



Diversity, Equality & Inclusion Strategy

2023 - 2025



**Cheshire
Constabulary**



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Introduction



Mark Roberts
Chief Constable

As Chief Officers in Cheshire Constabulary, we continue to work with our colleagues, partners, and communities to ensure that our organisation is a diverse workplace, and the service we provide is inclusive and representative of those we serve.

The founder of the police service, Sir Robert Peel stated that the 'Police are the public and the public are the police'. If we are to reflect the communities we serve we must continuously review our Diversity, Equality and Inclusion (DEI) strategy and workforce representation. Positive action will support our aim to be inclusive and offers important opportunities to attract a diverse and talented workforce.

Positive action is not a new concept, nor is it about filling quotas, meeting targets or lowering standards. It is an activity that helps us identify and remove barriers in the recruitment, retention and progression of people from under-represented groups, whilst ensuring people are employed on merit. We use positive action to create a level playing field to enable people to compete on equal terms.

With a diverse and inclusive workforce at all levels we can better engage the communities we serve to gain their trust, better understand their needs, recognise cultural differences and attract diverse skills, fresh ideas and creativity. In order to be effective in tackling crime, reducing antisocial behaviour and improving the outcomes for victims to make the communities in Cheshire even safer, we must embrace the trust and confidence of our diverse communities.

We have produced our DEI strategy to ensure that there is clear direction and response from Cheshire Constabulary around DEI, in line with local and national strategies.

Our Plan on a Page

Our purpose – the reason we are here

“Delivering Even Safer Communities for the whole of Cheshire”

Prevent and tackle crime

Make Cheshire's roads safer

Deliver justice for victims of crime

Protect vulnerable and at-risk people

Modernise our police service



Improve public confidence in policing

Operationally how we will deliver our purpose

Deliver outstanding neighbourhood policing and protect the vulnerable

Proactively understand and prevent crime and harm

Tackle crime and antisocial behaviour

What success looks like

- ✓ Dealing well with contact from the public
- ✓ Providing a good response
- ✓ Safeguarding the vulnerable and those at risk

- ✓ Fewer victims
- ✓ Less repeat victimisation
- ✓ Less re-offending
- ✓ Effective problem solving
- ✓ Strong management of offenders and suspects

- ✓ Creating a hostile environment for criminals
- ✓ Justice for victims
- ✓ Disrupting Serious Organised Crime
- ✓ High quality, timely investigations

The foundations for our success

<p>Deliver excellent victim focused service</p>	<p>Listen communicate and engage effectively</p>	<p>Use technology and data to transform services</p>	<p>Create an inclusive workforce, attract and retain our talent</p>	<p>Efficiency and productivity ensuring value for money</p>	<p>Equip, support and protect the workforce and their wellbeing</p>	<p>Visible leadership</p>
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Code of Ethics

Doing the right things, in the right way, for the right reasons

Courage



Respect and empathy



Public service



National Crime and Policing Measures

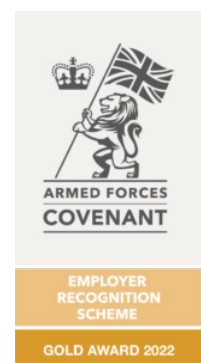
Strategic Policing Requirement

What have we achieved and how are we developing?

This strategy aims to build on the significant work that we have undertaken at Cheshire Constabulary to embed diversity, equality and inclusion into our workforce and into the services we provide for local communities. During recent years we have established an extensive range of successful programmes and initiatives and a strong foundation on which we continue to build.

We take pride in our achievements and also ongoing work to further develop our DEI strategy including:

- Maintaining our high level of diversity, equality and inclusion performance in relation to national DEI charter marks, including: Inclusive Top 50 Employers and Disability Confident Leader
- Launching a force-wide Dyslexia Screening programme with accredited Workforce Dyslexia Assessors
- We have taken the Dyslexia Friendly Workplace Pledge which is designed to help organisations build a more inclusive environment for all employees, including those who are dyslexic and neurodivergent
- The launch of a Personal Support Passport (PSP) to enable our staff in the workplace by providing reasonable adjustments and support to those with disabilities, long term medical issues and caring responsibilities
- Updated our Transitioning at Work Guidance to further support our trans staff in the workplace
- A fully developed positive action programme with significant outreach activity to support the attraction, recruitment, retention and progression of staff from under-represented groups, and to provide ongoing support within the organisation
- The Constabulary is one of 38 organisations from across the North West to have been awarded Gold under the Ministry of Defence Employer Recognition Scheme for support to the Armed Forces community



