



Lancashire Constabulary and the Police  
and Crime Commissioner for Lancashire

## **JOINT DIVERSITY, EQUALITY AND INCLUSION STRATEGY 2021 - 2026**



# FOREWORD

The Chief Constable and Police and Crime Commissioner are committed to work together to ensure Diversity, Equality and Inclusion are at the heart of our service delivery and thoroughly embedded in our organisation's culture.

The British policing style is based on the fundamental principle of 'policing by consent' and the Police Service must work to retain legitimacy in the eyes of our changing communities by delivering fair, responsive and transparent services. This is a priority in Lancashire, an area rich in diverse communities, and with continually evolving local demographics.

We are jointly committed to increasing our understanding of the communities we serve and their priorities, and through increased engagement and insight, we will build trust and confidence and deliver more responsive and effective services.

We are committed to taking positive steps to develop an increasingly diverse workforce, which is reflective of our communities. This will enable us to reap the benefits of the talents and skills of our staff, and increase our ability and confidence to understand and address local priorities.

We are committed to achieving a fair and transparent style of policing, which will stand up to scrutiny. We will pro-actively seek out inequality and disproportionality in the treatment of individuals and in our service delivery.

We are proud of the progress we have made to date, but we are committed to overcome all present and future challenges and to respond appropriately. This Diversity, Equality and Inclusion Strategy outlines the strategic priorities going forward, which pledge an on-going joint commitment to our communities, our workforce and our partners for the next 5 years.



**Chris Rowley**  
**Chief Constable**



**Andrew Snowden**  
**Police and Crime Commissioner**

# THE VISION

*Our vision is to become truly inclusive by creating an environment and culture that celebrates inclusion and diversity, and nurtures, values and harnesses 'difference' for the benefit of all our communities, our staff and our partners.*

## THE STRATEGY

Our Strategy centres around 3 key elements:

- Our Communities
- Our Organisation
- Our Partners



Source: National Police Chiefs Council (NPCC) Diversity, Equality and Inclusion Strategy 2018-2025

## STATUTORY RESPONSIBILITIES

We are a public authority as defined for the purposes of the general and specific requirements of the Equality Act 2010.

The Equality Act 2010 legally protects people from discrimination in the workplace and in the wider society. It replaced previous anti-discrimination laws with a single Act, making the law easier to understand and strengthening protection in some situations. It sets out the different ways in which it is unlawful to treat someone.


The Public Sector Equality Duty came into force across Great Britain on 5 April 2011. The Public Sector Equality Duty applies to public bodies and others carrying out public functions. It supports good decision-making by ensuring public bodies consider how different people will be affected by their activities, helping them to deliver policies and services which are efficient and effective, accessible to all and able to meet different people's needs.

### **It also requires that public bodies have due regard for the need to:**

- eliminate discrimination, harassment and victimisation
- advance equality of opportunity
- foster good relations between different people when carrying out their activities.

The Equality Duty is supported by specific duties, which require public bodies to publish relevant proportionality information demonstrating their compliance with the Equality Duty; and to set themselves specific and measurable equality objectives.



A photograph of police officers at a crime scene. In the foreground, a male officer in a black uniform with 'POLICE' on his vest is seen from the back. In the background, another officer is visible, and a white car with yellow and blue markings is parked. The scene is cordoned off with blue and white tape. The right side of the image is overlaid with a dark, semi-transparent panel containing text.

## Our Equality Objectives are:

1

We will provide a fair, responsive and effective service to every Lancashire community.

2

We will develop a diverse workforce which is reflective of our communities, where all staff feel valued, can thrive as individuals, and achieve their full potential irrespective of background, culture or protected characteristics.

3

We will work with our partners to develop joint strategies which enable a more tailored, effective and equitable approach to public service provision in all Lancashire communities.

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## Objective 1

We will provide a fair, responsive and effective service to every Lancashire community.

### How we will achieve this aim?

Through meaningful engagement, we will increase local insight into the make-up and the priorities of all communities in Lancashire and we will continuously recognise and respond to change.

We will deliver fair and transparent policing services that we will expose to independent and external scrutiny to improve public trust and confidence.

