



DIVERSITY, EQUALITY AND INCLUSION STRATEGY 2021-25

Author:	Jane Gibney, Strategic Equality and Diversity Officer
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Foreword

As Chief Officers, here in West Mercia, we are working with our leadership teams at all levels across our organisation to make our service as inclusive, responsive and effective as possible with the aim of delivering excellence in policing to all our diverse communities. Everyone, regardless of their rank or grade or of any aspect of their personal identity has both rights and responsibilities when it comes to bringing diversity, equality and inclusion to life in the workplace and in wider society.

We police by consent, and it is only by understanding and engaging with our diverse communities, inviting their scrutiny and involvement, that we build trust and good relations and can therefore claim policing legitimacy. Our Local Policing Charter outlines our ongoing commitment to improving our local policing in partnership with communities. Engagement with our talented workforce is just as important, ensuring we establish a fair, flexible and inclusive culture

which fosters well-being and which allows us to attract and retain a truly diverse pool of officers and staff. These aspirations are set out in our People Strategy, which is driven by our force vision, values and priorities. In this Diversity, Equality and Inclusion strategy, therefore, we set out our commitment and plans for looking critically at all that we do, through the transformative lens of inclusion to deliver a high quality service that puts people first and protects communities from harm in alignment with our three force priorities: safer people; safer homes and safer roads.

We would like to thank the members of our Staff Support Networks and our Independent Advisory Groups, along with our many partners, including the Police and Crime Commissioner whose Safer West Mercia Plan sets out policing priorities and whose role encompasses governance of this strategy, for all the work they have done directly or

indirectly to inform this strategy and its underpinning delivery plans. We will continue to work in partnership with them to monitor our progress against these and invite peer support and scrutiny from our regional and national policing colleagues.



Assistant Chief Officer
Rachel Hartland Lane
Director of Business Services

Introduction

The legal and national strategic context for our strategy

West Mercia Police is committed to playing its part in delivering the Diversity, Equality and Inclusion (DEI) Strategy of the National Police Chief Council (NPCC). Chief Constables came together through the NPCC committee individually and as a collective in 2018 to set out their pledge for leading on embedding diversity, equality and inclusion in policing. Organisational leadership on diversity and inclusion at all levels in our organisation is vital but it is the responsibility of each individual and each team to ensure they take personal responsibility for bringing this to life. The strategy outlines three key elements or aspects for our focus, thus providing a broad framework for our DEI policy here in West Mercia:

- Our organisation
- Our communities
- Our partners

What factors have informed our Strategy and equality objectives?

For each of these areas, our starting point has been to assess where our current performance and outcomes in terms of diversity, equality and inclusion against where we want and need to be. The **NPCC self-assessment tool**, along with ongoing engagement with staff, officers, communities and partners is an essential part of this benchmarking and of informing our strategy and delivery plans. Additional tools and resources we use:

- The Duties set out in the Equality Act 2010 and the Human Rights Act 1998.
- NPCC DEI Strategy and toolkits and the Police Plan of Action on Inclusion and Race.
- West Mercia Police victim satisfaction and confidence survey outcomes.
- The Police and Crime Plan (The Safer West Mercia Plan) and its DEI related objectives.
- A range of staff surveys including an OPCC-led survey and those with external benchmarking benefits such as the Durham

University National Wellbeing and Inclusion Survey 2019 and the 'Speak up' (Right Conversation) survey.

- Workforce composition (equality) data over a 5 year period in relation to protected characteristics, by rank and grades.
- Feedback and insight from accountability and performance reviews with the Police and Crime Commissioner which have helped identify workforce themes and patterns we need to address.
- Recommendations from Inspections, Legitimacy reviews (PEEL - Police effectiveness, efficiency and Legitimacy reviews).
- The priorities and work streams set out in our People Strategy and Delivery plans.
- Data on key policing activities such as Stop & Search, Use of Force.
- Ongoing consultation and engagement with our Independent Advisory Groups.