- Governance is in place through a well-established internal DEI board chaired by the Head of People Services which monitors our progress across our organisation, our communities and partners in line with the NPCC national Race Plan and DEI Toolkits
- Development of an external DEI board to strengthen our connection to members of the communities, to drive our progression in a way that is transparent, and to independently challenge us to continue our development of DEI strategies
- A DEI road map, found on the following page, gives us clear direction in the progression of DEI to make it an area of daily business for the force
- Introduction of Inclusion Champions and quarterly Inclusion Steering Group chaired by Superintendent lead for DEI
- The development of over 140 of our staff to be 'in force' Inclusion Allies who promote, advocate and support inclusion in the workplace (PASS IT ON) ensuring that DEI is talked about as daily business across the force



Diversity, Equality and Inclusion

The Way Forward for Cheshire Constabulary

1. KNOW OUR STAFF

through effective data sets



2. TRACK OUR PROGRESS

Clear governance structure to progress the NPCC DEI toolkits / Race Action Plan



3. GIVE OUR STAFF A VOICE

Enable our staff to have a voice through staff surveys, network engagement events and annual calendar of events



4. LEARN AND IMPROVE

Reflect and learn on our staff's experiences through the force organisational learning board



5. EDUCATION AND TRAINING

Create an education and training plan using lived experiences to ensure all our staff can be themselves in the workplace



6. REVIEW AND REPORT

Review our progress and report the results to our staff, our partners and the public



Cheshire Constabulary

Statutory obligations

The Equality Act 2010 and The Public Sector Equality Duty 2011

As a public body, Cheshire Constabulary has a legal responsibility to tackle discrimination and promote equality on the grounds of nine ‘protected characteristics’: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or Belief, Sex, Sexual Orientation.

The Equality Act 2010 and the Public Sector Equality Duty 2011 provide the legal framework. The Equality Act brought together over 116 separate pieces of legislation into one Single Act, making the law easier to understand and strengthening protection.

The Public Sector Equality Duty requires public bodies like Cheshire Constabulary to have due regard to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by the act
- Advance equality of opportunity between those 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

The legislation explains that ‘due regard’ for advancing equality involves:

- Removing or minimising disadvantages experienced by people due to their protected characteristics
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low

The general duty is supported by specific duties which require Cheshire Constabulary, like other public bodies to publish relevant information to demonstrate compliance with the Equality Duty. The information needs to be published at least annually along with specific, measurable equality objectives. This supports effective decision making by ensuring that all public bodies consider how different people will be affected by their activities. Effective decision making is further evidenced through Equality Impact Assessments.

Development of our Diversity, Equality and Inclusion Strategy

In developing our DEI strategy, our approach has focused on clearly aligning our work with the extensive good practice and evidence base promoted by the National Police Chief's Council (NPCC). Reflecting the national NPCC DEI Framework 2018 - 2025, our strategy and localised DEI delivery plans, cover three key themes: Our Organisation, Our Communities and Our Partners.

In developing our strategy and DEI objectives, our approach has incorporated benchmarking and gap analysis through:

- Feedback from the College of Policing through an in force DEI Peer review
- Undertaking peer reviews of other forces to enhance our knowledge, share best practice and make continuous improvement
- Structure and governance provided through our internal DEI board led by the deputy Chief Constable and linked to the NPCC national DEI toolkits
- Engagement with 8 fully embedded staff support networks each with a chief officer lead
- Consultation and progression monitored through an independent and objective external DEI board consisting of member of the communities we serve
- Engagement with our staff through force wide surveys, events and focus groups
- The support, engagement and feedback of over 140 in force 'Inclusion Allies'



Cheshire Constabulary Diversity, Equality and Inclusion Strategy 2023-25:



Our Communities

Our Aim:

To better understand the composition of our communities, promote effective engagement and good relations and increase community confidence.

We will work towards this by:

OBJECTIVE ONE

Ensuring the perspectives of community stakeholders are used to strengthen our work, particularly through our external DEI Board and Independent Advisory Group (IAG).

OBJECTIVE TWO

Improving the accessibility of information we provide to local communities, particularly the Deaf community.

How will we know we have succeeded?

- The profile and contribution of our External DEI Board and IAG is highlighted regularly through internal and external communications
- We host community consultation sessions as part of the development of our key force wide strategies
- Our community engagement team identifies appropriate data to ensure their activities are targeted effectively
- Our Independent Advisory Group meets regularly and we provide them with opportunities to scrutinise our work as critical friends
- Our community engagement team partners with community groups to plan and participate in key cultural events and celebrations throughout the year
- We involve community representatives in our recruitment activities
- Our PCSOs engage directly with community members and facilitate two way flow of information which contributes to community safety
- Key partners and representatives of local communities will be involved in the scrutiny of police coercive powers - stop and search, use of force, complaints and EIP's (strip searches)

Our Partners

Our Aim:

To understand the partnership landscape, improve joint service delivery, identify and tackle disparity.

