

one year on  
**CONFERENCE'25**

Wednesday 14<sup>th</sup> MAY 2025

14<sup>th</sup> May 2025



# 14<sup>th</sup> May 2025



# Welcome from Maj William F Squires RA



14<sup>th</sup> May 2025

one year on  
**CONFERENCE'25**

wednesday 14<sup>th</sup> MAY 2025

14<sup>th</sup> May 2025

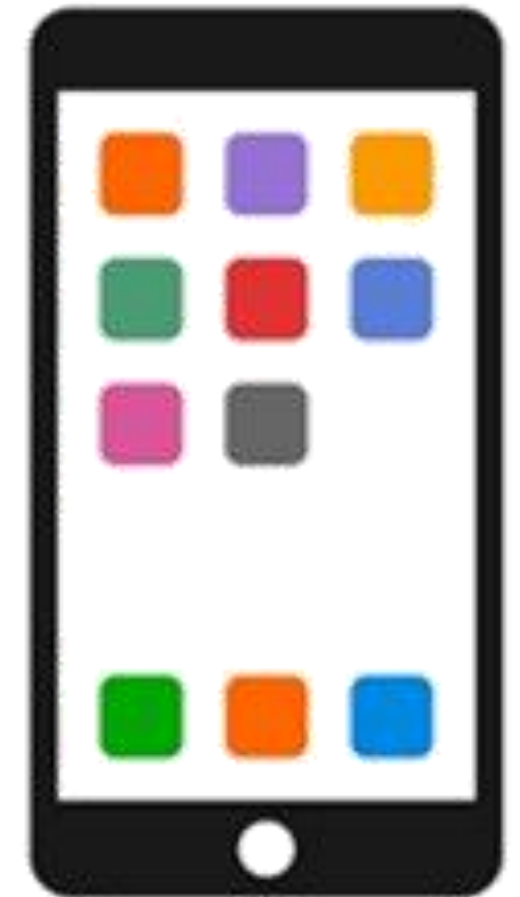


## Amit Bahanda ✓

Inclusion Thought Leader, Director of ABC, Director of Spice FM  
CW School Governor, Trustee IANE, Magistrate, IT Professional.  
Workforce Transformation Industry Leader.







# agenda

09:30	Opening, Agenda & Housekeeping
09:40	Opening the conference (Ammar Mirza CBE).
09:55	ABC's IBD Report
10:15	NECA (Amanda Bailey)
10:30	Break
10:45	Northumbria Police (Darren Adams)
11:00	NHS (Lee-Ann Naidoo)
11:15	Yolhar's IIF Framework (Andy & Phil)
12:45	Closing
13:00	Lunch



Brewin  
Dolphin



**NE** North East  
Combined  
Authority







# Inclusion

## 'By Default'



14<sup>th</sup> May 2025



# ABCURRYCLUB



DELICIOUS CURRY



NETWORKING



EXPERT GUEST SPEAKERS

14<sup>th</sup> May 2025



# Building Bridges Through Inclusion Faith Tour



14<sup>th</sup> May 2025



*BECOME*  
**AWESOME**  
ASIAN • WOMEN • ENTREPRENEURS

AN ENTERPRISE SUPPORT PROGRAM  
FOR ASIAN WOMEN

14<sup>th</sup> May 2025





14<sup>th</sup> May 2025



one year on  
**CONFERENCE'25**

Wednesday 14<sup>th</sup> MAY 2025

14<sup>th</sup> May 2025





## Ammar Mirza CBE · 1st

Multi-award winning keynote speaker & facilitator | Inclusive Innovation, Investment & Internationalisation | Portfolio Chair including ABConnexions, HLS Pledge & AmmarM Group | Hon. Colonel 101 Regiment RA

Newcastle Upon Tyne, England, United Kingdom · [Contact info](#)



British Army



TEESSIDE UNIVERSITY



A quick question





# Inclusion n By Default



Health



Wealth



Happiness





JAN 24



14<sup>th</sup> May 2025









What does  
inclusion mean  
to you?

Let's help make the North East  
the most inclusive region by the  
end of 2025!

Participate in our ongoing survey by  
sharing your views!

Inclusion by Default  
Report



14<sup>TH</sup> May 2025

What does inclusion mean to you? \*

Enter text here

What does an inclusive North East look like? \*

Add answer here

How inclusive do you feel the  
North East is right now? \*



Full name \*

Your name

Email \*

e.g., email@example.com

☒ Tick to find out the results

Send

IBD REPORT  
FINDINGS  
52,678  
RESPONSES

14<sup>th</sup> May 2025



# The Big Question



Have you ever  
felt left out?

Inclusion isn't for 'others' — it's for everyone.

