



Cumbria Police

Diversity, Equality and Inclusion

Strategy

2020 - 2025



CELEBRATING DIFFERENCE | VALUING EVERYONE



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CUMBRIA POLICE **MISSION:** TO DELIVER AN OUTSTANDING POLICE SERVICE TO KEEP CUMBRIA SAFE

Introduction



In Cumbria, we recognise that being a representative workforce is vital to ensure we can legitimately serve the needs of everyone in our county. Our communities and our visitors must have confidence in us and know that we will value difference and provide the best service to victims, witnesses, and the most vulnerable.

Cumbria Constabulary values its people and our workplace must be one where we can all thrive regardless of age, disability, gender, race, religion or belief, sex, sexual orientation, marriage or civil partnership, pregnancy and maternity. I want to ensure that everyone feels supported, respected and engaged; that all individuals have a voice and that we can develop skills and nurture talent that allow us to grow and innovate and meet the diverse and complex challenges of modern policing.

We value our partners and we will work together to identify disparity of services, to share information and to celebrate difference to ensure equality across our public sector.

This strategy sets out our commitment to evolve and to grow; to be able to show that diversity and inclusion is business as usual and that everything we do reflects a culture where our officers and staff can feel empowered to create, innovate, achieve, and enrich our organisation and be truly representative of those we serve.

A handwritten signature in black ink that reads "Michelle Skeer".

Michelle Skeer QPM
Chief Constable



Foreword



Promoting equality for all and appreciating different cultures, perspectives and experiences are at the heart of Cumbria Constabulary.

Regardless of background, all employees deserve to develop their skills and talents in a safe, supportive and inclusive environment.

We strive to recruit, nurture, train and retain a police force which reflects the communities we serve, giving each individual the opportunity to which everyone is entitled, to achieve their full potential.

There is always more we can all do but I am assured that the Constabulary is making great strides to challenge itself to aim for the highest values of diversity and equality to ensure they are at the very core of the Constabulary as it serves all our local communities and to keep Cumbria Safe.

A handwritten signature in black ink that reads "Peter McCall".

Peter McCall
Police and Crime Commissioner for Cumbria



What is important to us?

Making Cumbria even safer, celebrating difference and valuing everyone



Empowering our people to: | INNOVATE | ACHIEVE | ENRICH

Our Strategy

Nationally Chief Constables have recognised that both individually and collectively, we must work to truly embed diversity, equality and inclusion into our workforce and into the services we provide to our communities. Our strategy will mirror the national elements to ensure that we are working with others across the service to accelerate progress in these important areas.

These elements are:

- Our Communities
- Our Partners
- Our Organisation



Our Communities

Cumbria is the second biggest county in the country but for the size, has a relatively low population. It is one of the safest places to live in the United Kingdom with a lot of rural communities and some urban settlements. As the Lake District is also at the heart of the county, we have a transient population. We also have settled and emerging communities of difference.

We aim to identify and engage with all who live, work and travel to Cumbria. We will endeavor to provide a quality service to all communities and work with our partners to engage, listen and understand the needs of those we serve.

Diversity is an operational imperative in policing a modern society. People across our communities in Cumbria want the police to keep them safe while having confidence that their individual needs will be understood and respected.

To achieve this we will:

- ✓ better understand the makeup of our communities by ensuring we put in place systems that will collect, collate and analyse community data across the protected characteristics
- ✓ develop effective engagement strategies to engage with different communities. This will foster good relations and increase trust and confidence
- ✓ deliver services that are accessible and meet the needs of the different communities, particularly those communities that tend not to engage
- ✓ increase staff awareness of support available for vulnerable communities
- ✓ deal effectively with all reports of hate crimes and incidents, recognizing that failure to do so will impact on the confidence that the victim has in the police service
- ✓ use the Strategic Independent Advisory Group acting as a critical friend with representation from diverse communities



Our Organisation and People

A workplace that embraces the diverse communities it serves will help us to attract, retain and develop the best people from a broad range of backgrounds. Diverse teams bring variety of thought, innovation and creativity and will help us to better understand the needs of our communities. Independent research highlights a link between greater diversity and inclusion with higher operational performance.