To improve the legitimacy of our service delivery, we will pro-actively seek out and address disproportionality (across all protected characteristics) in all areas of Lancashire and assess the impact on our communities.





## We will measure success by:



Improved collation and analysis of demographic data across the communities



Improved understanding of the demographics of victims to reduce victimisation



Development of effective local engagement strategies



Collation and analysis of external disproportionality data



Development of independent and external scrutiny groups to assess service delivery e.g. stop search, hate crime, Criminal Justice Service



Publish joint objectives and targets and report annually on progress in relation to diversity, equality and inclusion



Improved collation and analysis of confidence / satisfaction data across communities



Increased focus on local priorities through Neighbourhood Policing and problem solving

## Objective 2

We will develop a diverse workforce which is reflective of our communities, where all staff feel valued, can thrive as individuals, and achieve their full potential irrespective of background, culture or protected characteristics.

### How we will achieve this aim?

We will take action to recruit and retain a workforce that is reflective of the local communities we serve.

We will develop all of our staff to understand what contribution they can personally make to diversity and inclusion. We will invite challenge from our staff.

We will improve the confidence of individuals to disclose protected characteristics through staff engagement and staff support networks, to better understand our workforce representation.

We will review internal policies and practices to assess equality impact and to ensure they support our diversity, equality and inclusion principles and objectives.





## We will measure success by:



Recruitment and workforce representation data



Increased representation of individuals with protected characteristics across recruitment, specialist roles, supervisory/ managerial roles



Monitoring of disproportionality of workforce data across protected characteristics for:

- Promotion
- Unsatisfactory performance/capability
- Misconduct
- Grievances
- Flexible working
- Exits



The number of Equality Impact Assessments



Continued development of staff networks/ support group framework



Results of staff engagement/ surveys



Development of an effective staff training/ awareness strategy.

## Objective 3

We will work with our partners to develop joint strategies which enable a more tailored, effective and equitable approach to public service provision in all Lancashire communities.

### How we will achieve this aim?

We will work with our partners to develop multi agency strategies to effectively address the priorities identified by local communities.

We will ensure that partnership data collection and analysis is sufficient and relevant to identify disparity across communities and to adequately inform decision making and service improvement.

We will work with key local partners to ensure that our engagement strategies are continuously informed by the needs of emerging and marginalised communities.





## We will measure success by:

- > Shared collection/ analysis of demographic data across Lancashire
- > Development of joint local engagement and problem-solving strategies
- > Sharing of best practice/ research
- > Sharing training and development opportunities.

We will deliver our Equality Objectives through a comprehensive Diversity, Equality and Inclusion Programme. The Programme is divided into 5 thematic priority work-streams each led by members of the Executive Leadership Team who will provide strategic oversight and manage the delivery of their work-stream.

## The 5 work-streams are:

- 1 Attraction and Recruitment
- 2 Organisational Development - Progression and Retention
- 3 Disproportionality - Internal and External
- 4 Data and Insight, Governance, Inclusion
- 5 Communication and Engagement and Culture

Each work-stream is supported by a comprehensive action plan based on the activity identified within the NPCC toolkit, detailing the key deliverables for each area.





The Deputy Chief Constable as the Senior Responsible Officer provides leadership and governance to the programme as Chair of the Diversity, Equality and Inclusion Board (DEIB). The purpose of the Board is to:

- > **Oversee the implementation of the Equality Act 2010, the General and Specific Duties of the Public Sector Equality Duty**
- > **Ensure Diversity, Equality and Inclusion is embedded in the governance approaches, the work of its senior leaders and the development of all its officers and staff**
- > **Monitor the progress of the Diversity, Equality and Inclusion work-streams, alongside Constabulary Staff Networks to ensure ongoing development and progress**
- > **Agree the direction and implement activity resulting from recommendations of various national reviews into addressing inequality and disproportionality in policing internally and externally**
- > **Promote, recognise and value the diverse nature of communities across Lancashire including our workforce and internal staff networks**
- > **Deliver appropriate and customer-focused services taking into account cultural and diversity requirements to meet the needs of our diverse communities, workforce and foster inclusion for all.**

The Director of the Police and Crime Commissioner's Office as Senior Responsible Officer provides leadership and governance as Chair of its internal Equality, Diversity and Inclusion Group.