# Why This Campaign Matters



50,000+ voices captured



Largest regional inclusion survey to date



United around Health, Wealth & Happiness



## Inequalities in the North East

46% Report Workplace  
Discrimination

Women earn 73p per £1

Life Expectancy 1.7  
years lower

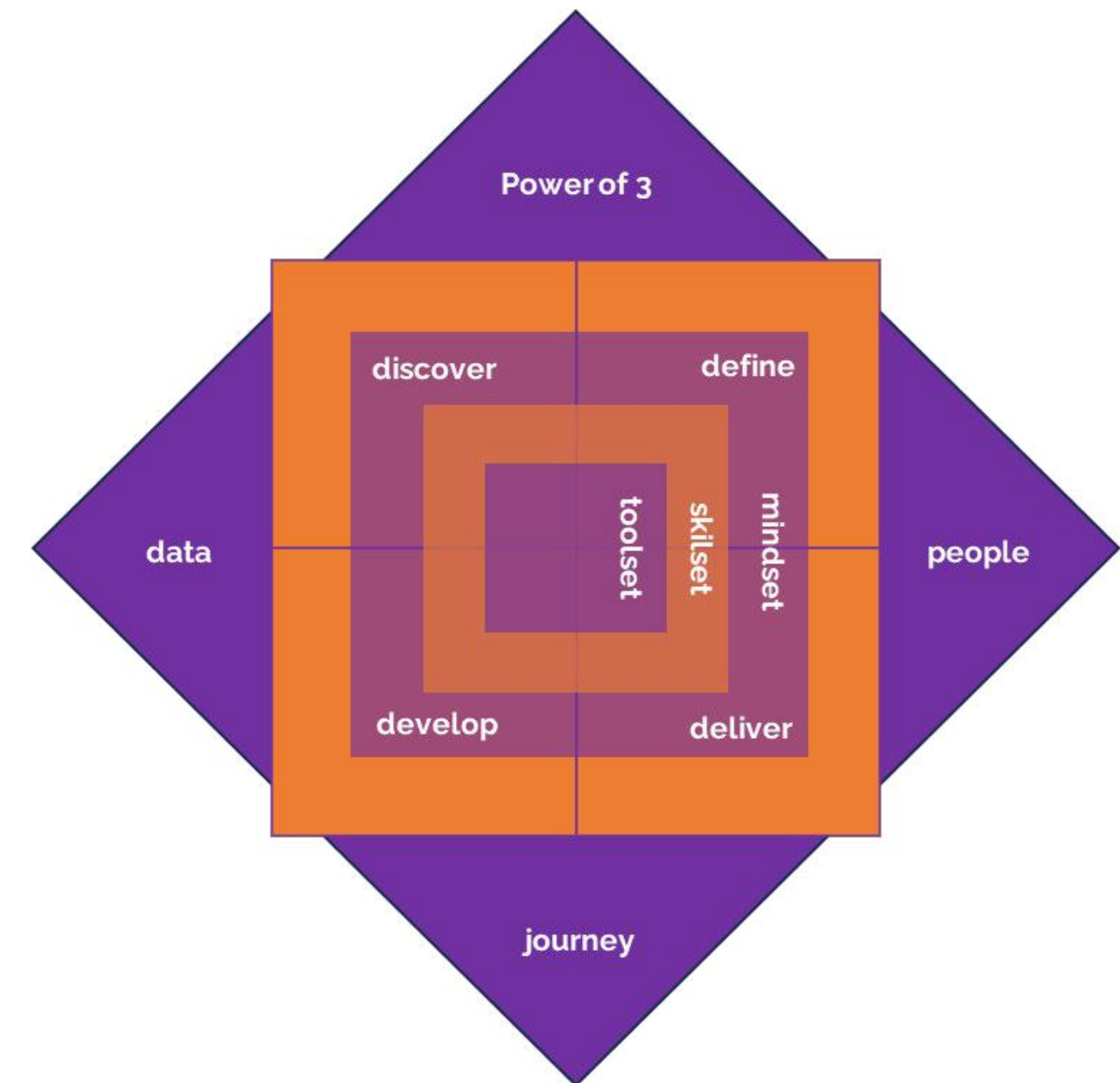
50% Employment gap for disabled  
people

Ethnic Minorities face  
double barriers

# Inclusive Innovation Framework

**Powered by: Design Thinking | Data Analytics | Service Design**

**Purpose:** To ensure *people facing barriers to justice, equity, diversity, and inclusion (JEDI)* are placed at the heart of innovation and service transformation.





## Why This Matters

- 50,000+ people surveyed
- Rising frustration, anger, and exclusion
- Inclusion is not a luxury — it's a necessity
- "Have you ever felt left out?"

## The Challenge

- Inequality, Inequity, Austerity
- Populist narratives distorting the truth
- Inclusion misunderstood and misused

## Our Response: Inclusive Innovation

- Built on evidence, lived experience, and values
- Designed to ensure nobody is left behind

## The 4-Stage Framework

Stage	Design Thinking	Data Analytics	Service Design
Discover	Empathise	Identify gaps	Journey maps
Define	Problem frame	Segment & Prioritise	Co-create blueprints
Develop	Ideate & Prototype	Scenario modelling	Inclusive prototypes
Deliver	Test & Implement	Monitor & Iterate	Embed & Scale



## Inclusive Innovation Framework

### How This Framework Tackles Real Issues

- **Inequality & Inequity:** By using *data to diagnose, design to reimagine, and service pathways to deliver*.
- **Fake News & Misplaced Narratives:** Centres lived experience and disaggregated data to challenge myths and assumptions with evidence.
- **Division & Disengagement:** Reconnects people through participatory design, purpose-driven collaboration, and shared outcomes

## Action

**We don't just need new services —  
We need new ways of seeing, hearing, and including people.**

**Adopt the Inclusive Innovation Framework to:**

- Design better.**
- Deliver fairer.**
- Build a region — and a future — where Inclusion is by Default.**



Be the Change







**GUEST SPEAKER**

**AMANDA BAILEY**

Child Poverty Commission



**14<sup>th</sup> May 2025**





# The Combined Authority

- Covers Northumberland, Newcastle, North Tyneside, Gateshead, South Tyneside, Sunderland and County Durham.
- Around two million people – including 350,000+ babies, children and young people.
- Formed in May 2024, following a devolution deal that passed through Parliament in March 2024.
- Hands powers and funding from national government to the region – including transport, skills, housing and regeneration.



## North East Mayor Kim McGuinness

“I want to make the North East **the home of real opportunity**, however too many children see their potential and life chances stifled by growing up in poverty. That’s simply unacceptable and not something we should not tolerate as a region...

“...Tackling poverty is a huge challenge, however I’m determined to bring everyone in our region together to turn this around, working with our charities, local authorities, community groups, businesses and the Government to ensure no one is held back by poverty.”





**Other slides were presented. NECA have asked for these not to be shared.**

A portrait of Darren Adams, a man with short dark hair, wearing a white shirt and a dark tie, with a police uniform shoulder strap visible on his left side.

# GUEST SPEAKER

## DARREN ADAMS

Chief Superintendent

The Northumbria Police logo, featuring a crest with a crown and a shield, with the text "NORTHUMBRIA POLICE" to its right.