- Engagement and feedback from community partnerships (on issues such as hate crime).
- In future we will also be using established national Equality Standard tools (e.g. the Stonewall Index; National Equality Standard and others) to undertake gap-analyses to further inform strategic priorities and action plans.
- Our Equality Impact Assessments will allow us to identify issues for ongoing monitoring and change, to inform our strategic delivery plans.
- Our Gender Pay Gap Report findings.
- New ideas and good practice recommendations that will emerge from our Peer Review work on DEI (organised through the College of Policing, March – April 2021).

Applying learning from research

There is ongoing work by the NPCC portfolio holders, the College of Policing and Durham University to identify interventions that would improve inclusivity in policing nationally and West Mercia police will be taking these forward. In addition, it is vital that we take into account and learn from national public reviews of equality and inclusion topics – and particularly those which highlight ongoing race (minority ethnic) disproportionality within the Criminal Justice System. These are issues upon which we must collaborate with criminal justice system and other partners. These include the findings and recommendations from the Lammy Review, the Home Affairs Select Committee and its recently published report (November 2020) Black People, Racism and Human Rights. This strategy encompasses within its scope of the NPCC Plan of Action on Inclusion and Race.



Purpose

- This strategy aims to support West Mercia Police in delivering an effective, trusted and fair policing service which protects all communities equally from harm and which engages and consults to understand priorities and concerns.
- It seeks to put in place mechanisms that ensure we embed diversity, equality and inclusion in all aspects of our decision-making, policy and practice, creating and retaining an engaged workforce that is representative of those diverse communities we serve.
- Furthermore the purpose of this strategy is to help us to continue to be proactive in identifying and removing barriers to inclusion and equality both in our workforce and in the wider community. It supports us to work in partnership with other agencies. It guides the actions and initiatives that allow us to comply with our duties under the Equality Act 2010.
- In Appendix 2, you can read more about the Equality Act 2010 and about the nine protected characteristics it covers. These are the aspects of identity which are protected from discrimination or unfairness by the Equality Act. We also know that some groups can be excluded from equality of opportunity at work or in society because of educational or socio-economic deprivation.
- The Equality Act 2010 requires us to regularly publish Equality Objectives and data or information in accessible formats. Our high level Equality Objectives are set out in the section below and also on our website. They link to the NPCC strategy for Diversity, Equality and Inclusion.

Governance of this strategy

Police and Crime Commissioners have a responsibility to hold Chief Constables to account for local delivery of the national policing DEI strategy. This strategy is driven through by our Chief Officer team and overseen by the Chief Constable. It is also supported through governance at our People Strategy Board and our Policing Operations Board. See Appendix 1. We are reviewing our governance of Diversity, Equality and Inclusion currently, however, to ensure it lies at the heart of decision making at every level our organisation in a fully integrated way, allowing for full oversight and inclusive practice.

Our Equality Objectives 2021 - 2025

Our Communities	Understanding of our communities: We will continue to enhance this through engagement and equality data collection and analysis. This will help us to better understand the composition of our communities and help us see any patterns of inequality or disparity.
	Engagement and good relations: We will develop our engagement work with diverse communities and continue to work with our Independent Advisory Groups.
	Increasing confidence: We will be open and transparent as we build relationships with diverse groups, inviting scrutiny of information about important issues such as the use of force; stop and search; custody; hate crime and victim satisfaction.
Our Organisation	Transparency and scrutiny: We will make our organisation as transparent as possible and encourage scrutiny of our activities by Staff Networks, Independent Advisory Groups and other stakeholders. We will ensure that through this greater involvement how we have responded to feedback to improve our service. We will publish required equality data.
	Developing our workforce: We will develop all our officers and staff so that they have a strong awareness of how equality, diversity and inclusion supports us to achieve a positive, dynamic working culture and a truly effective police service.
	Understanding our workforce: We will improve our understanding of the makeup of our workforce by putting systems in place to better analyse equality addressing any under-representation or disproportionality through innovative recruitment, retention and progression strategies. We will engage and involve the workforce in embedding inclusive practices.
Our Partners	Understanding the Partnership Landscape: Through partnership working with e.g. other Criminal Justice System agencies, Local Authorities, NHS or voluntary sector partners, where relevant, we will analyse information that highlights disparity in the services we offer and work collectively to place the needs of victims and service users at the heart of our work.
	Tackling Disparity: With our partners we will explain, where necessary reduce or eliminate disparity and improve services. Joint Service Delivery: We will work with partners to develop strategies that provide effective public services in our communities, particularly for those who are vulnerable to crime and to involvement with the criminal justice system.