Our organisation must reflect diversity, equality and inclusion in all that it does. Our Chief Officer's are committed to developing a culture that reflects their vision for the organisation and deliver the best possible service to all communities.

Strong leadership and commitment is essential; legislation alone cannot change attitudes or behaviour. Cumbria have invested in a strengths based and holistic approach to replace traditional deficit based "appraisal reviews": managers are taught how to actively encourage staff to talk about their whole self, their home lives and community lives, and will engage a coaching approach to unlock potential.

We know that increasing the diversity of the workforce will give us a wider range of skills, knowledge and experience to enable us to deliver an effective service to meet the needs of our communities. We will build on our mission, vision, values and priorities as set out in Cumbria Vision 25, Our Roadmap for 2025 and the Police and Crime Plan, Making Cumbria Even Safer.



Our Organisation and People

To achieve this we will:

- ✓ maximise transparency to ensure our activity can be scrutinised
- ✓ ensure the public and the workforce have confidence in our professional standards and misconduct procedures
- ✓ ensure we have a transparent system in place that will reward and recognise achievement, promote equality, diversity and human rights
- ✓ create an inclusive culture where people, no matter their background, feel confident to disclose their protected characteristic
- ✓ develop a talented workforce that respects all cultures and difference. We will make this happen by creating a strengths based environment that enables all staff to develop and continuously progress
- ✓ plan to understand the makeup of our workforce by ensuring we have systems in place and analyse workforce data by their protected characteristics
- ✓ develop recruitment strategies which seek to attract, recruit, retain and develop the workforce from diverse communities utilising positive action
- ✓ enable formal and informal engagement with our staff and support networks to better understand how we can improve and promote equality and diversity
- ✓ improve the health and wellbeing of staff by adopting policy and practises that enable the organisation and individuals to embrace wellness in and outside work and develop good work life balance



Our Partners

Addressing any identified disproportionality and the needs of the communities across all protected characteristics needs a joint approach, working in partnership with other public sector, private and voluntary sector across the criminal justice systems.

It is recognised that one size does not fit all and we will seek to be innovative in the work with partners to ensure successful outcomes

To achieve this we will:

- ✔ work with partners to identify processes to enable collection, collation and analysis of data that can be shared and can identify disparity in service delivery across the protected characteristics
- ✔ assess the quality of long term problem solving solutions or vulnerable victims through review of services, policies and strategies to ensure there are no disproportionate effects on diverse communities
- ✔ work with our partners to develop strategies that enable more effective public service provision across our communities



The Equality Act and Public Sector Duty

The Equality Act (2010)

The Equality Act, which came into force in April 2011, replaced existing anti-discrimination laws with a single act. It aims to help public authorities avoid discriminatory practices and integrate equality into their core business.

The Public Sector Equality Duty

Section 149 of the Equality Act places an additional set of requirements upon public bodies, known as the Public Sector Equality Duty. This is made up of a general equality duty which is supported by specific duties.

The general equality duty requires public authorities, in the exercise of their functions, to have due regard to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Act.
- Advance equality of opportunity between people who share a relevant protected characteristic and people who do not share it.
- Foster good relations between people who share a relevant protected characteristic and those who do not share it.

The specific duty requires public authorities to publish annually information on the effects of their services and employment on people who share a protected characteristic.

How Does this Work?



As Public Bodies, we have a moral responsibility to address equality and diversity issues. The equality duty covers a range of protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation).

The equality duty is a major driver to demonstrate how we integrate consideration of equality and good relations into daily business. It requires equality consideration to be reflected into policy provision, delivery of services, and the way we deal with the people we employ.

Equality, diversity and inclusion is about recognising difference and embracing it. It is about treating people as individuals with different needs and making sure that they reach their potential. This applies to all communities and should be part of everything we do.