NORTHUMBRIA  
POLICE

14<sup>th</sup> May 2025



# Inclusion

## Northumbria Police One Year On

- About Northumbria Police
- Our commitment to DEI & Key Achievements
- Increasing Diversity: Positive Action
- Inclusive workplace: Staff Networks
- Career Opportunities



## About Northumbria Police



**Serves a population of 1.5 million people**

**Covers an area of more than 2,000 square miles**

- 3,848 officers
- 2,187 police staff
- 92 police community support officers

## PURPOSE

**Keep people safe and fight crime.**

## VISION

**Be an outstanding police force.**

## OBJECTIVES

**Focus on prevention.**

**Be there when the public need us.**

**Deliver an outstanding service.**



## Workforce Representation

	31 March 2024		31 March 2025	
	Female	Black, Asian, Minority	Female	Black, Asian, Minority
Police Officers	37.97%	2.82%	38.50%	2.75%
Police Staff	61.92%	2.66%	61.99%	2.85%
North-East Region (Census 2021)	51.14%	7.15%	51.14%	7.15%

# Workforce Representation

Protected Characteristics		Total	Police officers	Police Staff	Special Constables	Police Support Volunteers
Disability	Yes	10.21%	10.13%	10.63%	13.41%	5.80%
	No	73.35%	73.79%	76.58%	64.63%	33.33%
Ethnicity	Ethnic Minority	2.82%	2.81%	3.03%	2.44%	0.97%
	White	92.96%	94.25%	94.20%	91.46%	56.04%
Sex	Female	46.63%	38.47%	62.26%	20.73%	35.27%
	Male	53.36%	61.53%	37.74%	79.27%	64.25%
Sexual Orientation	Gay/Lesbian/Bi-Sexual	5.98%	6.38%	5.18%	15.85%	3.38%
	Heterosexual	77.27%	76.73%	82.69%	59.76%	34.78%





## Our Commitment to Diversity, Equality & Inclusion

- At Northumbria Police we understand our commitment to diversity, equality and inclusion, ensuring it underpins everything we do for both our workforce and the public.
- Our ambition is to achieve an outstanding service to the public by ensuring we have an ethical, supportive and inclusive organisation, that polices without bias and is reflective of the communities we serve.





## Key Achievements

### Organisation

Collectively over 1,000  
members of our internal  
Support Associations  
(of which more later)

214 HeForShe allies.  
63% male, 36% female  
78% officers, 22% staff

Moved up 2 places from  
30th to 28th on the  
Inclusive Employers Top  
50 UK Employers list 2024.

## Key Achievements





## Key Achievements

### Communities & Partners

Delivered two successful **Hate Crime conferences** in Newcastle (Jan 2025) and South Tyneside (October 2024)

Consistent **multi-agency community cohesion monitoring groups** across all six local authority areas.

**Policing response to Summer riots of 2024**

# Key Achievements

## Positive Action

Successfully completed  
our first Women's  
Development  
Programme  
(since expanded)

Developed more in  
person recruitment  
events

Collaborating with new  
community links  
including Spice FM

Over 70 volunteer  
Positive Action  
Champions

# Northumbria Police Support Associations







# National Staff Networks

National LGBT+  
Network

British Association  
Women in Policing

Senior Women in  
Policing

Black Police  
Association

Disabled Police  
Association

Neurodiversity in  
policing

Muslim Police  
Association

Pagan Police

Christian Police  
Association

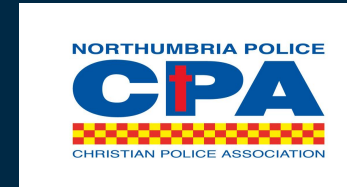
Gypsy & Roma  
Police

Slavic Police

Jewish Police  
Association

# What do staff Associations do?

- Opportunity to network
- Support for colleagues and potential colleagues
- Learn from national best practice
- Support the organisation to put in place policies to support staff
- Ensure policy and procedure does not discriminate
- Challenges the organisation to be better for its staff
- Support policing to provide a better service to protected characteristics





## Career progression & specialisms

Policing is a vast and varied career choice. After you've completed your probation, you can move into a specialist role or climb the ranks into senior policing



Response officer



Detective (CID)



