



Inclusion and Diversity Strategy 2019-2024.

Incorporating the Equality Action Plan.



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Foreword

We provide policing to a diverse community of over 1.6 million people. Our mission is to protect, serve and respect. Our vision is to deliver outstanding policing for everyone. We can only achieve this if we understand, embrace and value differences within our communities and our workforce. Being inclusive is one of our core values and we are already undertaking ambitious work to increase the diversity of our workforce and tackle underrepresentation.

We aim to go much further than compliance with the statutory obligation set out in the Public Sector Equality Duty. We recognise that there are important benefits and reasons for wanting to be a more inclusive and diverse organisation. It is 'the right thing to do'; it helps us to build stronger community relations, trust and confidence; maximises employee health, wellbeing and productivity; and, enables us to recruit and retain the best available talent. These in turn improve the quality of our service to the public, making it more accessible and responsive to different needs.

This is a top leadership priority for the organisation and as such it will be given regular attention by managers and leaders at all levels. It will be properly resourced, with governance oversight at the through an Inclusion and Diversity Board with broad representation and which I will continue to Chair. In implementing the strategy we will be open and transparent, draw upon the evidence. We will continue to encourage scrutiny and accountability for progress. We might not always get it right – and where we don't, we will learn quickly. We will take courageous decisions and drive innovation to accelerate progress. We will adopt an approach that is both caring and supportive.

This Inclusion and Diversity Strategy sets out our main objectives for this work. These will provide us with continuity of focus for our actions which will adapt and evolve as circumstances develop. Our inclusion and diversity plans and actions are contributed to by many people across the organisation and beyond, including managers and leaders, officers and staff, members of our various advisory group, partners and wider community stakeholders. I am grateful to all of them for their shared commitment and inspired by their valuable ongoing efforts.

We know there is a great deal still to be done and we will work tirelessly to achieve it. We ask for your continued interest, engagement, challenge and support along the way.

Sarah Crew
Deputy Chief Constable



Inclusion and Diversity Strategy 2019-2024

The document sets out the Inclusion and Diversity Strategy for Avon and Somerset Constabulary for the period 2019-2024, incorporating our Equality Action Plan. It has been developed following engagement with a wide range of stakeholders and in taking account national plans and wider research. It is written to inform staff and external stakeholders of what we aim to achieve, what are planning to do, and how we will manage progress.

Objectives

We have set five strategic objectives to guide our equality, diversity and inclusion work in the coming years. They represent a long-term commitment and are as follows:

1. An inclusive culture

We will build a fairer and more respectful workplace at every level where diversity is harnessed as a strength and where people are valued as individuals and helped to flourish whatever their unique background or characteristics.

2. A diverse workforce

We will proactively tackle underrepresentation and create a workforce that far better reflects the diversity of the communities it serves.

3. Inclusive practices

We will embed inclusive policies, processes and practices at every level, meeting or exceeding recognised standards against which these will be benchmarked

4. Inclusive services

We will ensure greater dignity, fairness and respect in treatment and outcomes, tackling prejudice, unintended bias and reducing inequalities in service delivery.

5. Community engagement

We will better understand and engage with diverse communities, building stronger relations, trust and confidence in policing and contributing to a more inclusive society.

Governance

The Inclusion and Diversity Board provides direction, sets the strategy, oversees progress and performance and controls overall resourcing. This is chaired by the Deputy Chief Constable and is made up of representatives who lead or support the different strands of work alongside other key stakeholders. As well as monitoring progress through assurance measures, it will keep abreast of developments and ensure that plans adapt to respond to changes. Data will be available through our applications to enable effective, evidence-based decision making. Each Chief Officer champions a diversity strand. Detailed underpinning plans are maintained, setting out the activities to achieve the objectives.

Assurance

We expect to see continual and sustained improvement in:

- Performance against nationally recognised standards which will be used to benchmark and support progress.
- Levels of representation from those with protected characteristics across all segments of the workforce resulting from positive actions in recruitment, progression and retention.
- Levels of inclusion and diversity awareness, knowledge and understanding within the workforce.
- Staff survey measures relating to inclusion and diversity, discrimination, bullying and harassment.
- Levels of trust and confidence in policing from diverse communities.
- Quality and utilisation of data, analysis and insight relating to diversity and inclusion.
- Tackling disparity and disproportionality in service delivery and outcomes.
- Meeting the expectations set out in the Public Sector Equality Duty.