We will work towards this by:

OBJECTIVE THREE

Reviewing our partnership activities in relation to offences targeted towards people with protected characteristics or perceived vulnerabilities, for example, Hate Crime and Domestic Abuse strengthening support offered to victims.

OBJECTIVE FOUR

Strengthening partnership approaches to improving the quality of diversity data in relation to offenders and victims of crime.

How will we know we have succeeded?

- We have access to high quality offender and victim data, broken down by protected characteristics and use it to identify those most likely to become a victim or offender
- Working with our partners, we deliver satisfaction surveys for victims of crime and use the results to identify service improvements, particularly in relation to offenses such as hate crime and domestic abuse
- We deliver joint community confidence surveys with our partners and use the results to develop shared engagement priorities with local communities
- Working with our partners we analyse data in relation to those detained in custody or dealt with by out of court disposal and we identify strategies to reduce or eliminate any disparities

Our Organisation

Our Aim:

To maximise transparency, gain a better understanding of our workforce and promote an inclusive culture across the organisation.

We will work towards this by:

OBJECTIVE FIVE

Delivering effective strategies, such as Positive Action, focusing on attraction, recruitment, retention and progression so that our workforce becomes more representative of the communities we serve.

OBJECTIVE SIX

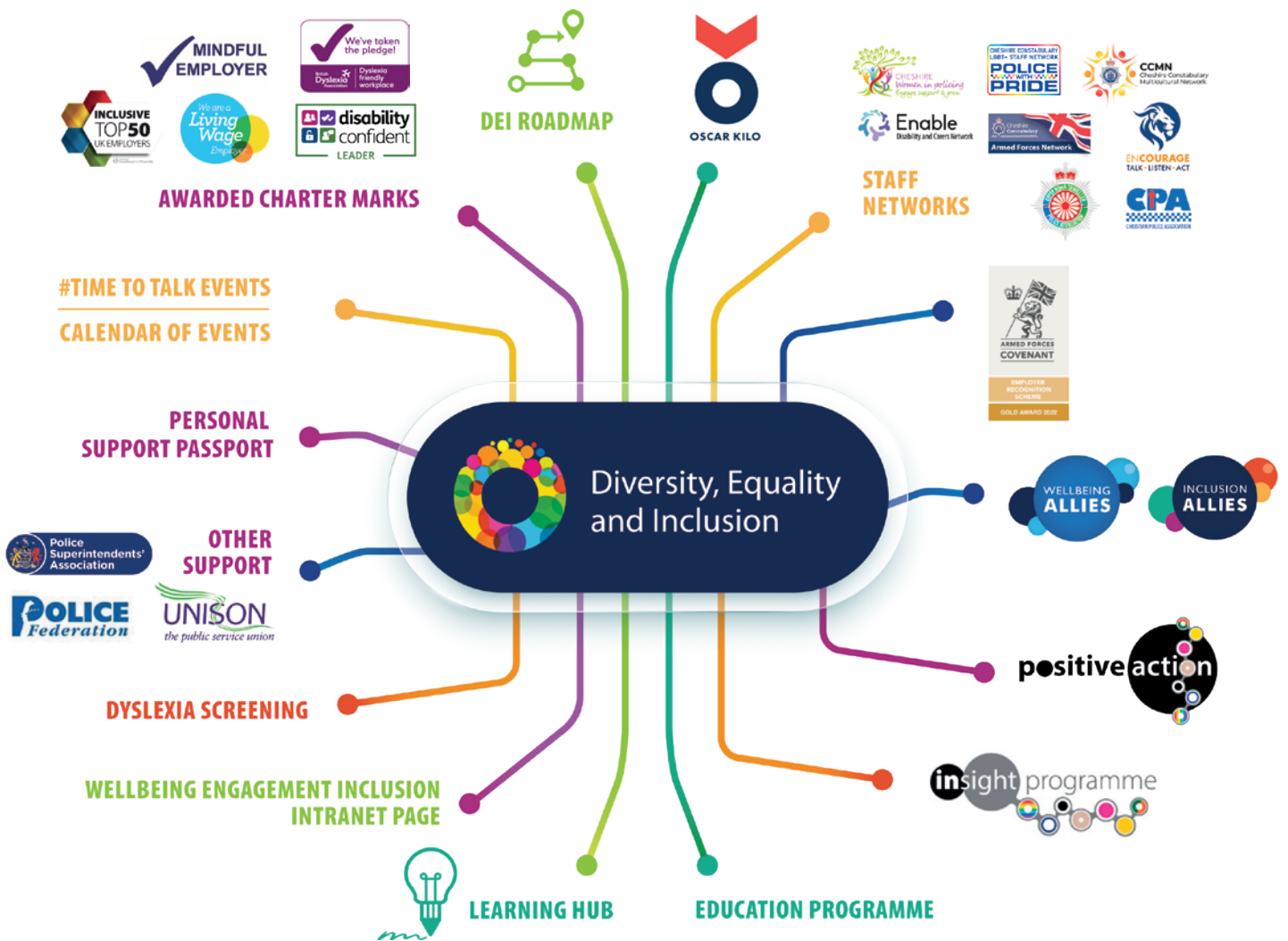
Increasing the number of officers and staff who share their diversity data and ensuring data is used to strengthen policy development and decision making, through measures such as Equality Impact Assessments.