Dog handler



Motor patrols



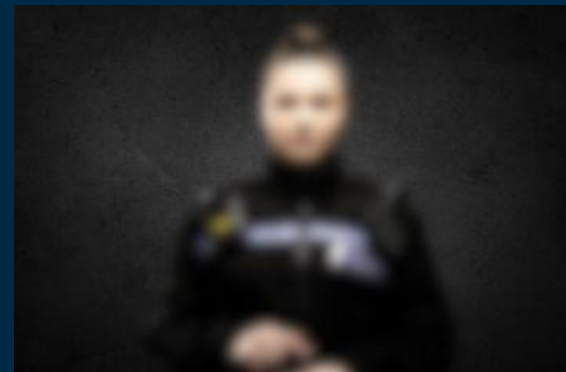
Neighbourhood officer



Firearms officer



Mounted officer



Undercover operative

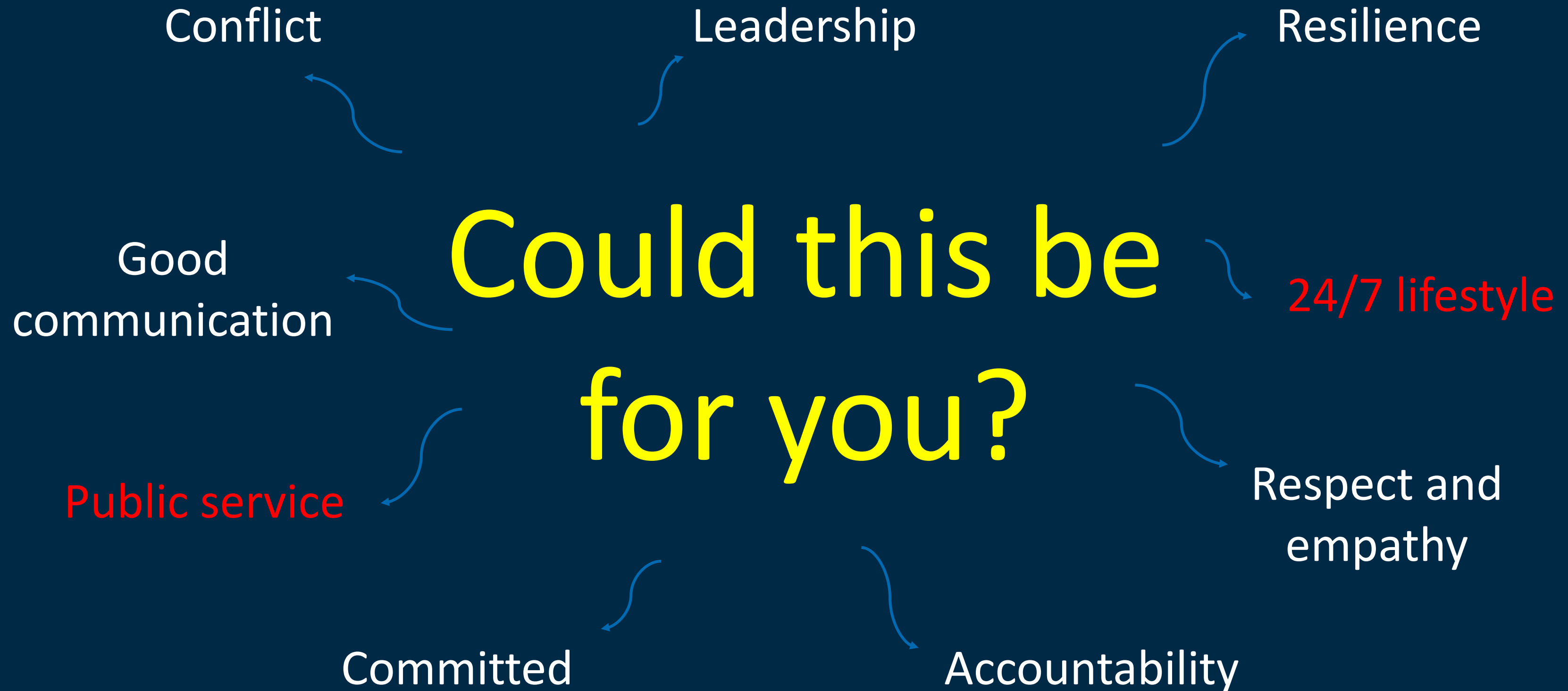


Marine officer



Other specialist roles

What are we looking for in an officer?







Special Constable



Youth Volunteers



Police Support Volunteers

## OTHER POLICE ROLES

Police Community  
Support Officer





# Promotion opportunities



Rank promotion structure

Chief Constable (CC)	£200,652
Deputy Chief Constable (DCC)	£166,537
Assistant Chief Constable (ACC)	£120,489 - £135,756
Chief Superintendent	£99,612 - £111,117
Superintendent	£80,784 - £95,025
Chief Inspector	£67,509 - £70,200
Inspector	£61,197 - £66,201
Sergeant	£51,408 - £53,943
Police Constable	£29,907 - £48,231

# Police Staff Opportunities



Digital Policing



Criminal Justice  
and Custody



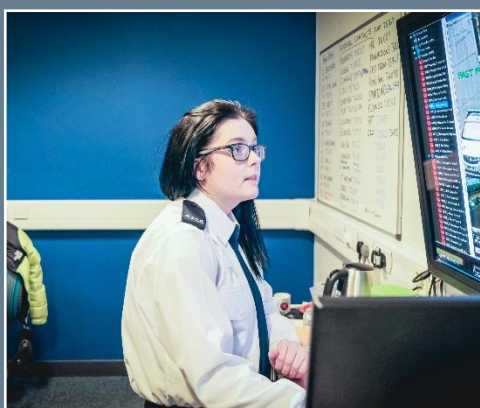
Business Services



Crime



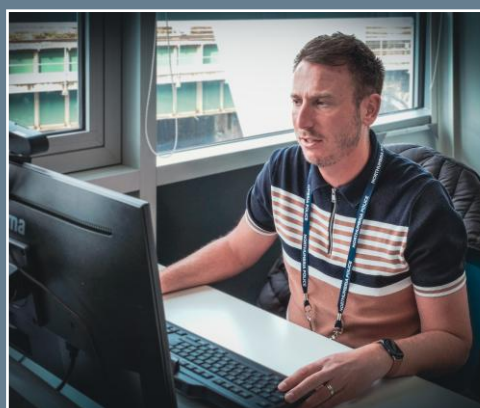
People  
Department



Forensics



Finance/  
Procurement



Communications  
and Engagement



Safeguarding



Comms and FCC and  
Operations





[Careers - Northumbria Police](#)





**GUEST SPEAKER**

**LEE-ANN NAIDOO**

Improvement Programme Manager

Newcastle Hospitals NHS Foundation Trust



**14<sup>th</sup> May 2025**

---

# “ONE YEAR ON: REBUILDING TRUST, RECLAIMING VOICE”

Lee-Ann Naidoo



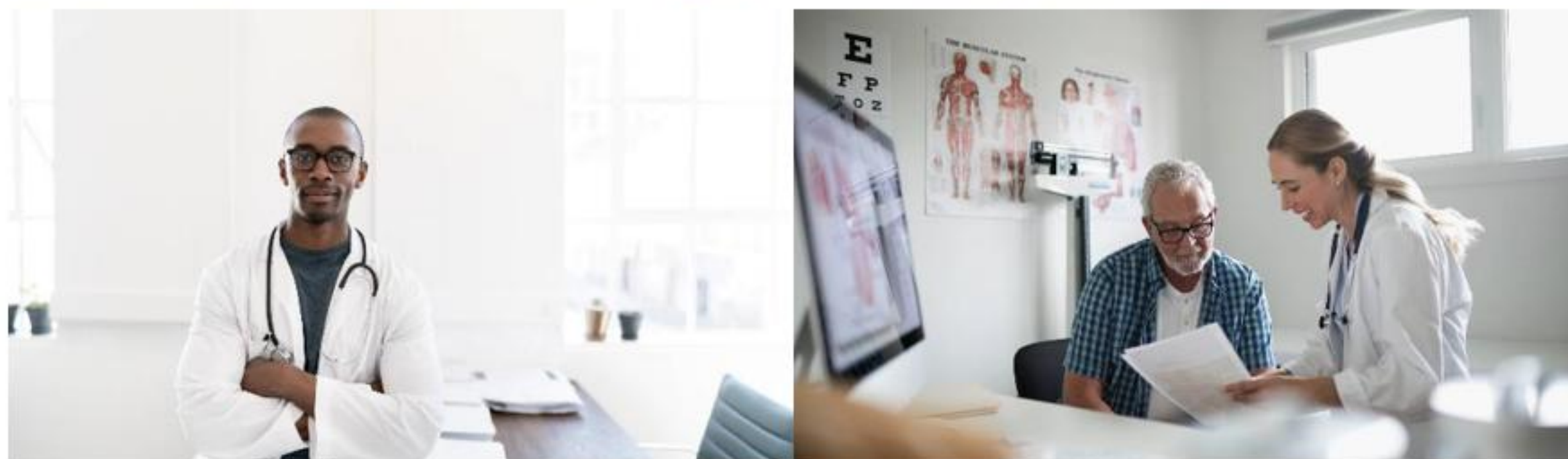


# INTRODUCTION

Who am I



'One Year On'



