging accepted norms and look to an evidence base for their practice. We are mindful, therefore, that we need to interact with students differently within L&PD and encourage them to be challenging, to engage with the material presented, to ask questions about "why" and to be able to reflect. Within L&PD, we have sought feedback around how we interact with student officers and we learned that we have some progress to make in genuinely encouraging challenge and diversity of

opinion. We have built some strong relationships with our “Consortium of Universities” (providers of the PCDA / DHEP) and we are continually learning from them around how to embrace and be comfortable with diverse opinions and challenge. Anecdotally, our university partners have advanced their practice around the principles of adult learning significantly and are proving a source of support and challenge to our training environment.

Feedback from BME student officers was sought via the BEAM group and we learned that the training process can pose particular challenges for this group. We learned, for example, that people who enter the force from communities not currently well represented within policing can have a very steep learning curve. We learned that we need to build in support in the PCDA / DHEP for officers to understand the culture and structure of policing in order to give them the context they need to start passing assessments within training. Working with BEAM has been incredibly helpful for the team to develop a more nuanced understanding of diversity issues and we have a number of events planned, e.g. the BEAM group has offered to facilitate a learning and discussion session for the training team around institutional racism.

We have engaged with the Federation on some particular topics that we have chosen to introduce into the PCDA / DHEP curriculum. We are, for example, building on the organisational focus around hate crime and setting the scene for student officers that this is not “part of the job” and to understand the effects of it and the organisational support around it.

All student officers entering under the PCDA / DHEP programmes will have a direct address from a member of the Chief Officer Group to set expectations of the role around inclusivity, diversity and professional standards of conduct. Within the first week of policing, therefore, all students will have clear expectations set around their conduct / behaviour and the significance of the Code of Ethics, which will enable them to understand the inclusive culture of the organisation. We are working actively with the Consortium of Universities to put measures and processes in place where students can safely raise concerns about any aspect of their working / training environment, e.g. concerns can be raised via local leadership in the command, via staff association groups, etc., with an identified escalation point and process.

Students entering policing under the PCDA / DHEP have phases to their learning and development based on the principles of work-integrated learning. They will undertake a focused initial training phase that equips them to be able to start putting their learning into practice safely within an operational policing tutoring environment. This “in company” phase lasts for 20 weeks while the student is supervised at all times by an operationally competent tutor. We have undertaken significant work with Dr Sarah Charman

(University of Portsmouth) who completed a longitudinal study around the process of assimilation into police culture. Dr Charman identified the tutor as the single most influential role for the student officer, as the means by which they understand the cultural norms and “how things really work around here”. Particular reference is given to the process of acceptance into the operational shift via tacit approval from the tutor. This relationship therefore provides us with a clear opportunity to further build inclusivity in the constabulary.

Training sessions are planned to be delivered to all tutors and local leaders within local policing around building inclusivity and valuing diversity. All leaders will receive input on the same content delivered to the students, both as part of the curriculum and as explicit messages from chief officers, Professional Standards, etc. These sessions will be designed to provide clear messages about the cultural expectations of the constabulary and will consciously acknowledge issues that might arise with new students, (e.g. using nicknames, dynamics and the power balance within the environment and how these impact on students, processes for students to escalate issues around professional standards, etc.).

The introduction of the Policing Education Qualifications Framework in promoting different behaviours, thinking and approach from student officers and the numbers of new officers into the constabulary provides an unprecedented opportunity for culture to be influenced. The curriculum lends itself to enhanced understanding of the issues around diversity and we aim to take every opportunity to equip students, tutors and leaders with a new set of expectations around what it means to welcome more diversity into Hampshire Constabulary.

Although the above focus is on police officer joiners, the same focus is being applied to police staff opportunities.

Gender pay gap review

We report and review our gender pay gap within our staff and monitor activities as stated in our gender pay gap plan. Currently, work is ongoing to reduce the gap through the Positive Action Plan, which overarches the promotion process, seeks to increase participation rates from BAME and women officers in promotion to the ranks of sergeant, inspector and chief inspector. The aim of the plan is to create a pipeline of “potential” that will progress towards senior leadership opportunities and seek to address the long-term impact of the gender pay gap. It also aims to support the visible transformation of our leadership demographic and give confidence that greater representation from these groups is flowing up and through our ranks.

