



Equality, Diversity and Human Rights Strategy 2010 - 2013

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Nottinghamshire Police

Equality, Diversity and Human Rights Strategy 2010 – 2013

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Foreword by Chief Constable Julia Hodson

Equality, Diversity and Human Rights are fundamental to the success of Nottinghamshire Police, it is important that we both understand and reflect our diverse communities' and our staff's needs. We have established excellent relationships with a huge range of partnerships across the city and the county to help us create a service that values and embraces all the communities we serve. Our 'Policing For You' vision recognises the needs of individuals as well as communities and we continue to strive to meet those needs through closer contact with local people by our Safer Neighbourhood Teams. I also want our staff working for Nottinghamshire Police to feel respected, valued and appreciated for the excellent service they provide; therefore I very much welcome the opportunity to work with people from a diverse range of backgrounds, preferences and situations.



The equality, diversity and human rights landscape is now moving forward at a pace. The new national strategy, the forthcoming Equality Bill and the emerging equality standard for the police service will help to steer and guide our plans and focus our minds on the priorities for the immediate future. It is therefore timely for our strategy to be refreshed and I am confident that we are in a strong position to move forward and make clear to communities and our staff the direction that we are taking and that we are doing as much as we can to achieve the highest standards in terms of equality, diversity and human rights.

I am personally committed as are my Chief Officer colleagues to embedding Equality, Diversity and Human Rights into the every day operational delivery, organisational processes and people and culture issues. We have a robust governance system in place to ensure that the EDHR business is dealt with effectively, and I personally chair the force EDHR Strategic Board to ensure that progress is being made.

I therefore commend this strategy to you, I sincerely hope that you will agree with and support the aims and principles within it.

Vision

This is a shared vision with the National Strategy:

A police service in Nottinghamshire that has the trust and confidence of all communities and a service that reflects the communities it serves.



Introduction

This Strategy mirrors the National Strategy for Equality, Diversity and Human Rights and also importantly reflects the Nottinghamshire context.

It is fair to say that the world around us is changing and policing has to respond and adapt to those changes in order to continue to protect society and provide quality services that meet the different needs of all our communities. Policing has undergone a transformation over recent years. It has responded to changes in society, rising public expectations, the needs for new and emerging communities and the impact of globalisation, technology and international terrorism on the nature of crime. Nottinghamshire Police now has a more diverse workforce, in an increasing variety of new roles and specialisms. It has developed a strong culture of focusing on outcomes and a range of techniques and powers to deploy. Effective policing is vitally important to all of our lives and it is central to protecting the rights and freedoms that underpin our society.

In July 2008 the policing green paper set out the way forward for further reform and outlined a range of proposals focused on continuing to deliver improvements to policing. It places emphasis on local responsibility and accountability, reducing bureaucracy and providing greater freedom and flexibility for the police service. The way forward in Nottinghamshire has been developed through the Nottinghamshire Police vision:

Policing for You by working in partnership to protect and reassure through a visible and accessible service that is flexible and responsive to community and individual needs.

Looking ahead with 20/20 vision

Chief Constable Julia Hodson has also put in place a new plan for the future of the force, **Policing for You with 20/20 vision.**

It aims to deliver ambitious improvements in performance and to increase the confidence and satisfaction of the public with the service they receive.

All departments and divisions are now being asked to take action to improve their performance and identify opportunities for efficiency.

Policing for You with 20/20 vision is aiming for:

- 20 per cent increase in crime detection
- 20 per cent reduction in crime
- 20 per cent increase in confidence and satisfaction
- 20 per cent increase in productivity

Operational priorities will concentrate on:

Risky people - the most vulnerable and the most likely to cause harm

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Risky places - areas blighted by crime and antisocial behaviour where people feel most vulnerable

Equality and Human Rights are central to the delivery of excellence in public services. This is particularly true for the Police Service, which is charged with the responsibility of preserving life and protecting our communities from harm.

Nottinghamshire Police have put in place Safer Neighbourhood Policing Teams for every community throughout Nottinghamshire. These teams work closely with partners and communities to deliver the vision as outlined above.

A fairer society benefits everyone, and the police service has a key role to play in promoting equality and human rights and tackling discrimination. Promoting equality and human rights and respecting diversity are keys to creating greater community confidence in the police, which is the vision of the Green Paper and sits at the heart of this strategy. The strategy and action plan outlines how Nottinghamshire Police will deliver this vision.