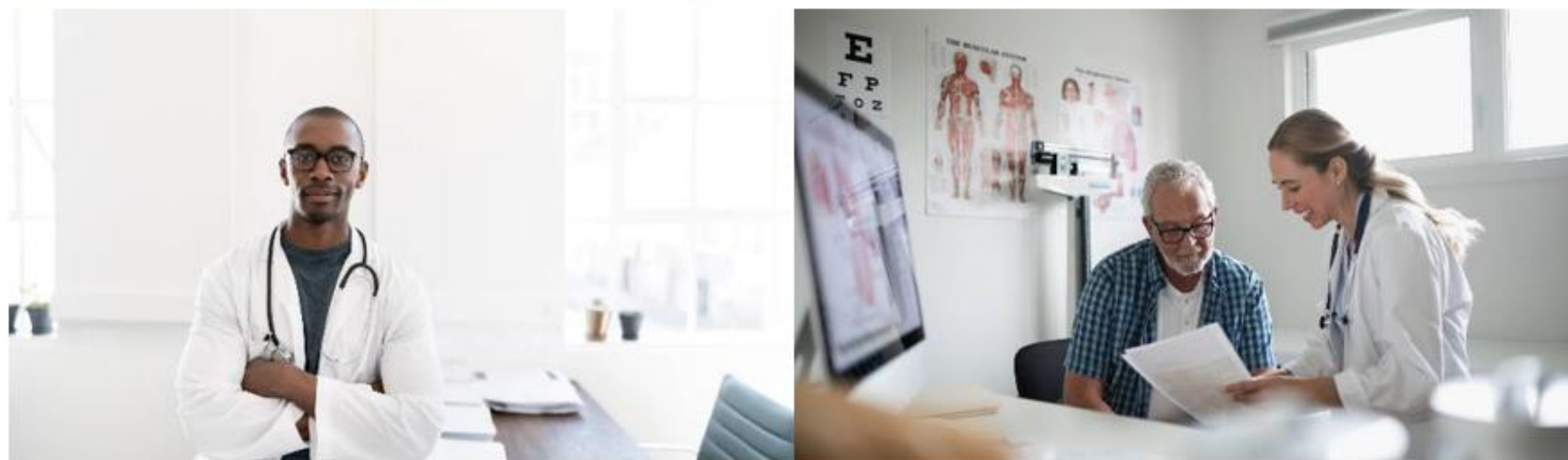


# INTRODUCTION

Who am I



'One Year On'



---

# THE SHIFT – LIVED EXPERIENCE TO ACTION

- More people are speaking up about bias, race and belonging
- Our Race Equality Network stepped up:
  - Advocated for an anti-racism policy
  - Delivered honest conversations with executive board
  - Development of the EDI strategic plan





---

# COLLABORATION IS KEY

- CROSS- NETWORK PARTNERSHIPS (WOMEN'S, ENABLED AND LGBTQ+)
- ALLIES IN LEADERSHIP CAN CREATE SYSTEM CHANGE, WHEN THEY SHOW UP WITH HUMILITY
- CULTURE IS CHANGED BY PEOPLE, NOT JUST POLICIES





---

## TEAM

Embed inclusive leadership through training, mentoring and accountability

Tackle gaps in career progression and disciplinary outcomes

Grow trust through transparency, presence, and people-centred action





## CLOSING

“This work isn’t easy, but it’s essential. If we don’t lead it together, it won’t happen.”

Invite reflection:

- What does inclusion look like in your everyday decisions?
- What are you doing to make people feel they belong?



---

# THANK YOU

Lee-Ann Naidoo  
Newcastle Hospitals





"Ability is what you're capable of doing. Motivation determines what you do. Attitude determines how well you do it." *Lou Holtz*



**Andy Black** BEng PGCE FInstLM fCMgr · 1st

British Army HQ North of England

Durham, England, United Kingdom · [Contact info](#)



Headquarters North of  
England



Alliance Manchester Business  
School



**Dr. Philip Veal, [D Prof] FRSA** · 1st

Owner / Director at Silbo Ltd and LEGO® SERIOUS PLAY® Facilitator,  
Innovation Associate at Yohlar, Marine Mammal Medic and Surveyor

Newcastle Upon Tyne, England, United Kingdom · [Contact info](#)

[silbo website](#) 