Key influences on our strategy and plans

Public Sector Equality Duty

We are legally required to comply with the Equality Action 2010, and in particular Section 149, the Public Sector Equality Duty; and, Section 153, the specific duties. The Public Sector Equality Duty requires that the Constabulary have due regard to the need to eliminate discrimination, advance quality of opportunity and foster good relations between different people.

This involves: removing or minimising disadvantages suffered 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; and, encouraging people from protected groups to participate in public life or others activities where participation is disproportionately low.

The specific duties require public sector bodies such as ourselves to publish information to show their compliance with the duty, at least annually. This must include information relation to employees and to people affected by our policies and practices who share protected characteristics. It also means that we must set and publish equality objectives, at least every four years. We publish these on our website and intranet.

You can find more information about Protected Characteristics, types of discrimination and Positive Action at Appendix 1 of this document.

Police and Crime Plan

The Police and Crime Plan is a statutory requirement for all Police and Crime Commissioners (PCCs) and it sets out the PCC's police and crime objectives and provides strategic direction to the Chief Constable on the priorities the Constabulary should focus on. It is reviewed on a cyclical basis and when it is updated this strategy will be reviewed to make sure that it continues to align. The current plan contains these priorities:

1. Protect the most vulnerable from harm
2. Strengthen and improve your local policing teams
3. Ensure Avon and Somerset Constabulary has the right people, right equipment and right culture
4. Work together effectively with other police forces and key partners to provide better services to local people

We share the Police and Crime Commissioner's vision on equality, diversity and inclusion. The PCC is clear that part of her role is to ensure that the Chief Constable fulfils his duty to comply with the Public Sector Equality Duty. Beyond this, each of the priorities within the plan has implications for what we do about equality, diversity and inclusion.

Priority one includes a focus on improving services for victims of crime and vulnerable people including victims of hate crime, children who need to be safeguarded and people experiencing mental health crisis, amongst other areas. This requires a person-centred approach and recognition of the support required by those with multiple or complex needs. Working collaboratively, using evidence and analytics and prioritising in relation to threat, risk and harm is critical to our effectiveness in this area. It is clear that we cannot achieve this effectively without a strong understanding of the diversity of individuals, their experiences and needs. It means that we must ensure an inclusive and accessible approach to our service provision that places an emphasis on fairness and respect.

Priority two makes clear that we need to be accessible and responsive; to increase community involvement in delivering the Police and Crime Plan; to ensure that victims are satisfied with the service they receive; and, to ensure that local priorities are addressed. It is impossible for us to achieve this without an approach that properly understands the diversity of the communities and individuals we serve. It is also impossible to do that without maintaining our legitimacy within those communities through transparency, engagement and an ethical and fair application of the law by a workforce that reflects the people it serves. As well as understanding that diversity, it demands inclusive practices and a proactive approach to addressing service delivery disparities and inequalities. This priority also makes clear that technology must support the utilisation of data to make decisions and drive improvement. We must be conscious of diversity and inclusion issues in the ethical collection and utilisation of data.

Priority three focuses on the right people, equipment and culture. This establishes clear expectations in relation fair and respectful treatment alongside the engagement, understanding and representation of diverse communities within our workforce. In addition to these standards, it reinforces the requirement upon us to provide a customer focused approach to responding to complaints and to recording crime as well as to believing victims when they report crime. This priority also establishes the objective that our working environments will be fair, respectful and equitable – where people flourish, allowing the best possible delivery of services to our communities. This priority couldn't be more explicit that diversity and inclusion are at the heart of delivering outstanding policing. It also underlines the critical part that ethical leadership excellence plays in promotion of diversity and inclusivity in our current and future leaders.

Priority four recognises that we don't operate in isolation and that we must work in partnership with other police forces and organisations to provide better services to local people. This means that we must play our part in the transformation of the wider system. It means that we need to work with others to strengthen partnerships. This is the only way to intervene earlier, build safer, stronger and more cohesive communities. This implies a civic responsibility with our sector and beyond to enable and encourage those we work with to adopt and follow the principles of equality, inclusion and diversity and to work with them to

improve services for everyone, especially the excluded, underrepresented, most vulnerable and disadvantaged in society.