The Benefits of Equality

Equality and diversity enhance creativity, innovation and organisational performance. A diverse team works more effectively to solve problems, provides a rich variety of approaches and is more innovative in delivering lasting solutions. A diverse workforce and a proactive commitment to positive action and the promotion of equality, diversity and human rights delivers a range of benefits which all contribute towards improved organisational performance. These include:

- ❖ A broad information base for decision making and a wider range of possible solutions;
- ❖ A willingness to challenge established ways of thinking and consider new options reducing the risk of group think;
- ❖ Improvements in the overall quality and calibre of the team;
- ❖ Better staff management leading to improvements in staff satisfaction, retention and a reduction in grievances and complaints;
- ❖ Better community engagement resulting in greater operational effectiveness;
- ❖ Better quality services leading to increased public confidence.

Nottinghamshire Police service has a tradition of policing with the consent and co-operation of the community. Consent is vital and should not be taken for granted. For consent to be earned and sustained the public need to have confidence in the police and in the service that is provided. Public co-operation is also essential. Individuals and communities provide valuable community intelligence and assistance, supporting the police to maintain order, solve crime and keep communities safe. Promoting equality, diversity and human rights is not just the right thing to do – it is essential to the effectiveness of operational policing.

The Way Forward

The strategy sets out an approach, which acknowledges that the impact of inequality and marginalisation varies depending on individual experience and circumstances. It recognises that the differences within communities can be as wide as the differences between communities and acknowledges the need for strategies and solutions that tackle inequality in an increasingly complex and diverse society. It builds on the previous strategy and action plans and has five important characteristics. The strategy:

1. Is outcome focussed, setting out the strategic priorities that provide a 'road map' for improvement which is inclusive, fair, and has respect for all individuals regardless of their differences;
2. Recognises that inequality and discrimination will impact differently according to the particular experiences of individuals and communities and acknowledges that strategies and solutions must be flexible and responsive to individual circumstances;
3. Sets out to integrate equality and human rights into everything we do, considering the role of police staff alongside police officers and recognising the crucial role of police authorities in ensuring accountability to local communities;
4. Focuses on the leadership role and functions of the Chief Officer Team, the Police Authority and other key individuals in providing the structure and mechanisms to support and maintain improvement at a local level;
5. Provides a robust governance and accountability structure to progress all equality, diversity and human rights issues (see page 10)

This strategy sets out the three strategic themes, which provide the framework for performance improvement and the delivery of equality outcomes at every level of the police service in Nottinghamshire. The themes are:

1. **Operational Delivery** – delivering services that are accessible, responsive and meet the needs of all communities;
2. **People and Culture** – building an inclusive and supportive working environment that encourages development and progression for all staff;
3. **Organisational Processes** – embedding equality into organisational processes and the management of performance.

The strategy provides a framework for improvement that will be delivered both corporately and locally. Local delivery and performance will be assessed through the Equality Standard for the Police Service and by inspections carried out by Her Majesty's Inspectorate of Constabulary (HMIC).

Strategic Theme 1: Operational Delivery

Evidence shows that the effective integration of equality, diversity and human rights within the policing operation leads to the following outcomes:

- ❖ Stronger and more trusting relationships with communities;
- ❖ Greater co-operation from all communities;
- ❖ Improved public confidence and increased victim satisfaction;
- ❖ More offenders brought to justice; and
- ❖ Reduced crime and fear of crime.

Progress

In 2008/9 BME satisfaction rose by 12.6% and White satisfaction grew by 6.4%, resulting in record total satisfaction levels in both cases. The satisfaction gap between White and BME improved by over 6% in the year, reducing the difference between BME satisfaction and White down to 3.9%.

Strategic Priorities

To achieve these outcomes we will:

1. Identify services and strategies that disproportionately impact on diverse communities and take action to address any negative impact or outcomes;
2. Embed equality, diversity and human rights into citizen focussed policing services;
3. Ensure that police counter-terrorist operations and activity promote community cohesion and have the confidence of diverse communities.

Challenge

In 2008/9 a Black person was over 7x more likely to be stopped and searched than a white person in Nottinghamshire (Asian person 2.5x more likely). Tackling disproportionate stop searches on Black & Minority Ethnic people is to be tackled by Nottinghamshire Police.

Strategic Theme 2: People and Culture

Evidence shows that a diverse workforce and an inclusive and supportive organisational culture leads to the following outcomes:

- ❖ Reduced absenteeism;
- ❖ A reduction in grievances and complaints;
- ❖ Access to a broader range of skills and experience;
- ❖ Efficiency, creativity and growth;
- ❖ Increased staff satisfaction and improved public confidence.