A closer look at strategic plans - Our Communities, Our Workforce and our Partners, follows ...

Our communities

Engagement and transparency to inform service improvement and trust

NPCC Strategic priorities

- Understand our communities
- Engagement and good relations
- Increasing confidence

Here we break down our overarching Equality Objectives in more detail.

Understanding our communities

- We will better understand the changing composition of our communities by ensuring we improve our collection, collation and analysis of equality and diversity (protected characteristics) data across all key strands of diversity in our crime and policing activity reporting.
- We will analyse data to understand any disproportionality or unfairness in outcomes (for victim satisfaction or criminal justice outcomes) for communities or groups through our services, policies and strategies.

Engagement and good relations

- We will continue to develop and review engagement strategies with all communities, particularly those which are 'seldom heard' or who may have experienced disparity, to support us in fostering trust and confidence.
- We will aim to deliver services that are easy to access and designed to meet the needs of all communities, consulting on and seeking feedback with e.g. disabled stakeholders with specific learning, mental health, sensory or other communication or access and support needs.
- We will continue to broaden our range of engagement, in particular with diverse ethnic, cultural and religious groups and with younger people discussing issues concerning criminal justice processes and outcomes; complaints; fairness, disproportionality and our use of powers (such as use of force and Stop & Search).

Increasing confidence

- We will continue to monitor victim satisfaction and confidence to understand if there are any differences in satisfaction for example, between disabled or non-disabled groups or between people from different ethnic backgrounds, or between different age groups etc. This helps us to make our services inclusive, fair and more effective.
- We will publish information about how we have responded to feedback and to the views of our IAGs on our work.
- We will continue to develop our internal performance 'scorecard' measures for each of our policing areas to include victim satisfaction and confidence.

Currently, West Mercia Police engages with the communities we serve across North & South Worcestershire, Shropshire, Herefordshire and Telford & Wrekin. In addition, we set out our commitment to inclusive policing delivery in our Local Policing Charter.

Each of our Local Policing Areas have Safer Neighbourhood Teams whose role includes building relationships with a wide range of communities and groups who may be vulnerable to particular kinds of targeted crime, such as hate crime, or whose experience of policing has historically been limited or even negative. Understanding the changing demographics of our communities is vital to delivering an effective and trusted service.

In addition to this, we have an established network of local, thematic and strategic Independent Advisory Groups (IAGs). These are made up of volunteer members of our communities from a wide range of 'protected characteristics' groups. IAG members act as informed and trusted 'critical friends'. Each Policing Area has an IAG and in addition our thematic IAGs look at issues or the impact of decisions. Our intention is to further develop our focus on youth, minority ethnic groups, disability-related and LGBTQ+ perspectives.

- Our IAG members support us through advising on sensitive policing operational areas such as Stop & Search performance and data; Use of Force; Custody issues; the accessibility of our services; special operations and a wide range of other topics including how we manage hate crime and our performance on Diversity, Equality & Inclusion.
- We will publish information about the work and findings of our IAGs and service improvement changes achieved through their feedback and advice.
- We will continue to develop additional engagement activities which are inclusive and responsive to the different ways people may prefer to engage with us.



Our organisation

Representative, engaged, inclusive

NPCC priorities

- Transparency and scrutiny
- Developing our workforce
- Understanding our workforce

Here we break down our overarching Equality objectives in more detail.

Transparency and scrutiny

- We will continue to develop engagement and involvement channels with Staff Support Networks and Associations and Independent Advisory Groups. These, along with our Equality Impact Assessments will enable us to scrutinise policies and practices and to develop more inclusive employment practices and service improvements for all groups.

- We will undertake and publish regular staff consultation and staff survey reporting results and actions taken in light of feedback. This includes actions in relation to the National Policing Durham University Well-being & Inclusion survey outcomes, OPCC and Speak Up surveys.
- We will involve the workforce in the revision of policies, guidance and support related to equality, diversity and inclusion, including the reporting of inappropriate or discriminatory behaviour, working with a cross-section of teams in a 'Speak Up' group to facilitate and monitor the effectiveness of this.
- Our Strategic decision-making, Governance and Delivery Boards for workforce and policing issues will have a requirement that the equality and inclusion impacts of decisions have been considered.