National Policing Influences

The **National Police Chief's Council (NPCC)** have established a 2018-2025 Diversity, Equality and Inclusion Strategy, underpinned by a recognition that there is significantly more to be done. This highlights the commitment to understand the composition of communities and the value and benefits of a diverse workforce that reflects them. It acknowledges that there is not a 'one size fits all' approach, and that forces should go beyond the nine protected characteristics to value difference in its broader sense. There is also recognition and support for the priority that government is giving to tackling race disparity and to ensuring we are addressing the issues associated with that. It sets out a clear aspiration to be an employer of choice for people across communities and commits to creating an inclusive culture where people are confident to provide information about themselves. As well as acknowledging the legal and moral basis for diversity, equality and inclusion, it recognises their role in strengthening the legitimacy of policing and our operational outcomes. An emphasis is placed upon the need for a strong evidence base for decision making and continual improvement. The pledge also accepts that the police service sometimes creates disparity and has to deal with the consequences of disparity within other parts of the public sector system. It promises that we will understand and explain disparity where it exists as well as reforming where needed.

Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) independently assesses the effectiveness and efficiency of police forces and fire and rescue services in the public interest. HMICFRS is clear that a force that is outstanding at treating all the people it serves and its workforce with fairness and respect will do a number of key things. This includes ensuring the workforce has the competence and values to be able to deliver this, as well as providing appropriate training guidance and support to ensure fairness within decision making along with the ability to communicate innovatively and effectively. It is particularly clear that we must ensure that officers and staff know how to properly use their powers, including stop and search, fairly and respectfully and that we have the mechanism to regular review stop and search and use of force effectively. It stresses the importance of ensuring external, independent scrutiny mechanisms at all levels to review and challenge performance around treating people with fairness and respect. In relation to the workforce, an emphasis is placed on establishing trusted mechanisms for feedback, gathering and utilising diversity data to address disproportionality, as well as the importance of fairness, high quality leadership, management and support throughout the 'employee'/officer lifecycle.

Making the case for inclusion and diversity

In addition to the key drivers outlined above, there are a number of other reasons why this is important to us. We will persistently communicate these reasons to build awareness, understanding and commitment to change. This will form part of our sustained efforts to provide a strong and inspiring strategic narrative about the organisation, where it has come from and where it is going so that all those who are playing a role in this journey know why this matters and what part they should play.

It's the right thing to do

Valuing people as individuals and harnessing differences is simply the right thing to do. Everyone deserves to be treated fairly and respectfully. Nobody should suffer disadvantage, unlawful discrimination, harassment or victimisation because of who they are. As well as being integral to our values as a police force, we strongly believe in the benefits of inclusion and diversity. We should also play our part within the community to promote understanding and tackle prejudice. These efforts help to advance equality.

Building community relations, trust and confidence

People expect us to behave in accordance with our stated values. When we do this well, their perception of policing improves and they are more inclined to trust and believe in us. Our ability to police effectively depends on there being a cooperative and collaborative engagement with the public. When we build relations with our diverse communities, they get to know us. The trust and confidence that forms when we do this right provide the currency that enables us to operate legitimately and effectively as a police service. When we listen to and engage people in this way, we can also design, develop and deliver services that better meet their needs and expectations.

Enhanced engagement, wellbeing and productivity

We want our staff to feel included, to bring their true selves to work, and to feel that they are making a valuable contribution to the success of the Constabulary. When people can be themselves, they're healthier, happier and higher performing. An environment in which people don't feel comfortable to be themselves can result in self-editing or people being suppressed which can be harmful. Inclusion and diversity maximises health, wellbeing and productivity. A culture of inclusion also supports and encourages us to look for the best in each other; to care for one another; and, to set aside assumptions or stereotypes in favour of valuing the unique differences of each person. This ultimately means we can work together more effectively.

Widest possible talent pool

In competing to recruit and retain the workforce of the future, we want to be able to source the best available talent which means we need to look wide and have broad appeal. Attracting people from different backgrounds and with different personal circumstances brings a wider range of experiences and perspectives which enables us to perform better.

Increased creativity and innovation

We want to be at the cutting edge of developments in policing and we always look for opportunities to solve problems, to learn and improve. With the diversity of thought and experience that comes with a diverse organisation we find new ways of thinking and seeing the world – and from this comes insight, innovation and improvement.

Diversity Lenses

We will adopt a number of 'diversity lenses' to help ensure a clear focus in each strand of work and senior leadership champions and our staff support network groups will advocate for each area and drive improvement.