Silbo Ltd



University of Sunderland



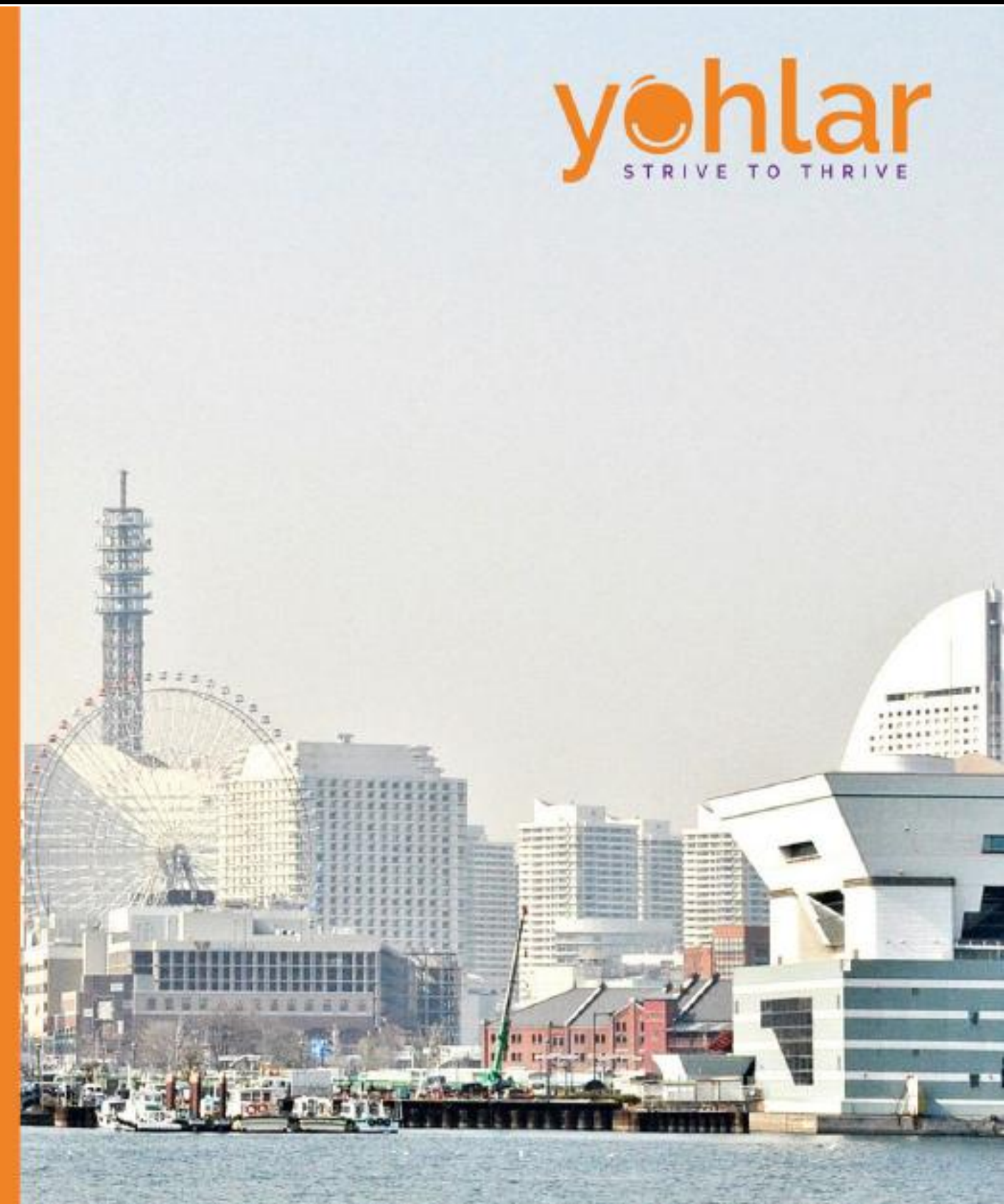


- **Yohlar Update**
- **Inclusive Innovation Framework**
- **Opportunities to assist on IBD path**





THE PACE OF CHANGE IS  
PHENOMENAL; THE OLD RULES NO  
LONGER APPLY  
TO REMAIN RELEVANT  
ORGANISATIONS NEED TO BE IN A  
STATE OF CONTINUOUS  
IMPROVEMENT



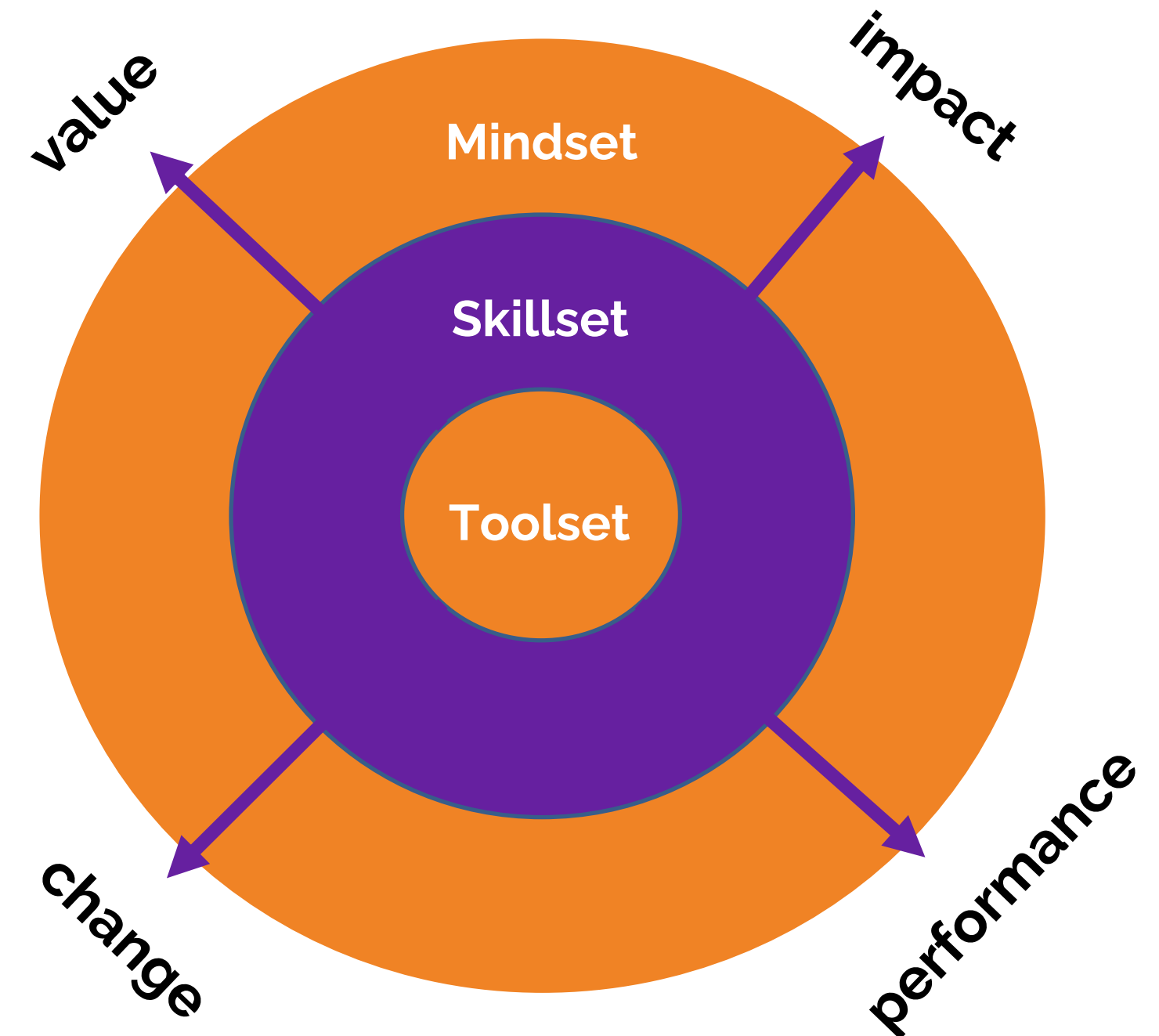
Our mission is to inspire, empower and progress personal and organisational transformation through innovation.



