



Northamptonshire Police

**Equality, Diversity and
Human Rights Strategy
2013 - 16**

Why Equality, Diversity and Human Rights Matter

It Works....in a sentence

Diverse organisations, whose staff understand the benefits of diversity, are more effective.

Diversity simply means 'difference' across race, gender, disability, sexual orientation, faith and age. It is the recognition that not all people are the same and that different people have different, equally valuable skills, experience and knowledge to offer.

Understanding diversity has a direct impact on the quality of service we provide to the public. Each of us has a personal responsibility to eliminate discrimination and promote good relations between different groups as we carry out our duties. This applies to the way we work with colleagues and our relationships with the public. It means treating everyone with fairness and respect and acknowledging that individuals have individual needs.

From: "It Works....The Operational Benefits of Diversity for the Police Service" Association of Police Authorities, Home Office and ACPO.

FOREWORD

This strategy sets out our long standing commitment to being a just organisation, for the public and our employees. The strategy is an essential tool in demonstrating our Force commitment to challenge ourselves and each other to take action and deliver changes that are identifiable to our communities. The priorities described in this strategy were identified through the involvement of various groups and in response to learning from research, national improvement programmes and the best practice of others.

Northamptonshire Police will provide an environment where everyone feels able to participate, contribute, enjoy and influence their experience; and where inclusive practices underpin everything we do. Respect for and celebration of individual diversity will shape our strategy, direction and behaviour.'

Our Equality, Diversity and Human Rights Strategy acknowledges the importance of recognising and treating people as individuals, with multiple and diverse identities. We are committed to the promotion of equality of opportunity for all those within the Force, whether officers, staff, visitors, contractors or suppliers.

This document explains how we intend to build on the progress made by Northamptonshire Police to improve the service we provide and ensure that we are a fair employer that values our people.

Embedding Equality, Diversity and Human Rights (EDHR) within everything we do is not an option but is essential in achieving our stated values and our vision:

To become the safest place in the country

The population we serve is estimated to be approaching 695,000 people within increasingly diverse communities. This presents us with challenges and opportunities in being visible and responsive to our communities and in being an employer of choice. I want Northamptonshire Police to be fully representative of the communities we serve and whilst opportunities to improve representation have decreased due to reduced recruitment opportunities it is important that when we do recruit we encourage applications from every community.

We acknowledge the importance of leadership and commitment at all levels within the Force, irrespective of role and responsibilities. Achieving fair treatment for all requires positive and proactive engagement by everyone, for everyone and therefore delivery of this strategy is the responsibility of all. I am personally committed to the Equality, Diversity and Human Rights Strategy which provides the moral underpinning of our Operational Capability and is a leadership issue. I expect managers at every level to set the highest standards and to ensure that everyone lives by the key imperative to respect fully all others within the Force as well as the members of the public we serve.

Adrian Lee

Chief Constable

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Equality, Diversity and Human Rights Strategy

1. Introduction

- 1.1 This strategy outlines how Northamptonshire Police proposes to develop and promote equality and diversity within all spheres of its operation.
- 1.2 Northamptonshire Police aspires to be a service that is noted for treating people fairly and equally and for embracing diversity to provide a high quality policing service to everyone in Northamptonshire.

2. Our Vision

- 2.1 To become the safest place in the Country, as outlined in the Police and Crime plan.
- 2.2 To do this we will, serve the people in our communities with fairness, impartiality, awareness and sensitivity, recognising and celebrating their differences. We will build a well-founded reputation for respecting and valuing equality, diversity and human rights. This is fundamental to improving service delivery, and winning the trust and confidence of the diverse communities we serve.
- 2.3 We actively support the participation of all our communities in shaping our approach to equality, diversity and human rights so that we design and deliver the best possible policing service.
- 2.4 We aim to create an inclusive working environment for all our staff, based upon respect, fairness, integrity and care, and where discrimination and harassment have no place.
- 2.5 We strive to understand and appreciate diversity and the contribution of others. We share a common sense of vocation, valuing the individual differences and creative potential that each member of staff brings to the organisation and to the communities they serve.