- Multicultural – inclusive of race, ethnicity, nationality and face a supportive environment
- Gender – focused on engaging women and men across the organisation
- Disability – focused on creating an accessible and inclusive organisation and service where people from all abilities want to work and can engage effectively with us
- Neurodiversity – focused on valuing the difference of neurodiversity individuals and harnessing this as a strength
- LGBT+ - focused on supporting people across the diverse spectrum of sexuality and gender identity

What we plan to do in 2019-20

Five big initiatives to accelerate progress

The Constabulary recognises the urgency and criticality of having a diverse workforce who represent the communities we serve. The approach being rolled out across Avon and Somerset in terms of our recruitment is to:

- Raise awareness of ASC commitment to recruitment of underrepresented communities.
- Share a vision for policing which is inclusive and enables people from the underrepresented communities to see themselves as part of that vision.
- Build trust in our communities that this commitment is lasting and an integral approach to policing our communities.
- Break down barriers and obstacles that may be preventing people from under represented communities, particularly visible BAME backgrounds from joining the service
- Simplify the selection and recruitment process.
- Create a cohort of people who are interested in joining the police and support them in a personal way to realise this ambition.
- Take a collaborative approach through Neighbourhood and Partnerships directorate, the Workforce Representation team and HR recruitment.

At the same time it is recognised that as well as attracting and recruiting a more diverse workforce, we need to ensure we are inclusive as an organisation in supporting our own people, both existing and new into the organisation. We need to ensure we are looking at our own culture, policies and practices to ensure full engagement, development and progression for all our people.

We will be taking forward five big initiatives which will help to create the step-change required. It does not preclude progressing other related work regarding diversity and inclusion in the organisation, but rather seeks to work in tandem with them to accelerate and make a significant step change in the overall capability of the organisation in relation to Diversity and Inclusion.

Big initiative 1 – External Accreditation for Diversity and Inclusion

This will involve working with partners who provide external accreditation in relation to diversity and inclusion. In attaining external accreditations, through assessments, we start to embed long term sustainable change, a beneficial impact in performance, innovation, efficiency and growth and provide a detailed roadmap with recommendations to help implement those areas requiring improvement. External accreditations look at the whole organisation in terms of policies, processes, people and how we can improve what we are doing. Examples include the work already underway as Stonewall Champions and towards

becoming a Disability Confident Leader, however we will seek to engage in other standards across all strands of diversity such as the National Equality Standard. In this way the constabulary will not just be 'marking itself' but be open to assessment from external organisations who can benchmark and give guidance of national best practice across all sectors. Signing up to such standards will provide a signal of our commitment to our own people and to external stakeholders that we are serious about diversity and inclusion.

Big initiative 2 – Three tier approach to embedding D&I constabulary wide through learning

This will involve a three tiered approach to learning, to embed a better understanding and capability in relation to inclusion and diversity across ASC.

Tier 1 Leaders and Senior Leaders – The intention is to develop the cultural intelligence of our leaders in order to introduce 'light bulb' moments and self-awareness that enable our leaders to have a greater and shared understanding within our organisation of diversity and inclusion, without marginalising people. Our leaders will then start planning their own development and that of their teams, uphold standards, innovate and role model behaviours to support diversity and inclusion.

Tier 2 – Joint commissioning of training and learning intervention for operational police staff, PC & Sgts – The proposal is to have a joint commissioning process identifying what is needed to address learning at the operational level within the organisation. This provides a transparent and collective approach where both internal officers/staff and external partners join together to commission what everyone believes will make a difference to how our officers and staff understand and serve the public with regards to diversity and inclusion.

Tier 3 - Initial police training is critical in setting the standards and behaviours we expect of our new recruits, but is also an opportunity to empower this cohort to bring this mind-set into the main workforce and challenge and inspire where they do not see it happening. The new Police Degree Apprenticeship Programme will be introduced in spring 2019, and as part of that diversity and inclusion is critical in two main ways:

- a) Through the attraction and retention of candidates from diverse backgrounds to join the Police Degree Apprenticeship Programme.
- b) Through the development of the curriculum, to ensure that diversity and inclusion are taken into account in how our officers are trained, for example in relation to engagement with our diverse communities.

Big initiative 3 – Strengthening our capability to attract diverse talent into the constabulary.

The Constabulary currently have a small Representative Workforce team who work hard on the attraction, engagement and development of people from our diverse communities to join the police. This might include supporting people who previously may never have considered a career in policing. This work has proved successful, but the team are only small.

Therefore, we will recruit three additional Diverse Workforce Outreach Workers on two year contracts, to support and enhance this work further. The additional resources for the team will enable greater visibility at community and education events, more talent to be creative and extend our outreach work and build wider and deeper partnerships, and provide more capacity to build an evidence base around what works and what doesn't, to ensure we are focussing our attention on the right areas and identify areas for improvement. The intention

is to further expand a high performing team of motivated advocates who will encourage and support more people from underrepresented communities to join the constabulary.