- More widely, the role of other departments e.g. Business Services (Procurement, equipment, ICT etc) in considering DEI in their work planning will be encompassed in our consideration of organisational aspects of diversity and inclusion.

Understanding our workforce

- We will continue to enhance systems to improve the collection and analysis of workforce equality data (protected characteristics) at recruitment and at all stages of the employment cycle so that we can better identify and develop strategies to address under-representation, disproportionality or unfairness and ensure our welfare and employee support services acknowledge and meet diverse needs in relation to protected characteristics.

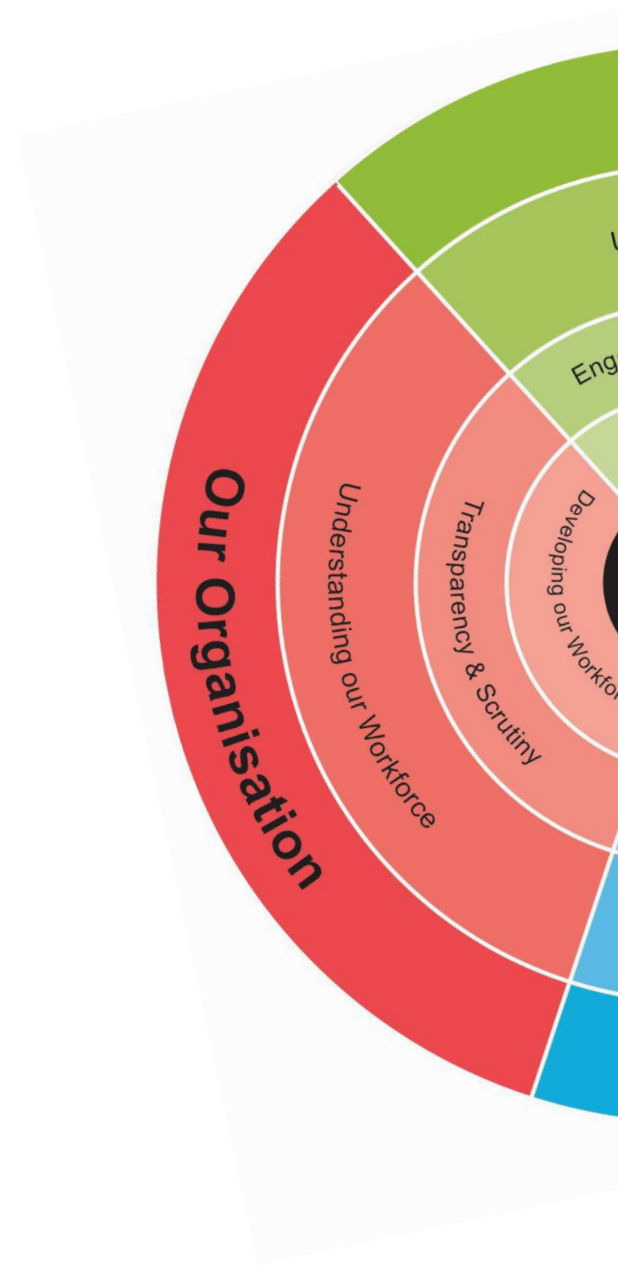
- We will increase the numbers of officers and staff who share their equality (protected characteristics) data and use this information to identify and address any trends of inequality. We will use new policing national standards for recording these data.
- We will continue to listen carefully to the experiences of our workforce through staff surveys, focus groups and consultation to address inequalities. Themes emerging from consultation have informed our delivery plans for our People Strategy and DEI work. We will report on outcomes.

Developing our workforce

- We will develop and deliver our recruitment, retention and progression plans to build a representative workforce which offers everyone equality of opportunity to progress and flourish. (We have detailed plans to support these areas of our work, including our 'Step In, Step Up and Step across programmes).