Forward look – key development

Hampshire Constabulary has recently recruited an Equality and Inclusion manager. In addition to this post, the force is also recruiting an Equality and Inclusion trainer to support and deliver E&I training needs to the commands.

Each command is in the process of developing their own E&I Delivery Plan linking where relevant to the NPCC toolkits for policing. Both the E&I manager and the trainer will provide support to the commands to deliver against their plans.

Hampshire Constabulary had organised two Continuous Professional Development (CPD) days for inclusion for senior officers and staff in March 2020 and April / May 2020. These are being rescheduled due to COVID-19. The focus on these two events will be ensuring managers and leaders are equipped to deliver the force's Inclusion Strategy.

Inclusive Employers carried out a Learning Needs Analysis in 2019 on behalf of Hampshire Constabulary to explore the current provision for inclusion training within the constabulary. The findings from this have been reviewed and are continuing to be used to develop and shape our learning and training. The work includes the below objectives for 2020:

- Recruit and appoint a training lead to work in the E&I team.
- Work with commands to identify their learning needs for E&I.
- Provide an initial learning and priorities plan to the strategic group by October 2020.
- Ensure equalities duties are maintained through effective delivery and monitoring of eLearning.

Summary

We continue to learn from our staff and officers and develop our understanding of our workforce and areas of improvement. Our force-level strategies take into account those gaps and embed them into future planning and development work. This is always evolving and we continue to actively seek opportunities for growth and development to build a more inclusive organisation.

Highlights/Achievements

- The force Mentoring Scheme is inclusive and open to everyone in the organisation to request a mentor and / or to be a mentor. The scheme is now led by a chief officer and was refreshed in October 2019 to encourage cross-strand interoperability, reverse mentoring and enhance the positive action support for BEAM colleagues.
- The New Sergeants Programme in particular has been developed and designed following feedback from more than 550 sergeants in an engagement exercise conducted during 2018.
- A further development this year has seen the introduction of our Conflict Resolution approach, which seeks to provide early intervention support to resolve workplace conflict between individuals. The approach empowers individuals to reflect and explore options to improve wellbeing for themselves and others. We actively seek opportunities to educate our staff and since April 2019, we have delivered 11 briefing sessions to a total of more than 100 officers and staff who are involved in delivering the revised approach to the police promotion process. As a part of this session, we create awareness about unconscious bias and the importance of being self-aware about the assumptions and stereotyping that we can unconsciously bring with us into the selection and assessment environment. This work is instrumental in our approach to making our organisation more diverse and embracing staff / officers from various cultures.
- **The Positive Action Plan**, which overarches the promotion process, seeks to increase participation rates from BAME and Women officers in promotion to the ranks of Sergeant, Inspector and Chief Inspector.
- In 2019, a business case was submitted to Police and Crime Commissioner (PCC) Michael Lane to secure a significant increase in funding for the 2019/20 budget onwards to enable a much greater focus on prevention and education in relation to wellbeing as well as enhancement of the reactive services provided by Occupational Health

and peer support services. This funding allowed physical and psychological health screening to be rolled out at scale and enabled greater support for those exposed to trauma.

- Since November 2019, we have delivered two pilot “retreats”. The purpose of these pilots has been to test the concept, venue, timetable and delivery methods in a live environment, so that feedback and learning can be used to inform the final product. Although the roll out has been paused due to COVID-19, the importance of good nutrition, a key theme of the retreats, has been delivered by delivering more than 900 healthy meals to all R&P bases, the three mainland Police Investigation Centres, many neighbourhood sites (including Newport, Gosport, Fleet, Havant, Ringwood, Redbridge, Eastleigh, Aldershot and Basingstoke) with many more to come.
- The funding continues to deliver an expansion to the current psychological screening programme and increases the coverage from around 600 officers and staff to more than 4,000. Additional psychological services, e.g. screening questionnaires, psychological assessments and treatment will also be made available.
- In early 2019, the BEAM Support Network held a BEAM conference at Solent University, which was live streamed. The theme for this conference was “Macpherson: 20 years on” and was a reflection on how much progress has been made since then in the police service.
- Hampshire Constabulary supported National Inclusion Week in September 2019. The theme for the year was “Everyday Inclusion: Celebrate and Inspire”. Following on from the success of 2018, the Equality and Inclusion team carried out a series of roadshows, visiting Netley; Southampton Central; Newport, Isle of Wight; Basingstoke and Portsmouth.
- In 2019, the resource group provided two CPD days for the LAGLO team in September and December with themes including “Wellbeing” and “Honour-Based Abuse”.
- The Inspire network holds an annual event to mark International Women’s Day, where a day of inspirational talks are given by a diverse

range of speakers, and other events are held covering health checks, financial and wellbeing information and support from the other networks. At the last event, officers and staff, attended diverse talks from a variety of inspirational speakers.