Big initiative 4 – recruiting for difference

We recognise that one of the challenges to creating a diverse workforce, is not only attracting applicants from diverse backgrounds, but removing obstacles within our own recruiting processes. This requires ensuring that difference is valued and removing unconscious bias. We need to ensure that our recruitment teams and managers are trained to understand best practice regarding ensuring we introduce a sound methodology and approach to fundamentally change the way we think and act in our recruitment processes. This will mean we get better at recruiting a more representative workforce with all the diverse talent that can bring and that we don't miss the opportunities generated by all the other work we are doing to build trust and attract people to apply to work for us.

Big initiative 5 – Mobilising the whole workforce

We know that our people join the Constabulary to serve the public. We want to ensure that the whole workforce understands the relevance and importance of Avon and Somerset Constabulary being a diverse and inclusive workforce – we want to genuinely engage with our people so they fully understand why we are so committed to diversity and inclusion, that it is not just a tick box exercise and that we genuinely care. We want to demonstrate why a diverse workforce is better for everyone. Therefore, we will work with expert partners in behavioural change and communications, to build a communications and engagement plan that creates understanding and allows people to more fully become involved in creating an inclusive workforce. We want to build understanding and momentum so that our people will be excited, motivated and proud to join our staff networks, to speak out for diversity and feel comfortable and empowered to become allies in building our diverse and inclusive organisation. We will also provide investment to support and build stronger staff support networks to build trust internally and to demonstrate externally that we are committed to hearing the voices of those who work for us and engaging with them in a meaningful way.

An underpinning coordinated plan of activities across the objectives

The main document for capturing our Inclusion and Diversity activity, is an action plan owned by the Inclusion and Diversity Board. This action plan will be incorporated into the single delivery plan in line with our overall governance to deliver our strategic aims.

The action plan is summarised below.

An inclusive culture

Objective 1	We will build a fairer and more respectful workplace at every level where diversity is harnessed as a strength and where people are valued as individuals and helped to flourish whatever their unique background or characteristics	
Activity	Next key date	Progress

Strengthen trust in staff from across diverse groups to engage and have a voice in the organisation and feel included.	Series of activity to strengthen staff support groups review Sept 2019	Work is being done to strengthen the staff support groups including reinvigorating the Staff Support Group meetings , a specific LGBT network day and further development activity, planning for participation in the national staff networks day in May 2019
Consideration of staff survey in relation to protected characteristics as well as all staff.	Final feedback March 2019	A specific report of the staff survey (Staff Survey 2018 – Inclusion and Diversity Focus) was completed in November 2018 in relation to protected characteristics. Further work is being done to explore the results from our disabled staff (web chat, focus groups). In addition all areas are working on actions and feedback for their own directorates for March 2019.
Consideration of additional development support which might need to be put in place to support individuals from underrepresented groups to progress their careers.	Review April 2019 as part of consideration of leadership development	Positive action support is in place for police officer promotion boards. ASC has also supported 3 BAME individuals through the ‘Stepping Up’ leadership programme with Bristol Council, and is going to support a further 3 from under rep groups. The evaluation for the People Development Programme in April 2019 will specifically take into account how to improve inclusion and diversity as part of the measures for evaluation of the programme.
Learning & Development interventions The ‘3 tier’ approach as part of the big 5 ideas identifies activity to procure learning and development interventions for our leaders and new police officers in order to expand and uplift cultural intelligence and awareness across the organisation.	Initial Degree Apprenticeship for new police officers (Tier 3) May 2019, procurement of cultural intelligence April 2019 and full roll out by December 2019.	CPD events held in Jan 2019 for the training department themselves to better understand inclusion and diversity at ASC. Cultural intelligence training piloted in East Bristol in Autumn 2018 leading to inclusion as part of the proposal in the ‘Big 5 initiatives’. Engagement with Bristol City Council over their inclusive leaders programme. The contracting arrangements have largely been completed for the Police Constable Degree Apprenticeship and the procurement processes are in progress for the other two elements of the cultural intelligence training (internal engagement on how to commission the tender) with further work on the completion of the tender to take place