- We will introduce and embed Equality Standards benchmarking tools to measure and improve our DEI performance & outcomes against evidenced good practice in other forces and other sectors, consulting and reporting with transparency on our progress and action plans with our workforce.
- We will devise learning and development plans for diversity and set agreed learning outcomes. People will be supported to set performance objectives for diversity, equality and inclusion which are applicable to their roles and have clarity on their rights and responsibilities in relation to taking forward duties under the Equality Act and our Code of Ethics.

Currently, our workforce data shows that we are under-represented in terms of Black, Asian and Minority Ethnic officers and staff, particularly at senior grades. We are also under-represented in terms of women at senior levels. **Please note, 2021 census data will impact on our understanding of levels of proportionate representation.**



- BAME (Ethnic minorities) * - we saw an increase in total BAME (ethnic minority) officers from 2.37 % in June 2020 to 2.84% in March 2021. By 2025, we aim to see a more representative least 3.8% overall, with aspiration to see 5%.
- We saw a small increase in total female officers from 32.5% in June 2020 to 32.74 in September 2020 By 2025, we aim to see more than 35% overall, with aspiration to see 50%.
- We are focussing on attracting a diverse workforce in terms of all protected characteristics. Before setting aspirations for protected characteristics such as disability or sexual orientation, for example, we are undertaking work to address non-disclosure within the workforce.
- Our detailed delivery and milestones plan help us to monitor recruitment and progression.

* BAME (Black Asian and Minority Ethnic) has been an overarching term used in policing and other sectors to refer to ethnic groups which have typically been under-represented in the workforce and to support the monitoring of diversity and inclusion. The government has issued guidance (2021) on the preferred term 'ethnic minorities' to now refer to all ethnic groups except the White British group. Ethnic minorities include White minorities, such as Gypsy, Roma and Irish Traveller. We will continue to consult with our workforce and communities on their preferred terminology when discussing issues of inclusion, representation or disparity. The Government uses 18 standardised ethnic groups to analyse and monitor ethnicity data.

Our partners

Working together to deliver joined up public services to protect communities

NPCC priorities

- Understanding the Partnership Landscape
- Tackling Disparity
- Joint Service Delivery

Here we break down our overarching Equality Objectives in more detail.

Understanding the Partnership Landscape

We will map out and strengthen our partnership working across the West Mercia policing area on key themes and national or regional policing strategies linked to issues including but extending beyond:

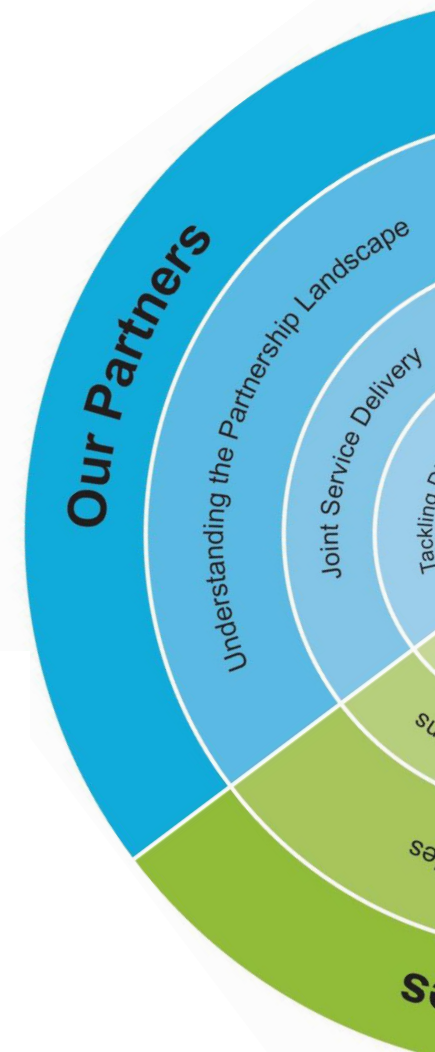
- Mental health; vulnerable adults and children.
- Domestic Abuse and sexual violence, including Honour Based Violence; Forced Marriage and Female Genital Mutilation.
- Child Exploitation and abuse.

- Hate Crime.
- Youth-related crime and vulnerability to crime.
- Human trafficking; Modern Day slavery.