3. Aims and Principles

- 3.1 As well as a moral and legal obligation to treat people equally and fairly Northamptonshire Police aims to win the trust and build the confidence of communities in Northamptonshire. We will work together within our common set of Values, which alongside the 'National Decision Model' are our guiding principles for everyday decisions and behaviour. The values as set out in the Police Services Statement of Mission and Values reinforce our intention to treat our staff and members of the community with dignity and respect.

- 3.2 As an employer, Northamptonshire Police is committed to creating a workforce that strives for inclusion, understanding, acceptance and appreciation of differences. By treating people in a way that recognises and respects the differences between them we can harness those differences for the benefit of staff and the community. We aim to respond to changing realities with strong leadership, fair and proper management practices and with persistence.

4. Benefits

- 4.1 We seek and respond to public opinion but it is by preventing crime and reducing harm to society, particularly those most vulnerable and by constantly demonstrating an absolute impartial service to the law that we aim to preserve the trust and confidence of the public.
- 4.2 When the public have confidence in the service we provide we are more likely to receive their co-operation in maintaining order, solving crime and keeping communities safe. Promoting equality and embracing diversity is not only morally right, it is also essential in delivering effective police services.
- 4.3 Ultimately, an organisation, which truly celebrates respects and values diversity, should be morally and practically enriched.

5. Our Progress So Far

- 5.1 Northamptonshire Police has taken a number of steps to take forward its ongoing commitment to eliminating discrimination and harassment, advancing equality of opportunity and fostering good relations with and between local communities and individuals with all nine of the protected characteristics defined by the Equality Act 2010. These being, age, marriage and civil partnerships, sex, disability, gender reassignment, pregnancy and maternity, race, religion or belief and sexual orientation.
- 5.2 This is defined in the first instance by our established Integrated Equality Scheme (IES) and demonstrated through progress against our annual objectives.
- 5.3 The aim of the IES is to detail our approach to delivering our general equality duty and through consultation with our service users and workforce, alongside analysis of our performance, provide an action plan that shows how we will take steps to improve our working environment and service delivery for all.

6. Strategic Priorities 2013 -16

6.1 This strategy outlines the three strategic priority areas which provide the framework for improving performance, delivering positive equality outcomes and ensuring legal compliance.

Operational Delivery - Delivering services that are accessible for all.

People and Culture – Building and sustaining working environments for equality to not only become fully embedded but business as usual.

Organisation Processes – Uphold the need for open, honest and fair processes.

6.2 These three priority areas mirror those contained in 'Valuing Difference', the Equality, Diversity and Human Rights Strategy for the Police Service. They are also the themes of the Equality Improvement Model for the Police Service, elements of which we use as a tool to develop our equality objectives and to measure continuous improvement.

6.3 The priority areas, aims and the key actions the Force is committed to in the next three years are described in Figure 1 below.