A diverse workforce

Objective: 2	We will proactively tackle underrepresentation and create a workforce that far better reflects the diversity of the communities it serves	
Activity	Next key date	Progress
A community focused recruitment approach which requires ASC to go out into the community rather than waiting for the community to respond to us.	March 2019 End of year summary of progress so far.	Discovery workshops (familiarisation events) have been in place for the past 12 months moving from police premises to local community premises to encourage engagement with people from our under represented communities (and their friends and family) to find out what it means to join the police as an officer, staff member or volunteer. We have had 9 workshops and over 130 attendees. The next workshops are being timetabled through 2019. We have had 47 people mentored by a Diversity Champion in the past 12 months, an ASC mentor, trained to support external applicants from under represented communities in their application and interest to join the police. We held a Diverse Recruitment community engagement event in a local community venue in November 2018, achieving a wider diversity and representation from community members than we have previously seen (over 40 attendees). We listened to the feedback about how we can improve our processes, what the perceived obstacles are from the community in joining the police and have taken feedback in terms of how we can better at what we are doing, and what is working so far.
Diverse Workforce Strategy	Next police officer recruitment campaign – date to be confirmed.	A steering group with a specific focus on diverse workforce chaired by a chief officer and a strategy have been developed which focus on a ' hyper local ' approach, marketing directly into our under represented communities and avoiding 'loud' media noise when recruiting for police officers. The ambition is to create more frequent campaigns with lower application rates so that we can develop people from underrepresented groups who want to apply, encourage greater proportionality across all our communities in applications for police officers and PCSOs and support more frequent opportunities for people to apply. To be clear, anyone eligible will still be able to apply, it is just that the marketing and support focus is targeted.
Job families, police staff apprenticeship and police staff career development.	Start of job family implementation April 2109	Police Staff career progression is important and our communities are interested in jobs other than just police officers. Therefore as we look at innovative proposals regarding how we can better support the careers of our police

		staff, we will also monitor the opportunities this brings in terms of our underrepresented groups, such as ensuring communities are aware of the opportunities which they may not have realised existed. The pilot proposed is a police staff Investigator job family and our under represented communities will be engaged as we launch this.
Recruiting for difference	April 2019	We recognise that our own recruitment practices need to be fair, to encourage and value difference. Therefore as part of the big 5 initiatives we are looking to train our Recruitment staff in how to ' recruit for difference ' We also look at different ways to diversify our existing police officers, therefore fully took on board the College of policing guidance to advertise promotion opportunities outside of our own force, support transferees from other forces and we have also engaged in the Police Now graduate entry programme.

Inclusive practices

Objective: 3	We will embed inclusive policies, processes and practices at every level, meeting or exceeding recognised standards against which these will be benchmarked	
Activity	Next Key date	Progress
Engagement with the National Equality Standard (NES) to support us in the review and improvement of all our processes, practices, policies to become more inclusive	"Signed up for NES" Status by April 2019	Initial engagement with NES has happened & procurement process is progressing, aiming to achieve procurement by end March 2019. The journey will then begin with the NES to review the constabulary under the 35 competencies that drive diversity and inclusion.
Re- engagement with Stonewall and work towards Workplace Equality Index (WEI) submission.	WEI submission Sept 2019	We have been reinstated as Stonewall Champions and are working on areas for improvement for the action plan for the WEI in Sept 2019
We are Disability Confident Employers (level 2) and working towards becoming Disability Confident Leaders (level 3)	Working towards moving from Level 2 to 3 July 2019 submission.	Working on activity required to take us to Disability Confident Leaders – working group being put in place. Again as with NES and Stonewall work is required on reviewing policies, procedures and practices.

Review ' People Data and Reporting ' for further consideration of diversity and inclusion as part of our ongoing data collection and submission.	Internal People Data Summit March 2019	Equality Impact Assessments are well imbedded as part of the police officer promotion processes. Equality impact gets reviewed at different points of the police officers & PCSO recruitment process. As part of the Bristol's Race Equality Strategic Leaders group we won the Transparency award for the group's work in researching and publicising the demographic statistics of some of the city's major employers at the Global Equality and Diversity Awards December 2018 . We still have more we can do and are going to hold an internal ' People Data Summit ' in March 2019 to further consider how we can improve our reporting in terms of our diversity stats to support fairer and more equal processes and practices. This will include consideration of what further points we can look for and identify disproportionality in relation to statistics for those with protected characteristics or who are underrepresented.
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Inclusive services