- Hampshire Constabulary’s Men’s Forum was launched in 2019 to help and support the male workforce around male-specific health issues and help navigate through life challenges.
- Hampshire Constabulary had organised two Continuous Professional Development (CPD) days for inclusion for senior officers and staff in March 2020 and April / May 2020. These are being rescheduled due to COVID-19. The focus on these two events will be ensuring managers and leaders are equipped to deliver the force’s Inclusion Strategy.
- The Anti-Corruption Unit led awareness training in late 2018 / early 2019, reinforcing what is unacceptable behaviour and the importance of challenging this. This has been included in training days for Response and Patrol (R&P), Neighbourhood Policing Teams, the Public Protection Department (PPD) and investigation teams. This is a 90-minute presentation, which covers many topics around standards of professional behaviour and encourages debate. So far, this has been delivered to 250 staff across R&P, Investigations, Safeguarding, PPD and the Multi-Agency Safeguarding Hub.
- Furthermore, nine supervisor masterclasses included performance and conduct session from the head of PSD, reinforcing expectations around early intervention and empowering supervisors to use a PSD-developed Performance and Conduct Assessment Tool. These masterclasses captured in excess of 500 supervisors.

Appendix 1: Ethics Strategy and Business Plan

Hampshire Constabulary Ethics Strategy

Introduction

Fair decision-making and respectful treatment of the public fosters police legitimacy, while fairness and respect internally promote organisational justice. The extent to which we are able to create a motivated, values-based and inclusive workforce who police the communities of Hampshire and the Isle of Wight with consent, relies on our effectiveness in creating an ethical climate across the organisation.

Purpose and scope

The Code of Ethics sets out the principles and standards of behaviour that promote reinforce and support the highest standards from everyone who works in policing.

Hampshire Constabulary's Ethics Strategy establishes a set of organisational priorities, as distinct from individual behaviours, that will promote, reinforce and enable the force to clearly demonstrate, both internally and externally, the core values inherent in the Code of Ethics, namely integrity, impartiality, public service and transparency.

The objectives set out below form the basis of a detailed Ethics Delivery Plan for 2020/21, the implementation of which will be monitored through the Organisations Portfolio Board. This plan will be aligned to relevant performance metrics as well as key areas of focus from HMICFRS PEEL inspections and the FMS self-assessment. The delivery plan will be refreshed annually.

Our strategic intent

We will continue to embed the Code of Ethics among our workforce while identifying organisational improvement opportunities to promote the core values of integrity, impartiality, public service and transparency. In doing so, we aim to:

- Provide a service to the public in accordance with the Code of Ethics.
- Embed ethics at the heart of organisational decision-making.
- Ensure ethical leadership at every level in the organisation.
- Promote a culture of inclusion and ethical standards.

Key Objectives 2020/21

Integrity:

We understand and reinforce expectations of professional behaviour and openly recognise good and bad performance. We maintain the highest levels of professionalism, making sure that we always uphold the values and ethical standards of the police service. We build and maintain confidence with the public, colleagues and partners to deliver a modern and effective police service. We understand that doing the right thing is about becoming a role model and upholding public trust.

Issue	Action
Use of social media	Develop, publish and communicate a social media policy to ensure clear guidance around safe and acceptable use
Maintaining professional boundaries	Adopt and promote College of Policing guidance about relationships at work and implement NPCC action plans in relation to workplace sexual harassment and abuse of position for sexual gain
IT audit and monitoring	Embed PSD proactive monitoring capability across IT estate
Crime Data Integrity	Maintain focus on CDI improvement and compliance
PDRs and supervisory 1-2-1s	Embed PDR / 1-2-1 process, incorporating “ethics and integrity” review and health check

Impartiality:

We show impartiality throughout all our dealings with colleagues, partners and members of the public by being unprejudiced, fair and objective. We consider different sides of a situation and ensure that each side is given equal consideration. We do not favour one person or group over another, acknowledging that discrimination increases feelings of unfairness and makes our jobs harder to do. We do not allow personal feelings, beliefs or opinions to unfairly influence our actions in any situation. We assess each

situation based on its own merits ensuring we are fair and consistent in our actions. We are clear in our rationale for the decisions or actions we take ensuring they are clear and evidence-based.