YOHLAR POWER  
OF

3

Innovation Framework





## **TOOLSET**

**When participants master the Yohlar Toolset, they are able to develop and deliver disruptive, new, and innovative approaches to problem solving and value creation.**

## **SKILLSET**

**Yohlar enables participants to identify new, relevant, and growing markets and market segments, and explore the desirability, feasibility and viability of an idea, product or service.**

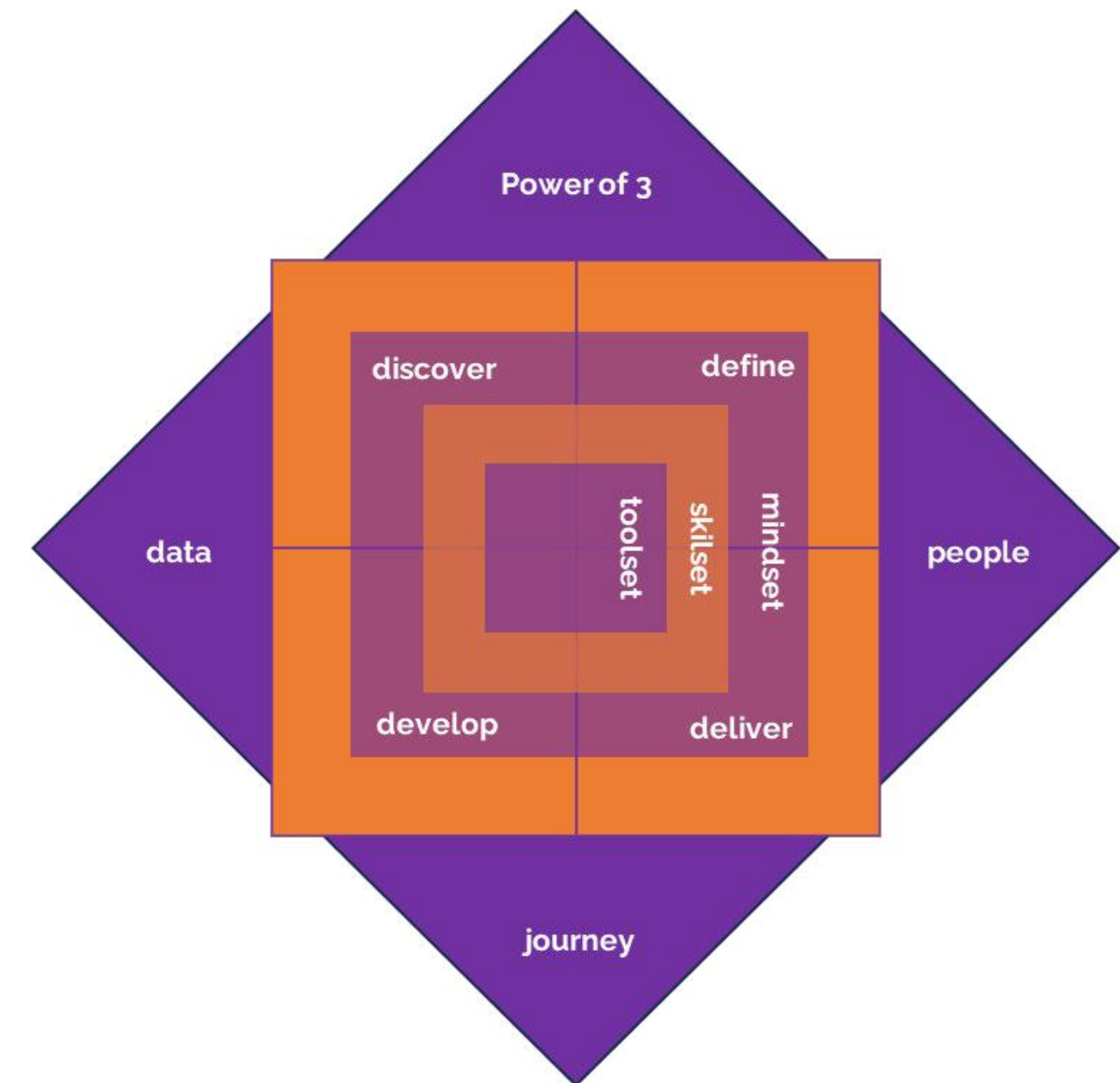
## **MINDSET**

**In order to be able to truly foster a winning approach, Yohlar embeds a mindset that drives a proactive, energised, and positive attitude to continuous value creation and business model innovation.**

# Inclusive Innovation Framework

**Powered by: Design Thinking | Data Analytics | Service Design**

**Purpose:** To ensure *people facing barriers to justice, equity, diversity, and inclusion (JEDI)* are placed at the heart of innovation and service transformation.



## Why This Matters

- 50,000+ people surveyed
- Rising frustration, anger, and exclusion
- Inclusion is not a luxury — it's a necessity
- "Have you ever felt left out?"