Fig.1

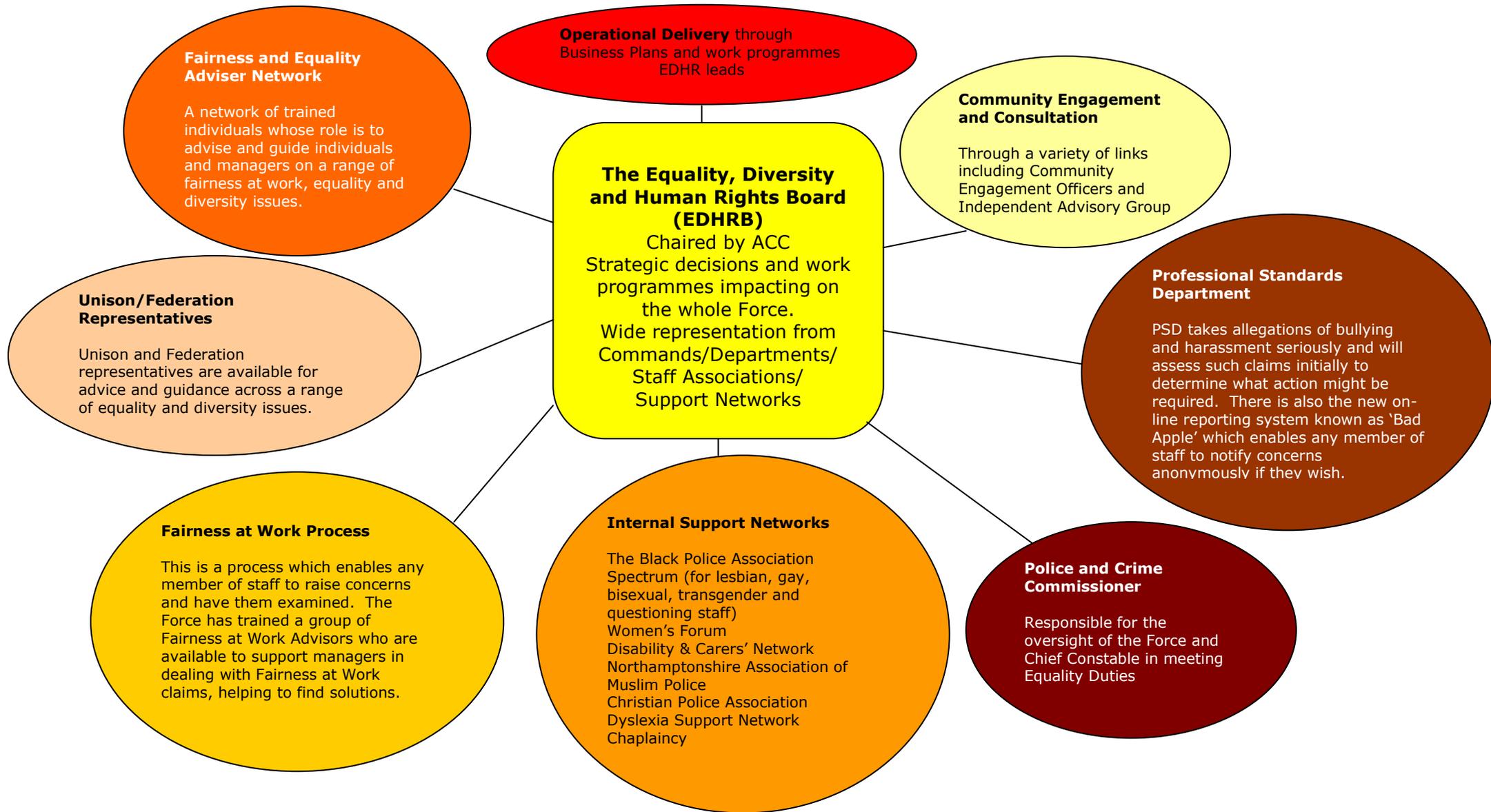
Strategic EDHR Priority Areas and Key Actions

Strategic EDHR Priority Area	Aims	Key Actions
1. Operational Delivery	<ul style="list-style-type: none">➤ Reduced crime and protecting our communities from harm➤ Stronger and more trusting relationships with communities	<ul style="list-style-type: none">➤ OD1 Identify services and strategies that may have a disproportionate effect on diverse communities to take action to tackle any negative effects or results➤ OD2 Build equality, diversity and human rights into policing services which focus on citizens
2. People and Culture	<ul style="list-style-type: none">➤ Access to a broader range of skills and experience➤ Improved staff satisfaction	<ul style="list-style-type: none">➤ PC3 Improve how we recruit, keep, support and develop officers, staff and Volunteers from diverse communities➤ PC4 Make sure that our recruitment and retention procedures and processes are fair to all staff
3. Organisational Processes	<ul style="list-style-type: none">➤ Improved decision-making	<ul style="list-style-type: none">➤ OP5 Build equality into our processes for managing performance➤ OP6 Make sure we act openly and can be held to account, by consulting and including our communities and communicating effectively with them

