

<p>Objective 1 Community Engagement</p>	<p>We will work with communities to deliver meaningful, consistent, high quality, visible and transparent engagement, on your terms, that increases trust and confidence and meets the needs of diverse communities</p>	
<p>Owner</p>	<p>C. Supt. Mick Stamper</p>	
<p>Measures & Outcomes – What we want to achieve:</p> <ul style="list-style-type: none"> • Safer community teams understand their communities and their needs and have problem solving plans and local activities reflect the local community needs • An effective mechanism (community connect) for community engagement, to support officer and staff engagement with our communities • Effective feedback on our services from our communities and identified key individuals and networks 		
<p>Actions – What we will do:</p> <ul style="list-style-type: none"> • A clear and robust community engagement strategy, with a real say from the community • Improve the quality and consistency of engagement • Improve methods of engagement at all levels, in the right places, with the right people • Regular and focused diversity and public engagement training of all appropriate staff • Carry out Force pulse checks for unconscious bias • Greater empowerment of staff support association to do external/public work • Targeted advertising with partners of police work • Ensure people know how to give feedback, viewing complaints as a valuable learning opportunity • Implement systems to support Community Engagement (i.e. Community Connect) • Support the 'Prevent' delivery programme and enhance community engagement for feedback • Independent external accreditation and verification of our approach 	<p>Relevance – Why we have chosen this objective:</p> <p>It is consistent with our consulted-upon strategic aims</p> <p>Measures for success:</p> <ul style="list-style-type: none"> • Staff survey • Public confidence and satisfaction surveys • SCT engagement strategy/PDR objectives • Public complaints data • Increased reporting • Feedback from IAGs and external stakeholders • SCT problem solving plans <p>Review Dates:</p> <p>1st review – March 2017 2nd review – March 2018 3rd review – March 2019</p>	

<p>Objective 2 Hate Crime</p>	<p>We will work with partners to improve hate crime reporting, better support victims and deliver effective and consistently high standards of investigation into hate-motivated crimes and incidents.</p>	
<p>Owner</p>	<p>HCI Lead – Lara Alexander Lloyd</p>	
<p>Measures & Outcomes – What we want to achieve:</p> <ul style="list-style-type: none"> • Quarterly monitoring through exception of compliance and progress with the action plan through the Force’s Equality, Diversity & Human Rights Board • Victim satisfaction reporting • Volume of recorded and resolved hate crimes and incidents, particularly repeat victimisation statistics • Accurate identification of the different strands of hate crimes and incidents and create a process of transparent audit 		
<p>Actions – What we will do:</p> <ul style="list-style-type: none"> • Work with NICHE to identify specific strands of hate crime e.g. Islamophobic, disablist etc. • Partnership working with statutory and 3rd Sector that reaches out to the hard to reach communities, including cybercrime victims • Improve 3rd party activity, including closer working relationship with the NREC and Tell Mama • Focused scrutiny of hate crime through EDHRB • Targeted engagement with affected communities, increasing understanding, confidence and reporting • Independent external accreditation and verification of our approach • Hate Crime risk assessment and escalation process • Hate Crime Champions network • HCI TNA and Training 	<p>Relevance – Why we have chosen this objective:</p> <p>It is consistent with our consulted-upon strategic aims</p> <p>Measures for success:</p> <ul style="list-style-type: none"> • Force hate crime data – EDHRB • Staff survey • Public satisfaction surveys • Delivery of the partnership action plan items <p>Review dates:</p> <p>1st review – March 2017 2nd review – March 2018 3rd review – March 2019</p>	

<p>Objective 3 Stop and Search</p>	<p>We will ensure that stop and search powers are being used fairly, effectively and with the support of our local communities, ensuring these powers are subject to high levels of public scrutiny.</p>	
<p>Owner</p>	<p>Supt. Elliott Foskett</p>	
<p>Measures & Outcomes – What we want to achieve:</p> <ul style="list-style-type: none"> • Comparison of Stop Search demographic profile to county and offender profiles to identify issues of diversity proportionality • Identification of emerging trends both locally and nationally • Analysis of Stop Search data for proportionality through the Stop Search Working Group and EDHRB forums 		
<p>Actions – What we will do:</p> <ul style="list-style-type: none"> • Introduce a clear, robust and consistent process for Stop Search scrutiny • Independent external accreditation and verification of our approach • Stop Search working group 	<p>Relevance – Why we have chosen this objective:</p> <p>It is consistent with our consulted-upon strategic aims</p> <p>Measures for success:</p> <ul style="list-style-type: none"> • Force stop search data – Stop Search Working Group/EDHRB • Public satisfaction surveys • Working group minutes and actions <p>Review Dates:</p> <p>1st review – March 2017 2nd review – March 2018 3rd review – March 2019</p>	