Progress

The workforce is becoming more reflective of the community makeup (2008/9 6.5% police officers recruited were BME, and 24% all officers are Female); as a consequence of this the force has access to a greater level of knowledge and skills in relation to different cultures, religions and languages'.

Strategic Priorities

To achieve these outcomes, we will:

1. Develop an organisational culture that is inclusive and that recognises, respects and values difference;
2. Deliver improvement in the recruitment, retention and progression of officers and staff from diverse communities;
3. Ensure that pay and reward practices are fair and meet the requirements of equality legislation;
4. Ensure there is public and workforce confidence in professional standards and discipline procedures.

Challenge

BME and Women personnel not progressing to senior positions. In 2008/9 BME and Women Officers were under represented in all ranks.

Strategic Theme 3: Organisational Processes

Evidence shows that eliminating organisational barriers to equality improves performance and leads to the following outcomes:

- ❖ Increased cost effectiveness;
- ❖ Improved decision making;
- ❖ Reduced waste;
- ❖ Sustainable development.

Progress

In our healthcare contract we state that there must be a balance of male/female health care professionals for the sexual assault rota.

Strategic Priorities

To achieve these outcomes, we will:

1. Embed equality into mainstream performance management;
2. Ensure that business management and resource allocation processes promote equality;
3. Ensure transparency and accountability through effective engagement and communication with all communities.

Challenge

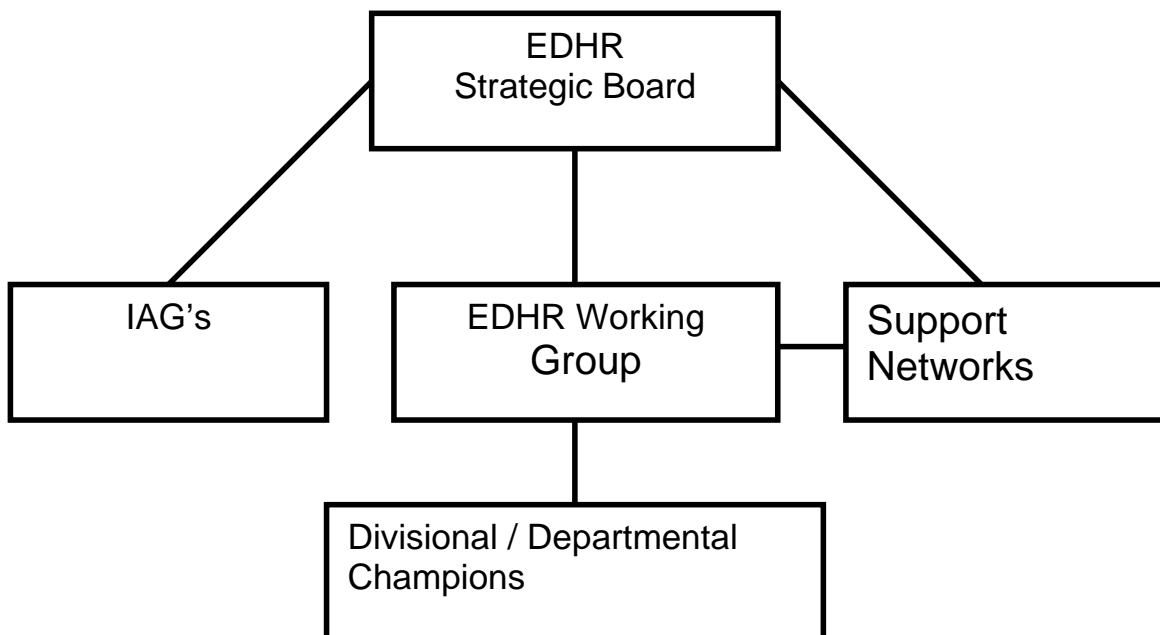
Nottinghamshire police aim to implement the new equality standard in 2010.

Governance and Accountability

The delivery of the strategic priorities and the Equality Action Plan will be led by the Head of Communities and Partnerships Department.