We will regularly engage and consult with partners on our action plans and strategies to ensure that they meet our joint service delivery outcomes and truly meet the diverse needs both of partner organisations and the often vulnerable communities we serve.

We will work with partners to understand common frameworks for tackling these issues in partnership with public and third sector organisations whilst also recognising the unique needs of certain partnership working models in some counties.

We will work with partners to put in place systems that enable the collection and analysis of data and information to identify disparity or unfairness in relation to all strands of diversity and work together to deliver opportunities for improving outcomes and for protecting people from harm.



Appendix 1 : Governance

Chief Officers People Strategy Board			
Diversity, Equality and Inclusion Delivery Board			
Strategic IAG (Communities & Partnerships) Comprising all IAG Chairs, led by ACC Rachel Jones, Strategic portfolio holders (officers) Equality and Diversity team			
Operational and Strategic policing • Crime and vulnerability • Hate Crime • Use of Force • Stop & Search • FPNs such as Covid-related • Custody • Local Policing Areas	Confidence and satisfaction strategic Boards and strategies • Confidence plan • Victim Strategy • Victim Satisfaction • Strategy, Planning and Insight, Crime Intelligence • Victim Advice Line	Organisational • People Strategy Board • People Delivery Boards (Recruitment, Retention and progression) • Staff Support Networks • 'Speak up' group	Community Engagement, Inclusion and Cohesion • BAME IAG • Disability IAG • LGBT+ IAG • Local Policing IAGs • Partnership engagement and feedback on joint work

Appendix 2 : The Equality Act 2010

The Equality Act 2010 protects people from discrimination in employment and in wider society in terms of access to services and goods. Under the General Equality Duty, we are required to:

- Eliminate unlawful discrimination, harassment and victimisation.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations and promoting understanding between people who share a protected characteristic and those who do not.

This means

- Removing or minimising disadvantages experienced by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.

- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

Protected characteristics and the Equality Act 2010

Everyone has some 'protected characteristics' because these are terms we use to describe aspects of personal identity. The Equality Act protects people from discrimination in relation to nine of these key characteristics:

- Age
- Pregnancy and maternity
- Disability
- Race
- Gender reassignment
- Religion or belief
- Marriage and civil partnership
- Sex
- Sexual orientation

Specific duties under the Equality Act 2010

These include public bodies having a duty to publish Equality information annually and to set equality objectives for their organisation. The Equality Objectives for West Mercia Police for 2021 – 2025 are set out above and are also available as a separate document on our website. We will publish a report on our progress against our objectives and the more detailed delivery plans set out here every year.

Delivery plans for Diversity, Equality and Inclusion (DEI)

Our Communities	Work streams	Outcomes & measures	When	Lead
Understanding our communities	- We will map the data gaps in our current recording of protected characteristics in crime & incident/activity reporting. - Address training needs and issues where needed with our MI systems. - Issue communications and guidance to supervisors.	- We have data for characteristics so disproportionality can be assessed and addressed. - We are able to compare justice outcomes and victim satisfaction to assess disparity. - We consult on disparity issues and solutions.	Mapping: Jan - Mar 2021 Assessing: Nov 2020 - Mar 2021 Consulting and addressing: Mar 2021 and ongoing	- Strategy, Planning and Insight - Crime Registrar - Diversity Officer - LPA Superintendents - OCC
Engagement and good relations	- Local Policing Areas and specialist operations identify priorities for community engagement. - New focus on youth involvement in IAGs or other engagement options. - Scrutiny Panels developed to also review (with IAGs)Stop and Search; or use of force, race (ethnicity) disparity. - Proactive communication strategy about engagement, scrutiny and involvement work with IAG and other groups, changes and service improvement.	- We hear the concerns and needs of 'seldom heard' or groups with historically lower levels of confidence levels in police. Feedback influences service improvement plans and ops. - Youth IAGs or other fora are established and influence our work. - Communities are informed. Understanding & trust is enhanced.	Jan - Mar 2021 Starts Jan - Apr 2021 Nov 2020 - Oct 2021 and ongoing	- LPA Superintendents and Command Teams. - Strategic and tactical leads for Stop & Search/ Use of Force - Corporate Communications - Diversity & Equality team with IAGs and partners