Equality Analysis

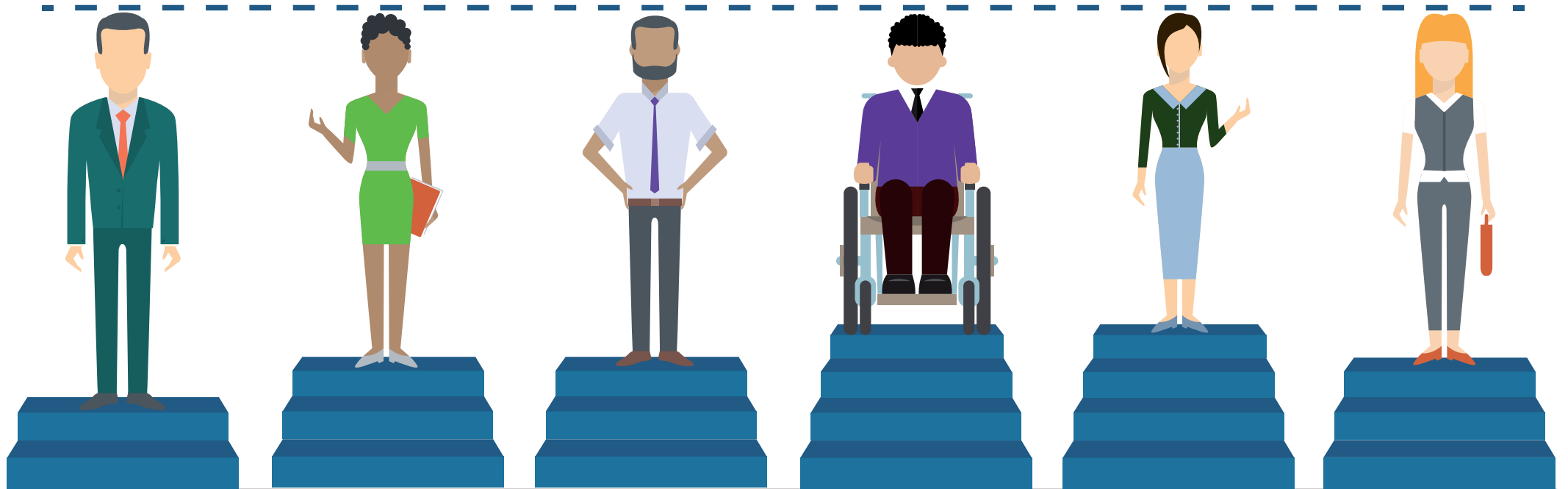
There is no longer a legal requirement for organisations to use Equality Analysis (EA), what they have to provide is evidence that they have considered equality legislation in the delivery of their business. The easiest way, which also ensures consistency within the organisation, is to provide an EA. This is used to methodically assess the effect that proposed policies, strategy function, procedure, practice; service delivery is likely to have on the community we serve.

The fundamental purpose of an EA is to identify whether a policy / service change may cause unfair treatment of, or adversely affect individuals or groups because of the range of 'protected characteristics'.

Public Bodies need to have a mechanism to understand how their policies and practices affect or could affect equality outcomes. This will need to be identified early enough to influence policy development. The Equality & Human Rights Commission have issued guidance on how different types of Public Bodies might go about this, to help them meet the general duty.

An EA should be carried out when developing any relevant new policy, initiative, procedure or service change.