- ❖ Delivery of strategic priorities will be measured via the Force Equality Standard
- ❖ The Force Equality Action Plan will ensure relevant work and tasks are progressed to address and comply with the equality scheme and all other equality, diversity and human rights reports.
- ❖ The Chief Constable is ultimately responsible for the delivery of the strategic priorities, and will be held to account by the Police Authority.
- ❖ The force Equality, Diversity and Human Rights Strategic Board will ensure the force strategy and priorities are being delivered efficiently and effectively.
- ❖ The force Equality, Diversity & Human Rights Working Group will ensure that the the equality standard is implemented and delivered and that the equality action plan is delivering relevant outcomes.
- ❖ Departments and Divisions are responsible for progressing and updating relevant equality action plans and evidencing the equality standard.
- ❖ HQ Communities & Partnerships Department are responsible for co-ordinating and monitoring the above structure and processes and to address any risks via the EDHR Strategic Board.

The below diagram describes the above:



The Equality Standard

The primary purpose of the Equality Standard for Nottinghamshire Police is to embed equality into the performance management systems of police forces. It is a framework for continuous improvement, which will be used by all police forces to embed equality activities within all business areas. It will also be used by police forces and police authorities in consultation with local communities to identify and set their local equality objectives. The Standard has been developed to be flexible enough to allow for new legislation and policing initiatives without needing extensive revision. It is set at a strategic level and supports the delivery of national policing priorities.

The Standard also provides a mechanism for monitoring performance and assessing progress of the delivery of the strategy outcomes. Put simply, the strategy sets the direction for change, and the standard measures local achievements. The three main sections of the Equality Standard – Operational Delivery, People and Culture and Organisational Processes – directly align to the three strategic themes of this strategy as well as the national Equality, Diversity and Human Rights Strategy for the Police Service. The assessment and verification process will enable us together with the Police Authority to collect and analyse appropriate performance information; set equality priorities and objectives; monitor and evaluate progress and achieve and review equality outcomes.

It is the responsibility of the police authority to hold the chief constable to account for local delivery. The authority will validate the outcomes of their local force's performance by using the Equality Standard and listening to the views of people in local communities. Additionally, HMIC and the Audit Commission have an important role to play in assessing the efficiency and effectiveness of local policing services and they will use the Standard to support the inspection and audit process.



Human Rights and Policing

Traditionally, human rights and equality have been viewed quite separately in Britain, despite the fact that equality is internationally recognised as a fundamental human right. The creation of the Equality & Human Rights Commission embodies the recognition that human rights and equality are inextricably linked. The human rights vision of equality extends beyond discrimination to encompass fairness, dignity, respect and access to the fundamental rights that enable participation in a democratic society. A human rights approach to equality addresses the lived experience of inequality by focusing on the impact that discrimination and exclusion has on the individual.

In 1998 the government passed the Human Rights Act which 'gives further effect' to the rights and freedoms guaranteed under the European Convention of Human Rights. The Act makes the convention rights enforceable in UK law and places a statutory responsibility on public authorities to consider human rights in everything they do. The vision behind the Act was that it would help to create a culture of respect for human rights that would empower individuals to get involved in the decisions that affect their lives. A human rights based approach will improve the quality of service provision by focusing on promoting participation, accountability, and empowerment and paying attention to the needs of the most disadvantaged and excluded people.

The police service was quick to recognise the implications of the Human Rights Act and established mechanisms for ensuring that policing policy and practice is human rights compliant. Human rights considerations permeate every aspect of policing activity and human rights training should be considered across the range of police roles. Changes in law arising from court decisions are quickly embedded into policy and practice across the service. The Police and Justice Act 2006 recognised the need for chief constables to be effectively scrutinised for their force's work and compliance with equality and human rights legislation. The Act introduced a specific responsibility for local police authorities to "monitor the performance of the police force maintained for its area in complying with the duties imposed on that force by the Human Rights Act

As public authorities, police forces and police authorities have a duty to promote equality and eliminate unlawful discrimination and must ensure that our actions are compatible with the European Convention on Human Rights.



Appendix A – Equality Legislation

The past ten years have seen major changes in the legislative framework for equality and diversity. The Race Relations (Amendment) Act 2000 introduced general and specific duties for public authorities. Since then successive legislation has extended protection from discrimination to new areas including age, religion and belief, and sexual orientation as well as introducing public sector duties in respect of gender and disability. In 2007 'The Equalities Review' set out a new definition of equality which recognises different needs and identities and provides for equal participation in society.

“An equal society protects and promotes equal, real freedom and substantive opportunity to live in the ways people value and would choose, so that everyone can flourish. An equal society recognises people’s different needs, situations and goals and removes the barriers that limit what people can do and can be.”

