



STAFFORDSHIRE
POLICE

Staffordshire Police Positive Action Plan 2021-2024

Equality Diversity & Inclusion

Produced by Staffordshire Police for FOI 17566

What is Positive Action?

Staffordshire Police have a strong commitment to equality and diversity both in our people within the organisation and in the services, we provide to our communities.

We want to reflect the communities we serve and to ensure we are representative within all areas of the organisation. One way we can try to achieve this is through 'positive action'.

Positive action is an activity which helps employers identify and remove barriers and issues to the recruitment, retention and progression of people from 'under-represented' groups of the Equality Act 2010, whilst still employing, promoting and developing people on merit. Positive action is not about giving some people more favourable treatment; it is about "levelling the playing field".

The creation of a space for such projects and initiatives is a great way to help promote and increase awareness to employees both those directly and indirectly affected by their implementation.

Section 158 & Section 159 of the Equality Act 2010

S.158 of the Act allows Positive Action to support a protected group by minimising or overcoming a disadvantage, meeting a particular need or encouraging participation in an activity where it is disproportionately low – it must be proportionate.

There must be one or more of these:

Disadvantage – a detriment connected to a PC that is an obstacle to applying or progressing.

Different need – a unique need to that protected group.

Low participation – the numbers being recruited or progressing are low against actual data or expected numbers.

- This must be proportionate and you must have some evidence

S.159 of the Act relates to recruitment or promotion. This section allows an employer to favour someone who shares a protected characteristic over someone who does not, providing both people are as qualified as each other

- 1) The applicant with the protected characteristic is disadvantaged or under-represented.
- 2) Both applicants are equally qualified.
- 3) Choosing the applicant with the protected characteristic would be a proportionate thing to do.
- 4) You don't have a policy which makes this a routine approach for your organisation.

The Equality Act 2010

The Equality Act 2010 replaces existing anti - discrimination laws with a single Act. It simplifies the law, removing inconsistencies and making it easier for people to understand and comply with it. It also strengthens the law in important ways to help tackle discrimination and inequality.

The Equality Act 2010 protects Individuals from discrimination by:

- employers
- businesses and organisations which provide goods or services like banks, shops and utility companies
- health and care providers like hospitals and care homes
- someone you rent or buy a property from like housing associations and estate agents
- schools, colleges and other education providers
- transport services like buses, trains and taxis
- public bodies like government departments and local authorities.

There are nine ***protected characteristics*** in the Equality Act. Discrimination which happens because of one or more of these characteristics is unlawful under the Act.

- Age
- Disability
- Gender reassignment
- Marriage or civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

Each person has at least one of these characteristics so the Act protects everyone from discrimination.

If you're treated unfairly because someone thinks you belong to a group of people with protected characteristics, this is also unlawful discrimination.

Staffordshire Police Positive Action Plan 2021-24

Our organisation and executive officers agree with the following principles:

- Have an ED&I plan with clear objectives
- Share ED&I Plan across the organisation

Recruitment

Champion the support of recruiting a representative workforce addressing underrepresentation in:

- Black Asian and visible minority ethnic officers and staff
- Women in the role of police constable

Progression

Champion the support of promoting and developing the workforce addressing underrepresentation in:

- Female PCs through the ranks, specifically sergeant and inspectors
- Black African and Caribbean female PCs through the ranks
- Black Asian and visible minority ethnic officers through the ranks
- Support all underrepresented officers and staff by providing no less than 3 developmental and motivational workshops per year
- Support all underrepresented officers by providing no less than 1 positive action workshop for each promotional process

Retention

- Review exit interview process
- Work with Human Resource Officers to mitigate concerns/reasons for leaving of underrepresented groups

Engagement

- Work with Neighbourhood teams to help deliver community engagement activities
 - Deliver sessions to neighbourhood officers and PCSOs to raise awareness of communities and benefits of engagement
 - Consult with staff networks and staff associations to increase internal engagement
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This positive action plan will also take into consideration elements of the *National Police Chiefs Council's Police Plan of Action on Inclusion & Race (January 2022)* framework.

Protected

A police service that protects underrepresented groups of people from crime, and seeks justice for victims.

Respected

A police service that is fair, respectful, and equitable in its actions towards underrepresented groups.

Involved

A police service that routinely involves underrepresented groups in its governance.

Represented

A police service that is representative of its community, and supports its underrepresented officers, staff and volunteers

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Positive Action Initiatives

Staffordshire Police Positive Action Buddies

Staffordshire Police Positive Action Buddies is an opportunity for existing officers and staff to make contact with potential/live candidates in the recruitment or promotion process, and offer support, from their personal experience, to the candidates.