Objective: 4	We will ensure greater dignity, fairness and respect in treatment and outcomes, tackling prejudice, unintended bias and reducing inequalities in service delivery.	
Activity	Next Key date	Progress
Review our current 'community listening' channels	Progress report to the I&D Board in March 2019	Under the direction of the Inclusion and Diversity Board, a working group has been set up to review our feedback channels to ensure our service provision for underrepresented communities is fair and equitable . The review will also provide the opportunity to strengthen our assurance activity and seek an evidential framework to ensure our service is providing positive outcome for users from diverse groups.
Enhance and improve our service provision for victims of hate crimes	26 th March April 2019	There are several initiatives currently running in force to raise awareness and understanding for victims of hate crimes (members of the public and members of staff/officers as victims). In March we will hold a hate crime awareness workshop , open to all employees and hosted by ASC, joined by external partners such as SARI and Brandon Trust. This is to reinvigorate our existing Hate Crime Champion Network to provide additional support to victims of hate crime. Under the Autism Act, there is a requirement to identify and report the number of hate crime

		victims who identify as autistic / Asperger's. We are in the process of adding this as a local strand of hate crime . We will have an awareness campaign in April to launch this in Autism Week .
Improve the opportunities for victims of hate crime to report incidents.	Due to launch Q2 2019	Launching a pilot to improve the opportunities for hate crime to be reported by 3rd parties . We currently work with various partners (SARI/Brandon Trust/True Vision) to support the on-line 3 rd party reporting of hate crime, however there is a need to provide a face to face facility to report via 3 rd parties, particularly for victims with disabilities and Transgender victims. The pilot will be a multi-agency service delivered by Bristol City Council, with support and training provided by ASC.
Improve the criminal justice experience of people with Autism/Aspergers	Completed Ongoing work due to liaising with several other forces March 2019	The constabulary Standard Operating Procedure for custody has been updated to ensure that all detainees with Autism / Aspergers are recognised, treated as vulnerable and given appropriate support whilst in custody. Lead on change requirements to include mandated questions on autism in the custody risk assessment , which will automatically trigger additional support for self-identified autistic people in custody. This will affect all forces using Niche. Launch module 1 of the new on-line autism awareness training , co- developed with the University of Bath, ASC and the Bristol Autism Spectrum Service
Review protocols, procedures and training in how to de-escalate situations in order to minimise the use of force	December 2019 – April 2020	Building on the existing national conflict resolution programme, we have committed to designing and delivering an additional bespoke development package for all frontline officers to help them consider choices, consequences and recognise the importance of cultural competence and communication . This programme is in design phase with delivery planned for autumn 2019. The programme will include learning from recent critical incidents , amplifying the importance of de-escalation .
Review protocols, procedures and training for Stop and Search	May to December 2019	Stop search training integrating use of body worn video has been delivered to every team of frontline response officers force wide . This training will be delivered to all Operation Remedy and Neighbourhood Teams in the autumn/winter 2019. This programme of work

		included a contribution from the Vice Chair of the OPCC Scrutiny of Police Powers Scrutiny Group which was invaluable and well received.
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Community engagement

Objective: 5	We will better understand and engage with diverse communities, building stronger relations, trust and confidence in policing and contributing to a more inclusive society.	
Activity	Next Key date	Progress
Refreshing and expanding our Independent Advisory Groups to include new groups specifically formed to engage with our diverse communities.	Feb 2019	A new Mosque IAG is now running in Bristol. To compliment this, a new Somali Women's Group has also been launched. In collaboration with the City of Bristol College we will launch a new youth IAG in Feb 2019.
Improve the capacity for our communities to scrutinise our service	Q3 2019	Hate Crime Scrutiny Panels- a new pilot initiative will be set up with external partners to identify learning opportunities on our service and pilot how this feeds into our organisational learning. The pilot will be set up with key external partners including SARI, CPS and independent members of the panel, as well as key internal representatives to identify learning throughout the criminal justice process.
Focused activity to improve our engagement with diverse communities	Q1 2019	Focused activity with the Citizens Academies , rolling out the programme into areas where historically engagement has been less than positive. The engagement plan is being drafted, with key support from neighbourhood policing teams.
Focused activity to increase and improve the diversity and inclusion of all our active volunteers with Citizens in Policing		Expand the youth provision including rolling out three new Mini Police planned for Bristol East in 2019. Aim for an uplift in the number of Special Constables in 2019
Review the PCSO role and responsibilities in order to be available to a wider cross section of communities.	April 2019	The PSCO Action Group is now running, with the remit to review how PSCOs can be more inclusive and promote positive engagement in diverse communities. All schools now have a dedicated School Officer and we have a dedicated places of worship PCSO . Increase PCSO attendance at youth clubs which creates an opportunity to engage with young people.
A wide range of locally targeted sporting initiatives aimed at improving our youth engagement and	April 2019	For example supporting the Somalian Football Project, which gives young people access to gang workshops and structured training.