<p>Objective 4 Equality Impact Assessments (EIAs)</p>	<p>We will ensure a meaningful, consistent, well-integrated EIA process, supported at all levels, acts as a robust, systematic internal and external engagement tool to promote equality, identify and remove barriers and improve engagement and participation for people with protected characteristics</p>	
<p>Owner</p>	<p>Equality & Diversity Advisor</p>	
<p>Measures & Outcomes – What we want to achieve:</p> <ul style="list-style-type: none"> • Full integration of EIAs with all our systems • Robust organisational endorsement and buy-in from all staff • Use EIAs as an engagement tool internally and externally • EIAs to benefit our staff and the communities we serve 		
<p>Actions – What we will do:</p> <ul style="list-style-type: none"> • Independent external accreditation and verification of our approach • Scrutiny and evaluation of all our existing and future policies for EIAs, timely and appropriate action taken • EIAs to be meaningful and relevant to benefit our staff and the communities we serve • Timely consultation with all our Staff Support Networks and external partners • Overview and monitoring through the EDHRB quarterly 	<p>Relevance – Why we have chosen this objective:</p> <p>It is consistent with our consulted-upon strategic aims</p> <p>Measures for success:</p> <ul style="list-style-type: none"> • Force EIA quarterly data report – EDHRB • Equality and Diversity Annual Report <p>Review dates:</p> <p>1st review – March 2017 2nd review – March 2018 3rd review – March 2019</p>	

<p>Objective 5 Representative Workforce</p>	<p>We will work with partners to make our workforce increasingly representative of the communities we serve, and do so across all ranks and grades, with particular emphasis on Specials, Cadets and Volunteers</p>	
<p>Owner</p>	<p>HR – Regular Staff (Laura Pettit) and Volunteers (Kate Beck)</p>	
<p>Measures & Outcomes – What we want to achieve</p> <ul style="list-style-type: none"> • Actions that evidence our intention to have a workforce that is representative of the communities we serve • Create independent and diverse recruitment processes • Positive Action Champions in line with national initiatives and the College of Policing 		
<p>Actions – What we will do:</p> <ul style="list-style-type: none"> • Create tangible, targeted positive action initiatives, with partners, to substantially increase workforce representation • Much greater and focused drive to recruit more Specials, Volunteers and Cadets from the VEM communities • Create a Community Reference Group that will meet twice a year to build relationships within the diverse communities and to provide community feedback to the Police • Create JAM teams within VEM communities • Produce information that gives meaningful insight at all grades and all stages (recruitment, recognition, promotion, resignation, retirement) 	<p>Relevance – Why we have chosen this objective:</p> <p>It is consistent with our consulted-upon strategic aims</p> <p>Measures for success:</p> <ul style="list-style-type: none"> • Force EIA data report – EDHRB <p>Review dates:</p> <p>1st review – March 2017 2nd review – March 2018 3rd review – March 2019</p>	

<p>Objective 6 Supportive and inclusive environment</p>	<p>We will maintain a business culture that:</p> <ul style="list-style-type: none"> • Enables everyone to give of their best • Supports development • Makes reasonable adjustments • Tackles barriers including the long-hours culture • Understands the challenges, including mental health in the workplace, with an emphasis on prevention and early intervention • Is recognised as national best practice
<p>Owner</p>	<p>HR – Ali Roberts</p>
<p>Measures & Outcomes – What we want to achieve:</p> <ul style="list-style-type: none"> • We will conduct regular – six monthly – analysis of our workforce statistics to monitor impact and progress CDD – (Volunteers – Kate Beck) – Recruitment (Laura Pettit Workforce Planning)- Wellbeing (HR + Leadership and Wellbeing Board) L and D (Ops = Sarah Pinner, Leadership Caroline Oppido) • Use the results of Force Staff surveys to develop appropriate action plans • Formal supportive agreement for internal staff support networks to be allowed facility time • Supporting the coaching the culture of the organisation by encouraging our internal staff support networks to adopt a coaching style <ul style="list-style-type: none"> • We will achieve a representation of female and Visible Ethnic Minority (VEM) communities within and across all posts and levels of the workforce that reflects the local demographic and closes the gap between Northamptonshire and the best performing Forces (included in Objective 5 above) • We will regularly monitor workforce statistics to assess any significant changes in relation to other protected characteristic (same as above) 	

Actions – What we will do:

- Create a Community Reference Group that will meet twice a year to build relationships within the diverse communities and to provide community feedback to the Police (PCC)
- Encourage all employees to engage with preventative and healthy workplace programmes (HR)
- Monitor and review CiC and OH statistics, referrals and feedback to identify potential 'hotspot' areas/subjects and take appropriate action (HR)
- Work with external partners to ensure we maximise best available services and support for individuals and the force (HR)
- Ensure supportive working practices, including Coaching and Wellbeing as a key part of PDR/121/leadership delivery (HR)
- Ensure an effective support network including FAW advisors, support groups, unions and staff associations, with a voice at all levels (HR E and D)

Relevance – Why we have chosen this objective:

It is consistent with our consulted-upon strategic aims

Measures for success:

- Workforce data report – EDHRB
- Discipline/FAW/ET outcomes against protected characteristics
- Flexible working arrangements
- Staff survey
- Public satisfaction surveys
- HMIC inspections

Review dates:

1st review – March 2017
2nd review – March 2018
3rd review – March 2019