It is an informal relationship where the buddy will stay in contact with the candidate in various forms and offers advice, support and encouragement. It also gives them the opportunity to signpost and gather information to best support the candidate through their process giving them an invaluable experience from beginning to end regardless of the outcome.

Candidate testimony

"My buddy was ace. We had a couple of phone conversations and she shared her tips and where she has been successful and her areas for development. I would definitely recommend the buddy system and I would be happy to help anyone going forward too to share my experiences."

The buddy scheme will aid the support of underrepresented officers and staff as they consider to, apply to and enter the world of policing or promotion.

Staffordshire Police Positive Action Attraction Plan

As well as proactively updating our recruitment materials to better reflect the diversity of our communities in the number of underrepresented groups being recruited. We also have put together a brief for attracting potential employees.

This plan includes focus on 5 underrepresented groups in the community;

- Black Asian and Minority Ethnic
- LGBT+
- Disability
- Women

Contact with local community groups, schools, colleges, universities and places of worship will be made in order to arrange attraction/recruitment events and sessions.

Regular contact will also be made with key community contacts, in order to enable a sustained community relationship. This in turn will allow a deeper understanding of where our diverse communities are and how they may consider Staffordshire Police as an employer of choice.

STEP In

Step In is the delivery of workshop sessions run during the advertising of the role and after the initial familiarisation events. Applicants from our force underrepresented groups, Black Asian and Ethnic Minority, Women, Disability and LGBT+, are invited to attend the sessions.



STEP Up

STEP Up are positive action workshops to support underrepresentation in the police officer promotion process.

STEP Up workshops have been planned for forthcoming promotion processes. The ED&I team complete pre-work in order to encourage applicants, understand barriers, and analyse outcomes and gain feedback from candidates to help form future support and workshops.

Previous campaigns have shown that more could be done to attract underrepresented officers to apply in the first instance.

The success of the positive action support demonstrates that with larger numbers of applicants we could be instrumental in reducing disproportionality within the officer rank structure.



Next STEP

Next STEP are positive action workshops that provide support to underrepresented officers and staff who are looking to change and develop their career.

We have also conducted positive action for recruiting staff via STEP In pre-recruitment. The sessions are for people interested in joining the force as a member of staff and looks to help address underrepresentation.

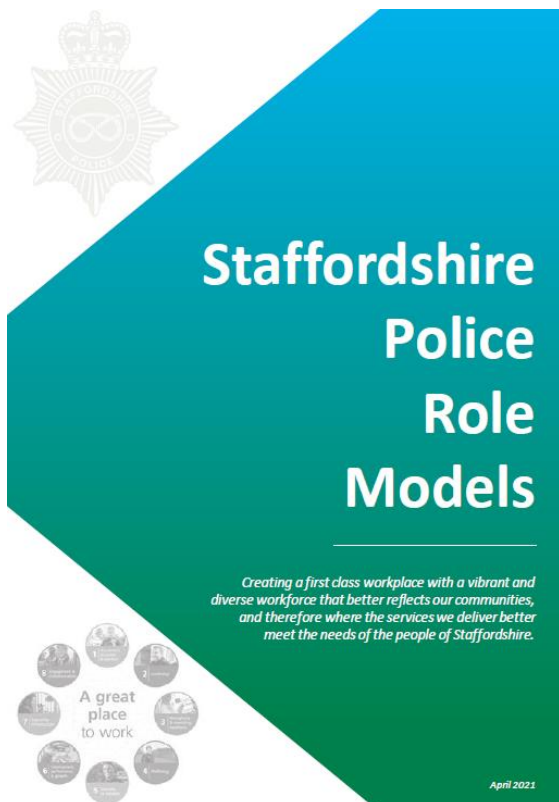
Workshops for contact centre operators, custody detention officers and PCSOs have all taken place for applicants from our force underrepresented groups, Black Asian and Ethnic Minority, Women, Disability and LGBT+, are invited to attend the sessions.



Staffordshire Police Role Models

Staffordshire Role Models scheme is a project that features colleagues from across the force in a variety of different roles, departments and from a wide range of backgrounds.

The aim of the scheme is to raise awareness of the different roles and diverse colleagues that we work alongside here at Staffordshire Police. We also hope that they will be visible role models to anyone across the force who may be struggling to be themselves at work.



Staff Networks

Police staff networks were initially formed to provide a voice for a particular groups of people.

The work of staff associations and unions is invaluable. Acting as a collective voice expressing the experiences, views and concerns of their members and workforce communities.