enhancing community cohesion		Securing additional funding to allow a youth club to stay open for an additional night to facilitate PCSO and youth engagement.
Map our current engagement with diverse communities and identify gaps or opportunities to increase engagement	September 2018 – April 2019	Appoint a small team lead by a Temporary Chief Inspector to map our current engagement with diverse communities to identify where we may have gaps or opportunities to do more
Work with local communities to listen, understand and engage	January 2019	<p>The Temporary Chief Inspector is dedicating his time to listen, understand and engage. He takes part in a regular community meetings which centres around six themes of:</p> <ul style="list-style-type: none"> • Trust and compliance • Complaints • Cultural Intelligence, Unconscious bias, Institutional Racism and Training • Recruitment • Young People • Communication <p>This focussed work is complemented with an investment to refresh and reinvigorate our Independent advisory Groups (IAGs). Led by the Strategic IAG Chair, this work has resulted in a more representative profile and the introduction of Mosque, Women’s and Young People’s IAGs.</p>

Appendix 1

Protected Characteristics

It is against the law to discriminate against someone because of:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

These are called protected characteristics.

You are protected from discrimination:

- at work
- in education
- as a consumer
- when using public services
- when buying or renting property
- as a member or guest of a private club or association

You are also protected from discrimination if:

- you're associated with someone who has a protected characteristic, for example a family member or friend
- you've complained about discrimination or supported someone else's claim

You can find more information here: <https://www.gov.uk/discrimination-your-rights>

Types of Discrimination

Direct discrimination

Direct discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have (see perception discrimination below), or because they associate with someone who has a protected characteristic (see discrimination by association below).

Discrimination by association

Applies to age, race, religion or belief, sexual orientation, disability, gender reassignment, and sex. This is direct discrimination against someone because they associate with another person who possesses a protected characteristic.

Perception discrimination

Applies to age, race, religion or belief, sexual orientation, disability, gender reassignment, and sex. This is direct discrimination against an individual because others think they possess a particular protected characteristic. It applies even if the person does not actually possess that characteristic.

Indirect discrimination

Applies to age, race, religion or belief, sex, sexual orientation, marriage and civil partnership, disability and gender reassignment. Indirect discrimination can occur when you have a condition, rule, policy or even a practice that applies to everyone but particularly disadvantages people who share a protected characteristic. Indirect discrimination can be justified if it can be shown that the organisation acted reasonably in managing its business, i.e. that it is 'a proportionate means of achieving a legitimate aim'. A legitimate aim might be any lawful decision made in running the organisation, but if there is a discriminatory effect, the sole aim of reducing costs is likely to be unlawful. Being proportionate really means being fair and reasonable, including showing that 'less discriminatory' alternatives to any decision you made have been looked at.

Harassment

Harassment is "unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual". Harassment applies to all protected characteristics except for pregnancy and maternity and marriage and civil partnership. Employees will now be able to complain of behaviour that they find offensive even if it is not directed at them, and the complainant need not possess the relevant characteristic themselves. Employees are also protected from harassment because of perception and association

Harassment by others

Applies to age, disability, gender reassignment, race, religion or belief, sex, and sexual orientation. The Equality Act makes an employer potentially liable for harassment of employees by people who are not employees of its organisation, such as customers or clients. The employer may be liable when it is aware that harassment has taken place, and has not taken reasonable steps to prevent it from happening again.

Victimisation

Victimisation occurs when an employee is treated badly because they have made or supported a complaint or raised a grievance under the Equality Act; or because they are suspected of doing so. An employee is not protected from victimisation if they have maliciously made or supported an untrue complaint. A complainant will not need to compare their treatment with that of a person who has not made or supported a claim under the Act.

Positive Action

As with previous equality legislation, the Equality Act allows organisations to take positive action if they think that employees or job applicants who share a particular protected characteristic suffer a disadvantage connected to that characteristic, or if their participation in an activity is disproportionately low. The Equality Act 2010 allows employers, if they want to,

to take a protected characteristic into consideration when deciding who to recruit or promote. However, they can only do this when they have candidates who are “as qualified as” each other for a particular vacancy. This does not mean they have to have exactly the same qualifications as each other, it means that your selection assessment on a range of criteria rates them as equally capable of doing the job. They would also need some evidence to show that people with that characteristic face particular difficulties in the workplace or are disproportionately under-represented in its workforce or in the particular job for which there is a vacancy. In these circumstances, the employer can choose to use the fact that a candidate has a protected characteristic as a ‘tie-breaker’ when determining which one to appoint. It must not have a policy of automatically treating job applicants who share a protected characteristic more favourably in recruitment and promotion. This means always considering the abilities, merits, and qualifications of all of the candidates in each recruitment or promotion exercise. Otherwise, actions would be unlawful and discriminatory.