## ACCOUNTABILITY AND SCRUTINY



**We regularly provide information to several Independent Scrutiny Panels to further our legitimacy in the areas of Hate Crime and Stop and Search.**

Each policing area engages an Independent Advisory Group (IAG) to secure independent accountability and insight regarding policy and operational matters and their impact on different communities. There is active support of Staff Networks and Support Groups covering all diversity strands to support our staff and we invite and encourage their internal scrutiny of policies and practices.

We commit to benchmarking our performance annually against Stonewall and Inclusive Top 50 Employers standards of assessment, in addition to Her Majesty's Inspectorate of Constabulary Fire and Rescue Service (HMICFRS) inspections.

The Police and Crime Commissioner regularly reviews the delivery of Diversity, Equality and Inclusion through Strategic Scrutiny. The Office of the Police and Crime Commissioner is a member of the internal Diversity, Equality and Inclusion Board and ensures this joint strategy is considered throughout the Constabulary's governance and its own.

Through established external and internal Ethics Committees, the Constabulary considers and reviews areas of complaints, proportionality and service delivery.

Strategic Boards within the Constabulary review operational and organisational proportionality data. We scrutinise victim satisfaction measures and share these externally and internally at a strategic and tactical level.



# WHERE WE ARE AS AN ORGANISATION



**2nd**  
UK Employer



We were ranked as the 2nd most inclusive UK police force (Inclusive Top 50 UK Employers 2020/21)



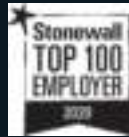
**4th**  
UK Employer



We were ranked as the 4th most inclusive organisation in the country in the Inclusive Top 50 UK Employers 2020/21 list and have been one of the Top 50 Inclusive Employers since 2018



**TOP 100**  
UK Employer



We have been ranked within the Top 100 Employers in the Stonewall Employers list for 3 years running demonstrating our commitment to achieve acceptance without exception for all LGBT people



LANPAC

LANPAC, a Lancashire wide partnership of businesses, established as a charity, supports and funds prevention or targeted problem-solving initiatives Police employees and community members can submit bids.



LPCC

Lancashire's Police and Crime Commissioner (PCC) Community Funding Stream supports small local community projects and empowers communities to design better outcomes for their neighbourhoods.



### Lancashire Residents

We work in collaboration with Sign Live to ensure that we provide an accessible and inclusive police service to the deaf community.



### Lancashire Talking

In 2020, we have established 'Lancashire Talking' to increase community engagement and empower communities to become active voices in policing.



In 2020, we have attained White Ribbon Accreditation status, an initiative that aims to end violence against women.



### National Well-being

Lancashire Constabulary pioneered the National Well-being Strategy, which has been adopted by all the 43 UK police forces and police forces in Canada, USA and Australia



# 80%

### Diverse Workplace



80% of our staff feel Lancashire Constabulary is committed to creating a diverse and inclusive workplace



# 77%



Of our staff feel that they are treated fairly working for Lancashire Police Constabulary.

# WHERE WE ARE AS AN ORGANISATION



## We are Disability Confident



We are a 'Disability Confident' employer taking positive action to improve how we recruit, retain and develop disabled people.



## We have Staff Networks



We have staff networks and support groups covering all the strands of diversity to enable our staff to access information and find support.



## National Black Police association

The National Black Police Association voted us as the best police force in the UK in 2018.



## Lancashire Residents

The 202 annual survey of 1400 Lancashire residents identified that 84% felt safe where they lived, and 82% were confident in the police



We established Lancashire Volunteer Partnership in 2020 with key partner agencies including Fire, Local Authorities and NHS to create a centralised hub for all public service volunteering in Lancashire. Over 4,500 volunteers contribute over 700,000 volunteer hours across Lancashire adding nearly £10M of social value to public services

## Social

# 20 Million

Hits each month on our social media sites

We have approx. 20 million hits each month on our social media sites, which collectively provide information to the public on operational issues, crime prevention, appeals, jobs etc.

Social media (62%) was seen by the public in Lancashire as the most popular method to be kept informed about policing in their area.\*



**JOINT DIVERSITY, EQUALITY AND INCLUSION STRATEGY**

**2021 – 2026**