Underpinning this definition is the recognition that legislation alone cannot deliver a fairer, more equal society. It acknowledges that a modern approach to equality is efficient, focuses activity on tackling persistent inequality and disadvantage, and benefits the whole community.

The new Equality Bill introduces a new 'streamlined' equality duty for public bodies covering age, disability, gender, gender reassignment, pregnancy and maternity, race, religion or belief and sexual orientation. The new bill also proposes new measures intended to strengthen the law in a number of ways. These include a new public sector duty to consider socio-economic inequalities for strategic public authorities; the introduction of gender pay reports; banning age discrimination outside the workplace; and extending the scope of positive action.

The Police & Justice Act 2006 recognised the importance of positive promotion and introduced a new duty for police authorities to “promote diversity within the police force maintained area and within the authority”. This new duty complements existing equality duties and addresses the gap in legislation with regard to promoting equality. Our commitment to promoting equality and human rights, however, does not simply rest on legislative compliance but is built on our belief in a free and fair society and our recognition of the central role of the police service in protecting the rights and freedoms of individuals in our society.

Appendix B – Progress over the last 10 years

Over the past 10 years Nottinghamshire Police has undergone extensive scrutiny on equality and diversity in response to a number of high profile reviews and inquiries including the Stephen Lawrence Inquiry (1999) and the Commission for Racial Equality's (CRE) Formal Investigation into the Police Service (2003). This scrutiny has resulted in real change and significant improvements in the quality of service for all communities. Most importantly it has had a lasting impact on the way in which the police listen to, and engage with, diverse communities.

The year 2009 marked the 10th anniversary of the publication of the Stephen Lawrence Inquiry Report and it is widely recognised that Nottinghamshire Police has made significant progress on equality and diversity since then. Key achievements include:

- ❖ Improvements in recording, monitoring and responding to hate crime
- ❖ Improvements in the management of murder investigations including how the police liaise with the families of victims
- ❖ Improvements in community consultation and engagement including the development of five strategic Independent Advisory Groups (IAGs) and four divisionally based IAGs.
- ❖ Increased representation of women officers (16% - 24%) and black and minority ethnic staff (2.6 % - 4.35 %)
- ❖ Improvements in police training including the introduction of new foundation training for police officers and the delivery of a comprehensive programme of equality and diversity training for all officers and staff

Following the publication of the Stephen Lawrence Inquiry report and the formal Investigation by the Commission for Racial Equality, race was a key driver for the police service. This has allowed the police service to begin to use the lessons learnt on race to help shape the response of the service to other strands of diversity. So far the police service has progressed on gender equality, including the implementation of the Gender Agenda. There has been some progress on disability equality and we recognise there is still much work to do in this and other areas. The establishment of staff networks is important in this work and in Nottinghamshire we have:

Notts Black Police Association (BPA)
 OUT Network (OUT)
 Disability Awareness Network (DAWN)
 Women's Integrated Network (WIN)
 Notts Christian Police Association (Notts CPA)

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Other achievements include:

- ❖ Development of Pegasus, a pin code database to improve access to Nottinghamshire Police for disabled people (as at November 2009 there are over 150 people registered).
- ❖ Improved trust and confidence with the Lesbian/Gay/Bisexual/ Transgender community and increased reporting of homophobic / transphobic incidents.
- ❖ Community placements for Student Officers with diverse groups including Refugee & Asylum Seeker agencies, Notts Deaf Society.
- ❖ Development and delivery of 'Working with' diverse communities one day awareness learning and development courses, including working with Gypsy & Travellers, the visually impaired, the Transgender community, the Muslim community, plus others.
- ❖ Development of disability hate crime resources e.g. easy read leaflet, partnership work with smile no bullying.
- ❖ Development and publication of force Equity Monitoring Report to regularly monitor and address equality issues across the organisation
- ❖ Satisfaction gap between BME and White victims has closed significantly from over 10% to 3.9%

Appendix C – Strategic Links

- ❖ Youth Strategy
- ❖ Policing Pledge
- ❖ National Intelligence Model
- ❖ Management of Police Information
- ❖ Professionalising Investigation Programme
- ❖ People Management Strategy
- ❖ Neighbourhood Management Schemes
- ❖ Citizen Focus Hallmarks
- ❖ Notts Strategic Intelligence Assessment
- ❖ Notts Policing Plan
- ❖ Gender Agenda
- ❖ Equality standard
- ❖ Race & Diversity Learning & Development strategy