It is essential to work with the staff networks with a wealth of diversity, the networks are able to provide perfect representation for scrutiny, consultation and stakeholder panels.



Modern Policing Strategy

The Modern Policing Strategy has created a plan for Staffordshire Police to create and maintain a culture that incorporates, trust, confidence, collaboration, compassion and courage.

It is important, for an organisation to truly understand its workforce and community and the complexity therein.

The Staffordshire Police Modern Policing Strategy is built around eight interconnected themes that will help us to build a modern and transformed police service; an exceptional place to work that will enable us to achieve what we are all here for – a better service for local communities and a safer Staffordshire.

We have incorporated elements of the National Police Chiefs Council – NPCC, National Toolkit. This aligns the NPCC Diversity, Equality and Inclusion Strategy - Our Communities Toolkit 2018-2025 into the Staffordshire Police Modern Policing strategy.

NPCC Strategy

The NPCC/APCC Policing Vision 2025 states that (by 2025) policing will be: “a profession with a more representative workforce that will align the right skills, powers and experiences to meet challenging requirements”.

- “To create a culture that values difference and diversity”
- “....Attract and retain a workforce.... (that) will better reflect its communities”
- “Continuing work to build a culture which values difference....”

The NPCC delivery plan is a template for Chief Constables to provide leadership and cultural change and should be the framework for which Mayors/PCC's hold Chief Constables to account for delivery.

The delivery plan sets out the key components by focusing on:

- Leadership and Culture
- Attraction/Recruitment
- Retention
- Progression
- Wellbeing and fulfilment
- Exit from service with dignity

There are key interdependencies that the service also has to consider through the lived experience of our communities and Staff in order to achieve the vision and success on the delivery plan.

- Use of force
- Tackling hate crime
- Prevent
- Stop and Search
- Conduct and Performance

This requires leadership to ensure disparity especially on the grounds of race is tackled across these interdependencies.

In 2018 the NPCC released its Diversity, Equality and Inclusion Strategy for 2018 – 2025. That strategy sets out a vision that “by 2025 policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements”. To do so, actions within three core areas are set out, supported by executive leadership that will ensure staff, partners and communities witness personal commitment to diversity, equality, and inclusion. These three core areas form the overall framework, and are set out below:



Each of these three core themes are supported by further detail in each of the sub-sections, and each is accompanied by a 'toolkit'. These toolkits however are not toolkits in the traditional sense, in that they do not provide any tools to help forces achieve greater positive impact in their approach to diversity,

equality, and inclusion. What they do is set out a series of actions or ambitions within each area. For example, within the 'our organisation toolkit' actions such as 'to be bold, innovate, and challenge established policies and practices' and 'strive to deliver tangible outcomes that increase local public confidence and understanding in policing' are listed.

Since the release of the national strategy, and in response to the tragic death of George Floyd, Police Chiefs established a working group and began consultations on the further steps necessary to build trust within UK policing. Chiefs committed to a 'Plan of Action' and committed to "act on issues of diversity and inclusion concerns about racial inequalities, including the experiences of black people in policing."

A programme led by [REDACTED] has set out three work streams:

- Internal culture and inclusivity
- Impact and use of police powers and as a result the wider experience of the criminal justice system
- Community relations, engagement and perceptions of policing

These work streams broadly align with those in the NPCC Diversity, Equality, and Inclusion Strategy, although of course are directly focussed on race as opposed to the other strands that relate.

By signing up to the PA Principles Staffordshire Police
pledge to do the following;

Recruitment

Black Asian Minority Ethnic

**Increase Staffordshire Police
Black Asian Minority Ethnic
officers by 5%
and staff from to 4% by 2024**

	Total in force	Ethnic Minority	5% Increase
Police Officers	1844	66	69
Police Staff	1658	69	73

Data as of 15.02.2022

Progression

Women

Increase the progression of women in substantive Sergeant and Inspector roles by 30% by 2024

	Total in Force	Female	Male	30% increase
Inspector	92	21	71	27
Sergeant	265	63	202	82

Data as of 15.02.2022

Development

**all
und[REDACTED]ented
offic[REDACTED]staff by
work[REDACTED]L&OD to
provide 3 developmental
[REDACTED]and motivational
workshops/events per
year.**

Success

Recruitment

Success of the positive action plan will see an increase in diversity of officers, staff and volunteers within various departments at all levels across the force.

Progression

Improved progression and promotion process results reducing underrepresentation across the organisation.

Reduction in gender pay gap.

Retention

Improved leaver's process and interventions in order to reduce leavers from the organisation

Engagement

Improved and increased community engagement and confidence.

Signed:

Chief Constable –

Director of People –