7. Responsibilities and Governance

- 7.1 Implementation of this strategy applies to everyone in the Force, regardless of rank or position, including volunteers and contractors who deliver services on our behalf. We are all responsible for promoting equality and diversity by our behaviours and actions and ensuring the service we provide is fair and professional for all.
- 7.2 However, to give overall direction a robust governance structure will oversee the delivery of this strategy and our work to improve equality and diversity performance. It will ensure that equality is part of our day to day business.
- 7.3 The Police and Crime Commissioner maintains oversight of the Force and its Chief Constable in meeting the general and specific equality duties.
- 7.4 The Equality, Diversity and Human Rights Board (EDHRB) is the strategic decision-making forum, chaired by the Assistant Chief Constable, who is the Diversity Champion for the Force. The EDHRB sets the strategic direction and programmes of work that impact on the whole Force and ensures that Equality, Diversity and Human Rights is integrated into corporate and local business planning and review mechanisms.
- 7.5 The EDHRB is supported by a wide range of representatives from commands, departments, staff associations and support networks. Engagement and consultation with communities is made through a variety of channels to inform the objectives and work programme of the EDHRB.
- 7.6 Each of the EDHRB objectives is allocated an owner who is responsible for leading the development of supporting action and delivery plans and regular progress reporting to the EDHRB meetings.
- 7.7 The governance structure is illustrated at Fig.2

Fig.2
The Structure for Managing Equality and Diversity in Northamptonshire Police



8. The Way Forward

- 8.1 The Public Sector Equality Duty comprises a General Duty, supported by Specific Duties, which are set out separately in regulations. The purpose of the Specific Duties is to improve performance of the General Duty.
- 8.2 The General Duty requires public authorities, including the police, to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
- 8.3 As part of our commitment to transparency and to demonstrate our desire to comply with the specific equality duty we publish a separate Public Sector Equality Duty document which contains all the information we currently hold about the make up of our workforce, and performance information relating to functions relevant to the services we deliver to the community.
- 8.4 Our equality objectives strengthen our performance in meeting the equality duty. Setting objectives also encourages a focus on outcomes resulting in an improved service and working environment.
- 8.5 Our annual equality objectives attached at Appendix A reflect our pathway to achieving the improvements outlined in our key strategic themes, 2013-16.
- 8.6 We will incorporate learning from the PCC's Victims Commission when it reports report in late 2013.

9. Further Information

If you require this document in another format or language please contact:

www.northants.police.uk

In case of emergence always call 999

For non emergencies and queries, please call 03000 111 222

Also see us at [facebook.com/northantspolice](https://www.facebook.com/northantspolice) and twitter.com/northantspolice

Equality and Diversity Objectives 2013-16

Priority OD2	Objective 1: We will recognise and tackle all crimes against disabled people including disability related hate crime and incidents and we will improve the service we provide to its victims	
Owner	Detective Inspector – Protection of Vulnerable People (Helen Knight)	
<p>Context - Why we have chosen this objective:</p> <ul style="list-style-type: none"> ➤ It is 18 months on since the original report on disability related harassment was launched following a national inquiry. The Force has done much to progress its core recommendations and has reduced the overall number of hate crimes and incidents in the last year. The number of people making a first report has not increased overall but further improvement is expected due to an ongoing focus (under-reporting remains a national concern) ➤ Disabled people remain a regular target of crime including hate crime and incidents and 'Out in the Open' sets out a final revised list of 43 strategic recommendations for action over the next five years. Progress with these actions will be evaluated in September 2013, September 2015 and September 2017 		
<p>Actions – What we will do:</p> <ul style="list-style-type: none"> • We will implement the core recommendations described in 'Out in the Open' – Tackling Disability Related Harassment (formerly 'Hidden in Plain Sight') through an updated action plan • We will share best practice and a common approach with our partners in dealing with disability-related harassment and crime • We will make our investigations victim focussed and use specialist investigating officers wherever possible • We will work in partnership with other agencies to provide ongoing support and safeguarding where necessary 	<p>Measures and 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 • Volume of recorded disability related crimes including hate crimes and incidents • Volume of resolved disability related crimes including hate crimes • Repeat victimisation statistics • Improve the accurate identification of disability hate crimes and incidents and explore a process of audit 	

Priority OD1	Objective 2: We will develop a clear and complete organisational understanding of Stop and Search data and use this to address any negative impacts and outcomes with diverse communities
Owner	Superintendent – Local Policing (Andrew Cox)