	• IAGs locally and themed, especially disability IAG & groups assess accessibility channels, online offers and premises.	• Members of our communities have equality of access to services to meet their diverse needs.	Jan 2021 and ongoing	• Diversity & Equality team with IAGs and partners • OCC • Corp Comms
	• Autism Alert cards and other cards or mechanisms to support those with other communication/learning needs. • Continue to engage on wider disability & specific communication needs and develop further training for the workforce.	• People with specific communication needs can receive equality of access to our services. • We are informed of barriers to inclusion and address these.	Nov 2020 and ongoing	• Police Autism support network • People & Organisational Development • Disability IAG • Local IAG • Diversity & Equality team
Increasing confidence	• Implement new hate crime tactical group and strategy. • Share IAG scrutiny and feedback on hate crime and related issues and show how engagement has informed change and improvement. • Communicate successfully prosecuted hate crime case outcomes.	• Victim satisfaction levels are comparable over each of the local policing areas. • Communities and colleagues are aware of and share information about how engagement influences our policing. • Community confidence and reporting increase.	Starts: Jan 2021 Starts Jan - Mar 2021	• Strategic and Tactical leads for Hate Crime • LPA Superintendents • Diversity and Equality Team

Our Organisation	Work streams	Outcome & measures	When	Leads
Transparency & scrutiny	• Deliver on detailed strategic and tactical interventions for recruitment, retention, progression DEI action plans, to increase diverse workforce representation at all levels (recruitment, retention, progression). • Complete equality assessment for current processes for recruitment, retention and promotion. Publish findings internally to inform and consult on proposed changes. • Revise of overarching DEI and Fairness at Work policies to support reporting of inclusion or harassment issues.	• Workforce representation at all levels is more diverse, especially for currently under-represented groups – shown in our composition figures. Regular milestones are reported. • Processes and policies support inclusion and any barriers are removed. • Workforce is more confident to report unfairness or harassment. • Staff and stakeholders can identify process and policy for DEI and for making complaints & seeking support.	Ongoing 2020 - 25 Jan - Mar 2021 onwards	• Head of People & Organisational Development • Diversity & Equality Officer • Positive Action Officer/s
	Staff survey results (Durham University; Speak up & others) published. Results and actions taken for improvement are shared through 'you said, we did' bulletins and feed into delivery plans.	• Colleagues have confidence that changes are made and can influence these.	Feb 2021 and ongoing	L & D People & OD
	• Publish workforce diversity data trends.	• Disparity or under-representation is addressed.	Jan 2021 and ongoing	People & OD

Speak Up is an internal cross departmental group supporting our inclusion and anti-harassment work streams	- Annual reports from Professional Standards and People & Organisational Development share high-level, anonymised data and information about grievances and complaint trends related to equality. - Speak Up launches communications about how to report and why important to report harassment bullying.	- The workforce has reassurance that unfairness or harassment issues are addressed and learning is embedded into training or process/policy change. - We may see initial increases in reported issues as confidence grows.	From Feb/Mar 2021	Head of PSD Head of People & Organisational Development
Understanding our Workforce	Re-launch campaign to increase workforce recording of their equality data.	We have full equality data and base next phases of inclusion work on this.	Nov 2020 – Mar 2021 (regular review to increase reporting levels)	- Positive Action Officer - Diversity Officer - Corporate Comms
	Establish regular quarterly strategic joint meetings for Staff Support Networks.	- Staff Networks equally resourced. - Inclusion issues inform employment practice & service delivery.	Feb 2021	- Head of People & OD - Diversity Officer - Network Chairs - Positive Action Officer
	Re-establish an over-arching Disability Staff Network, alongside Dyslexia, Autism, Hearing Impairment, etc.	Overall, shared disability issues are addressed whilst specific disability issues supported.	Feb 2021	- Head of P *OD - Diversity Officer - Network Chairs