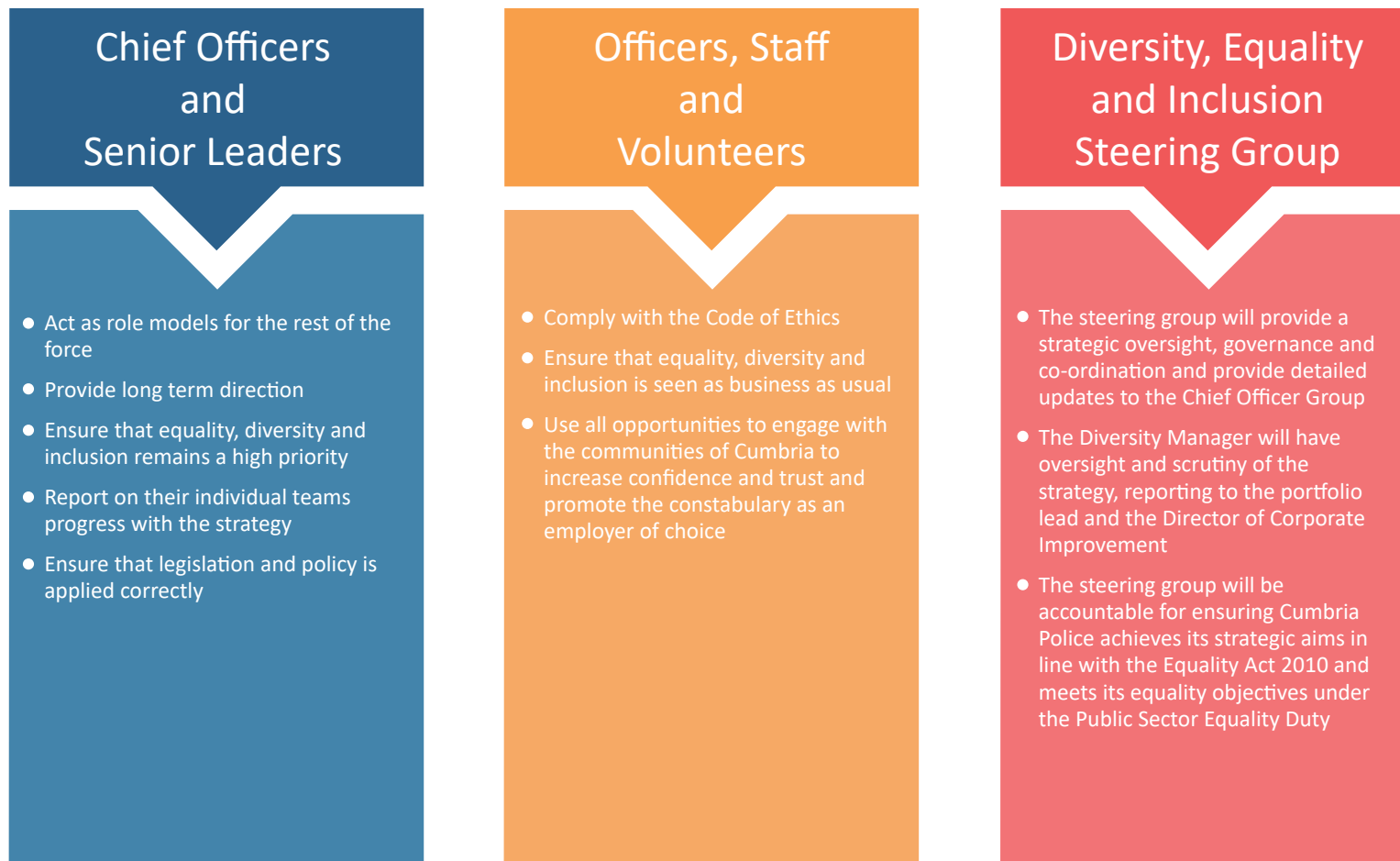
Completed EAs are public documents and should be made available if requested.



Who is responsible for delivering the Strategy?

Responsibilities

All staff have a personal responsibility to ensure compliance not only with the Equality Act, code of ethics and other related legislation, but also the DEI Strategy and related action plans. Chief Officers will provide visible leadership to ensure buy in from our workforce, partners and our communities and this will show a real commitment to diversity, equality and inclusion. Diversity is not a project, it is fundamentally linked to our culture and values and the Code of Ethics.



Staff Associations

Our staff support groups are critical in providing a form for networking and peer support.

They also provide Cumbria with a consultation group from different background to be critical friends where needed. With this engagement, we can recognise which policies may impact on diverse groups, what changes can be made to not only improve staff experiences but the wider communities and help build trust and confidence.



Cumbria's Support Groups

- Christian Police Association (CPA)
- Cumbria Constabulary Multicultural Police Association (CCMPA)
- Cumbria Police Pride Network
- Disability Support Group (DSG)
- Menopause Support Group (MSG)
- Women's Emergency and Public Services Support Group (WEPSA)
- Autism Support Group



Professional Bodies

- Police Federation
- Unison
- Superintendents Association
- College of Policing
- National Police Chiefs Council



Voluntary Bodies

- Chaplaincy
- Independent Advisory Group