Context - Why we have chosen this objective:

- Current equality data/information indicates that there are some differences between the percentages of some groups that are subject to stop searches, for example women, in comparison to their representation within the local population. These differences may be proportionate when analysed in detail but this needs to be systematically reviewed
- The Equality and Human Rights Commission’s report, ‘Stop and Think’ looked at police use of stop and search. It highlighted that the police carry out a disproportionate number of stops and searches on black and Asian people compared to white people relative to the ethnic profile of the population

Actions – What we will do:

- We will monitor and influence Stop Search activity through a working (Gold) group in relation to identified key themes
- We will consider a paperless Stop Search process to improve recording
- We will establish a variety of methods to engage with and receive feedback from our communities about the use of Stop Search powers including involvement of Community Champions and on-line surveys
- We will build the confidence of the public in the use of Stop Search powers through an agreed Communication Plan

Measures and Outcomes - What we want to achieve:

- 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
- All officers will receive refresher training to understand their powers and responsibilities in recording Stop Search information
- Analysis of Stop Search data will indicate its continued proportionate application

Priority OD2 And PC3	Objective 3: We will develop work streams and take forward initiatives focussed on providing improved services and support to people with mental ill health who come into contact with Northamptonshire Police or are a part of our workforce	
Owner	Detective Chief Superintendent - Head of Crime and Justice (Paul Phillips)	
<p>Context - Why we have chosen this objective:</p> <ul style="list-style-type: none"> ➤ It is recognised that police officers and staff will come into regular contact with some of the one in four people who experience mental ill health during their lifetime as: <ul style="list-style-type: none"> ○ People with mental ill health are 11 times more likely to be a victim of crime than the general population (Levin, 2005); and ○ up to 90 per cent of prisoners and two-fifths of offenders on community sentences have a mental health problem (Sainsbury Centre, 2009) ➤ To address the difficulties that may be faced by victims, witnesses and offenders with mental ill health, when they come into contact with the Force, a range of policies and processes based on knowledge, emerging best practice and innovative projects are needed to tackle potential barriers ➤ A report by MIND in 2011 (Managing and supporting mental health at work: disclosure tools for managers) noted that: "Awareness of the scale and impact of mental ill health at work is increasing – in 2011, the Chartered Institute of Personnel and Development (CIPD) found that stress is now the biggest cause of long-term sickness absence among all workers, for the first time". ➤ The benefits of a mentally healthy workforce are a reduction in costs arising from absence, poor productivity and turnover and an increase in potential, wellbeing and commitment. Northamptonshire Police and consequently its workforce will therefore benefit from addressing the challenges and taboos associated with mental ill health and its impact 		
<p>Actions – What we will do:</p> <ul style="list-style-type: none"> • We will evaluate the Force’s position in supporting people with mental ill health in the crime and justice system against best practice including: <ul style="list-style-type: none"> ○ Mind’s Police Guide; and ○ NPIA “Guidance on Responding to People with Mental Ill Health or Learning Disabilities” (first launched in 2010) • We will develop and implement an action plan in response to any gaps noted • We will establish a variety of methods to engage with and receive feedback from our communities and individuals about the services we provide to people with mental ill health 	<p>Measures and Outcomes - What we want to achieve:</p> <ul style="list-style-type: none"> • Members of the public with mental ill health coming into contact with Northamptonshire Police will be confident they will not: <ul style="list-style-type: none"> ○ be subject to discrimination; or ○ be subject to a response based on stereotyped ideas of offenders, of violence, and of crisis situations when dealing with individuals with mental distress • Members of our workforce with mental ill health will: <ul style="list-style-type: none"> ○ feel confident to report if this is having an impact on their ability to do their job; and ○ will receive support (reasonable adjustments) to stay well and in work • Focus groups and surveys will be used to measure impact and progress, particularly on public confidence 	

- We will create a mentally healthy workplace by developing a comprehensive strategy that reflects best practice by:
 - promoting wellbeing for all staff
 - tackling work-related mental health problems; and
 - supporting staff who are experiencing mental distress
- We will agree and implement a programme of activities and a range of procedures and processes including:
 - training for a group of staff in Mental Health First Aid;
 - development of a Mental Health Support Network; and
 - equipping managers with tools to recognise staff with mental ill health and guidance on how individuals who disclose can be supported