## The Challenge

- Inequality, Inequity, Austerity
- Populist narratives distorting the truth
- Inclusion misunderstood and misused

## Our Response: Inclusive Innovation

- Built on evidence, lived experience, and values
- Designed to ensure nobody is left behind

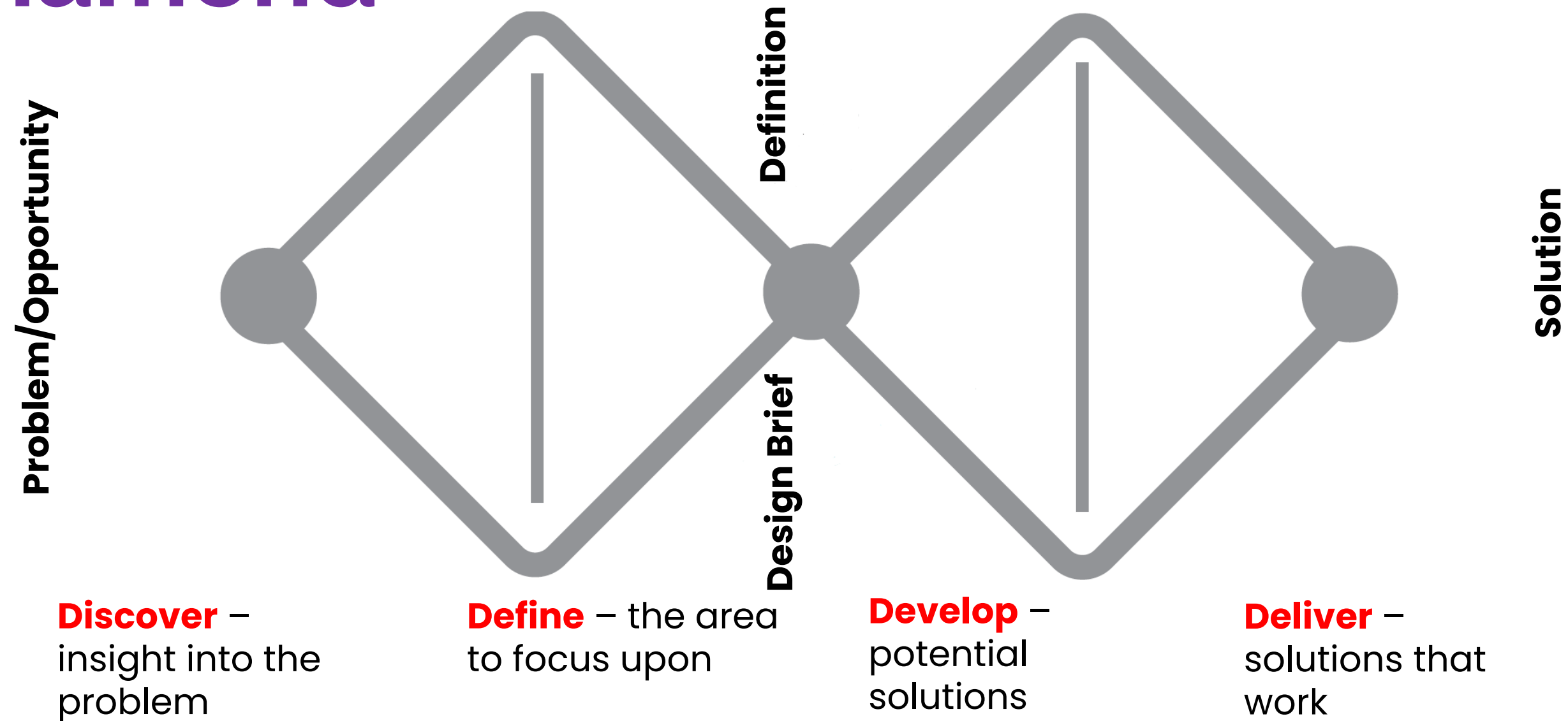


# Design Thinking

“If your mindset is unprejudiced... It is open to everything. In the beginner’s mind, there are many possibilities, but in the expert’s mind there are few.”

– Shunryu Suzuki

# Double Diamond



*“Start by discovering and defining the problem or opportunity including how it impacts people and then develop and deliver solutions targeted to the stakeholders impacted – a person centred empathetic approach.”*

## The 4-Stage Framework

Stage	Design Thinking	Data Analytics	Service Design
Discover	Empathise	Identify gaps	Journey maps
Define	Problem frame	Segment & Prioritise	Co-create blueprints
Develop	Ideate & Prototype	Scenario modelling	Inclusive prototypes
Deliver	Test & Implement	Monitor & Iterate	Embed & Scale





- **5 Day Innovation Workshop**
- **Innovation Diagnostic Framework**
- **Rapid Discovery Sessions**
- **Qualifications in Design Thinking & Business Model Innovation**

# **Inclusion Innovation Framework**

- **90 minute 'discovery' session**
- **Why the importance of Inclusion?**
- **Table Inclusion Challenge**
- **Table Feedback**
- **Explore Communication-Collaboration-Celebration**

What's driving us forward?  
What works?



Where are we aiming towards?



What's holding us back?  
What don't we have?



What do we need to navigate around?





# Inclusion Innovation Next Steps for IBD

- Inclusion Diagnostic Framework
- ½ day IIF Workshop
  - Employees
  - HR&D
  - Senior Leaders
- e-learning content
- Level 2 Qualifications in Inclusion Innovation

CONTACT [INCLUSION@ABCONNEXIONS.ORG](mailto:INCLUSION@ABCONNEXIONS.ORG)

FOR MORE DETAILS ON INCLUSION TRAINING FOR YOUR ORGANISATION.

one year on

CONFERENCE'25

CLOSING

14<sup>th</sup> May 2025



## Ammar Mirza CBE · 1st

Multi-award winning keynote speaker & facilitator | Inclusive Innovation, Investment & Internationalisation | Portfolio Chair including ABConnexions, HLS Pledge & AmmarM Group | Hon. Colonel 101 Regiment RA

Newcastle Upon Tyne, England, United Kingdom · [Contact info](#)



British Army



TEESSIDE UNIVERSITY





save the date  
09 OCT 25



Brewin  
Dolphin

# dp AWARDS 2025

THE GREAT NORTH EAST CELEBRATION

To download our sponsor pack or nominate someone for an  
award visit: [www.abconnexions.org](http://www.abconnexions.org) or contact  
**[amit@abconnexions.org](mailto:amit@abconnexions.org)**

**THANK YOU FOR ATTENDING**  
**FOR FURTHER**  
**INFORMATION CONTACT:**

[amit@abconnexions.org](mailto:amit@abconnexions.org)  
[inclusion@abconnexions.org](mailto:inclusion@abconnexions.org)



one year on  
**CONFERENCE'25**

Wednesday 14<sup>th</sup> MAY 2025

14<sup>th</sup> May 2025