Issue	Action
Misconduct and complaints – BME officers and staff	<p>Embed work of independent scrutiny panel to review PSD decision-making and complaint / misconduct outcomes for any indications of disparity or disproportionality</p> <p>Implement NPCC recommendations on “Understanding Disproportionality in Police Complaint & Misconduct Cases for BAME Police Officers & Staff 2019”</p>
Use of police powers	<p>Review the implementation of changes to pre-charge police bail to include the impact of these changes on vulnerable people</p> <p>Ensure scrutiny and regular monitoring of stop and search data for any indications of disparity</p> <p>Ensure scrutiny and regular monitoring of use of force data for any indications of disproportionately</p>
Vetting – BME applicants	Implement oversight / review process for vetting applications / refusals in relation to BME applicants for any indications of disparity or disproportionality
Equality, diversity and inclusion	Implement Hampshire Constabulary’s Inclusion Strategy
Recruitment and retention	Achieve sustainable improvement in workforce diversity through the Operation Uplift programme and People Strategy

Public Service

We act in the best interests of society as a whole. Improving the safety and wellbeing of the public underpins all that we do. We constantly think about how to create the best possible outcomes for those we serve and we take personal responsibility for delivering these. We show resilience and determination to overcome barriers and to provide the best outcome. We are dedicated to work in the public interest, engaging and listening to their needs and concerns. We work to make sure that the public feels valued and engaged, which helps to build confidence in the police service. We are respectful to the needs and concerns of different individuals and groups

Issue	Action
Demand and workforce review	<p>Review force shift patterns to ensure they maximise service delivery while supporting force’s wellbeing strategy</p> <p>Implement triage hub and embed scheduling as part of demand transformation programme</p>
Dissatisfaction and complaints	<p>Implement Home Office integrity reforms in respect of complaints, performance and conduct matters</p>
Feedback, learning and review	<p>Ensure organisational learning from all sources is captured, implemented and tracked in order to improve service delivery</p> <p>Implement more comprehensive public surveys to enhance force’s understanding of people’s experiences and perceptions and track the response to feedback received</p>

Transparency:

We are transparent in our actions, decisions and communications with both the people we work with and those we serve. This ensures that we are honest and open in our interactions and decision-making. We are genuine with those we communicate with and endeavour to create trusting relationships. We accept feedback and are comfortable in responding to criticism and finding ways to improve. We build trust with our colleagues, partners and communities by being open about what we have done and

why we have done it and by keeping our promises so communities can rely on us when needed.

Issue	Action
Accessibility of information	Review publication strategy to improve automatic public access information, including data and information on: <ul style="list-style-type: none"> • use of powers • crime statistics • common Freedom of Information (FOI) requests • gifts and hospitality • police complaints and misconduct outcomes • strategic decisions
Independent advice and challenge	Expand role of SIAG and IAGs in strategic and operational decision-making processes
Membership of strategic decision-making boards and committees	Review strategic / executive decision-making forums to ensure membership reflects diversity of thinking and promotes critical challenge
PSD performance	Embed scrutiny panel to review PSD decision-making and conduct / complaint outcomes and publish more detailed performance data
Ethics Committee	Review communications strategy to ensure that the work of the ethics committee is more widely known, and that officers and staff are aware of how to raise ethical issues within the force

Performance Monitoring

Summary of key performance metrics that will show if we are on track with our Strategy and Delivery plan from April 2020:

- Public confidence.
- Public satisfaction.
- Survey data (PSD and Our Survey).
- Use of force and stop and search data.
- Public complaints and misconduct data.
- Promotion of internally produced material and access usage rate - Reputation Matters, Ethics committee bulletin.
- Training delivery, e.g. eLearning, masterclasses, leadership seminars.



Ethics Delivery Plan
2020-21.docx

Appendix 2: Inclusion Strategy



InclusionStrategy.p
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Appendix 3: Inclusion Statement



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