	Diversity agendas or diversity groups or leads established in LPAs and Op units.	DEI priorities are adapted to each LPA/ department. More people have a voice.	Jun 2021	- Diversity officer - Command Teams
Developing our workforce	- Training for diversity, Equality and inclusion for the workforce learning is developed. - Leadership Development programmes & supervisor programmes include DEI awareness. (Mapped to Competency and Values framework).	- Our workforce understands DEI and the importance of inclusive practice and engagement to policing and our working culture. - Employee engagement and well-being increases. - Supervisors/managers and all are confident to challenge inappropriate behaviours or unfairness.	Mapping Jan - Mar 2021 Delivery begins Jun 2021	- Diversity Officer - Learning & Development (L & D) leads - Head of People & Organisational Development (P & OD)
	Talent management strategies include specialist development programmes and coaching, mentoring and career progression for under-represented groups.	- We identify and support talent and ensure under-represented and all groups access development opportunities. - Employee engagement indices increase. - We see increased diverse representation at senior levels.	Jan - Apr 2021 (development) May/Jun 2021 - pilot of programmes	
	Embed DEI performance objectives in our performance management systems.	Officers and staff are supported to be proactive in identifying opportunities to promote inclusion.	Oct 2021	People & OD

	• Revise and communicate workforce policy in relation to Domestic abuse, especially e.g. LGBTQ+ groups.	• We have strong understanding of the needs of our workforce and managers are developed to support accordingly.	Apr - May 2021	People & OD
	• Complete internal review of timely and effective implementation of reasonable adjustments for all types of disabilities so that student officers (and all officers/ staff) can reach their full potential. • Monitor implementation of recommendations in partnership with staff disability networks, Learning and Development (L & D).	• Our system for reasonable adjustments (equipment, policy, process) is timely and fit for purpose leading to greater well-being, staff satisfaction and inclusion.	Mar 2021	People & OD L & D

Our Partners	Work streams	Outcome & measures	When	Leads
Understanding the Partnership Landscape	- Our Crime & Vulnerability & Local Policing Area teams will refresh our stakeholder map, engagement and protocols for key areas of vulnerability, such as regional and local partnership frameworks for tackling mental health issues. - A programme of engagement with mental health stakeholders is developed. - We work with partners to strengthen a partnership approach to Children and Young People (CYP) shared concerns.	- There are clear joint outcomes for our partnership work. - Our strategies and plans are informed by the voice of partner agencies and specialists (e.g. Mental health agencies and 'experts by experience'). - Voice of service users informs our understanding of our service improvement priorities. - Our youth engagement strategies are informed by partner agencies also working with CYP groups.	Apr 2021 and ongoing Dec 2020 and ongoing	- Chief Officer portfolio holders - Strategic and tactical leads - Diversity Officer - NHS Foundation Trust and Third sector partners - Partnership stakeholders

Tackling Disparity	• We will collate and compare equality data trends across agencies and partners where appropriate so that we can identify disparities in terms of service provision and outcomes. • Our strategies for tackling areas such as domestic abuse or sexual violence are refreshed in alignment with national priorities and in partnership with local commissioning groups; specialist agencies, communities and CJS partners. • The needs of victims and witnesses from diverse groups are identified and incorporated into service delivery. • We undertake data analysis to understand any disparity in justice outcomes and victim satisfaction in relation to protected characteristics or socio-economic factors.	• We have accurate shared or comparable data trends. • We meet the needs of diverse victims affected by crimes such as domestic abuse and crime types. (Honour Based Violence). • We understand how victims or witnesses from different groups may be differently impacted by certain crimes. • We learn from our partners and achieve joint outcomes in relation to protecting citizens from harm. • Community confidence is increased. • We understand current and potential future risks to diverse communities and factors that may impact on their confidence in reporting crime (e.g. trafficking, modern day slavery).	April 2021	
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Joint Service Delivery	• We continue to work closely with Criminal justice and Local Authority partners through CJS Boards, Community Safety Partnerships and Local Authorities, along with community groups to identify and jointly address crime and to understand its different threats and impacts on diverse groups within the community.	• Our operations and strategies are informed by research, intelligence and engagement. They are evidenced based and are agile in identifying future risks. • We see increased victim satisfaction. • We have information from partners and stakeholders that can enhance our investigative strategies.	Ongoing	Local Policing Command Team
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