- We will consult with our local MIND organisation to assess the impact of our activities

Priority PC4	Objective 4: We will aim to make our workforce more representative of the communities we serve	
Owner	HR Business Partner – Local Policing (Rosemarie Sharpe)	
<p>Context - Why we have chosen this objective:</p> <ul style="list-style-type: none"> ➤ The most recent analysis of workforce data/information indicates that the Force does not fully reflect the local demographic and there are significant gaps in representation of VEM and females in specific posts/roles ➤ There has been limited recruitment to the Force in the last few years and there has been significant organisational change. The new Policing Plan indicates that change will continue over the next year and beyond and limited recruitment will take place. ➤ To raise the profile of policing as a career to all communities we need to embed as routine a range of ongoing programmes and activities targeted at future generations 		
<p>Actions – What we will do:</p> <ul style="list-style-type: none"> • We will assess the barriers and levers to working for and progressing through Northamptonshire Police through a Diversity in Recruitment and Progression working group • We will develop and implement appropriate strategies and action plans to ensure that: <ul style="list-style-type: none"> ○ recruitment practices and processes result in a diverse range of applicants and successful recruits/appointments; and ○ as an outcome of opportunities for progression, a diverse range of staff/officers are represented at all grades/ranks • We will address any workforce imbalance through planned, targeted and innovative recruitment activities and processes for progression • We will establish a variety of methods to engage with and receive feedback from our communities about the methods we use to recruit to all parts of the workforce including involvement of Community Champions and on-line surveys 	<p>Measures and Outcomes - What we want to achieve:</p> <ul style="list-style-type: none"> • We will conduct a regular – six monthly – analysis of our workforce statistics to monitor impact and progress • 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 • We will regularly monitor workforce statistics to assess any significant changes in relation to other protected characteristics 	

Priority OP6 and PC3	Objective 5: We will ensure that the information provided via the Northamptonshire Police website is made increasingly accessible to all users, regardless of the tools they use to browse the web	
Owner	Assistant Commissioner, Public Involvement – Office of Police and Crime Commissioner (Peter Heaton)	
<p>Context - Why we have chosen this objective:</p> <ul style="list-style-type: none"> ➤ The Force plans to redevelop its external Northamptonshire Police Website during 2013. This is the ideal opportunity to reconsider if the corporate style, design and contact methods on the website enable members of the public to easily access services or feedback, comment or complain or otherwise contact Northamptonshire Police. ➤ The Equality Act was introduced with the intention of comprehensively tackling the discrimination which many disabled people face. The Act is 'anticipatory', meaning we cannot wait until a disabled person wants to use our services. We must think in advance (and on an ongoing basis) about what disabled people with a range of impairments (sight loss, hearing loss, mobility and cognitive impairments) might reasonably need. This includes our website, for example, it should be possible for a member of the public to access links that are accessible to a screen reader or be able to use text, colour contrasting and formatting that make the website accessible if they are partially sighted or access information about services in an easy read format 		
<p>Actions – What we will do:</p> <ul style="list-style-type: none"> • We will work to apply the principles of current Web Content Accessibility Guidelines (WCAG 2.0 at Double-A Compliance) aimed at improving accessibility to the World Wide Web for people with disabilities. This includes providing alternatives for text, video and audio to offer an equal experience to all of our audience • We will use recognised guidelines to help us to develop a clear understanding of what type of easy read information is suitable for a range of audiences including people with a learning disability • We will engage with specific user groups to use their expertise in developing accessible tools in relation to our website 	<p>Measures and Outcomes - What we want to achieve:</p> <ul style="list-style-type: none"> • We will engage with specific user groups to 'test drive' tools intended to improve the accessibility of our website • We will seek professional analysis through consultancy to ensure the website meets Double-A compliance standards • We will test specific hardware and software used by disabled groups on the website (i.e. screen reader software) • We will monitor adjustments to the WCAG guidelines as and when they are released to ensure the website is up to date 	