How will we know we have succeeded?

- Increase in the number of job applicants from under represented groups applying to join the force through Insight Programme
- Increase in the use of Positive Action in recruitment, development and progression
- Increase in number of existing staff from diverse backgrounds applying for promotion in roles where there is under representation
- Our annual staff survey will show evidence of increased engagement and satisfaction from staff from under represented communities
- An increased number of staff will share their equality data through introduction of Safe to Say campaign
- 100% completion of EIA for force policies and procedures

Who and what do we have to support our DEI Strategy?

At Cheshire Constabulary we are not only committed to creating a comprehensive DEI strategy but also providing programmes, documents, education, support networks and expertise to our staff. This combination of support aims to give a full holistic support service to both our staff and communities in all aspects of diversity, equality and inclusion.



Leadership, Delivery and Scrutiny

At Cheshire Constabulary we acknowledge that DEI is everyone's responsibility. We are committed to work with all our staff, stakeholders, partners and communities to embed DEI as 'business as usual'. This is provided by the following governance structure.

<p>Deputy Chief Constable The force DEI lead</p>	<ul style="list-style-type: none"> ○ Force lead ensuring DEI remains a priority ○ Setting the strategic direction for DEI and holding business owners to account in line with the NPCC national DEI toolkits
<p>DEI Team</p>	<ul style="list-style-type: none"> ○ Strategic and operational policy support to progress the Constabulary's DEI strategy and approach ○ Provide a central source of information, advice and guidance to Senior Leaders, Managers and Staff networks in relation to all DEI matters for the force ○ Analyse and evaluate existing processes and practices around DEI, then identify and implement opportunities for change and innovation, promote best practice and enable continuous improvement
<p>Inclusion Allies</p>	<ul style="list-style-type: none"> ○ Staff members who act as allies to promote, advocate and support inclusion in the work place ○ Communication advocates to promote force priorities and messages in relation to DEI to all our staff ○ Inclusion Steering Group / introduction of Inclusion Champions
<p>Staff Support Networks Chief Constable chairs meetings</p>	<ul style="list-style-type: none"> ○ Networks who constructively challenge and work with the force in the progression of DEI priorities ○ Provide an avenue of advice and guidance to develop the strategy ○ Contribute to and consult on force policy and procedure development, in support of its members and ensuring they have a voice ○ Provide expert advice and support to our workforce and their families

Internal DEI board	<ul style="list-style-type: none"> ○ Oversight and monitoring of the DEI strategy in line with the NPCC national toolkits ○ Addressing areas of priority for the force, holding business owners to account and ensuring continuous development
External DEI board	<ul style="list-style-type: none"> ○ Advise on the priority areas of the NPCC toolkit including consideration of adequacy of action being taken to address those priority areas ○ Act as a critical friend to Cheshire Constabulary giving constructive feedback and advice on identified areas of DEI practice for the force ○ Provide independent qualitative reviews on areas of DEI progression within the force referred by the Chief Constable or their statutory officers ○ Advise on the development of new and existing force policies and strategies in relation to DEI
IAG	<ul style="list-style-type: none"> ○ Expertise from both policing and our communities to support the force in adapting the DEI strategy to developing needs and priorities ○ Supportive advice to monitor force progression and development
NPCC/ HMICFRS	<ul style="list-style-type: none"> ○ Accountability and progression against national set standards and inspection criteria ○ Race Action Plan / DEI Toolkit

Cheshire Constabulary - Employer of Choice



Glossary

Reporting

On an annual basis we will publish equality data, in an accessible format on the force website, in accordance with the Equality Act 2010 and the Public Sector Equality Duty 2011:

- DEI Outcomes Report
- Equality Objectives
- Workforce Summary Report
- Gender Pay Gap Report

Links

- PCC Plan
- APCC Vision 2025
- NPCC National DEI Framework 2018 - 25
- Code of Ethics
- Independent Advisory Group
- Recruitment Page

At Cheshire Constabulary you will be
trusted, developed, supported, protected, cared for and valued.





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