

GMP Diversity, Equality and Inclusion Strategy

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Foreword – Chief Constable Stephen Watson, QPM

In the United Kingdom, we police with the consent of the people that we serve. This longstanding principle is based upon those people having trust and confidence in their police service, which is influenced not just by the services we provide, but how we provide them.

Our service provision must be, and must be seen to be, just, fair, free from discrimination and delivered with the highest level of professional standards. It is for this reason that our Plan on Page has 'building trust and confidence' as one of our corporate priorities. This diversity, equality and inclusivity strategy describes in more detail the actions we will take to genuinely improve how we police our diverse communities fairly, equitably and in a truly inclusive way and contribute to the delivery of the Greater Manchester Police and Crime Plan - Standing Together.

Having a workforce which reflects the diverse communities of Greater Manchester improves our ability to listen, understand and respond appropriately to the needs of different communities and is a fundamental element in how people view our legitimacy.

Within this strategy, we reference a number of objectives which aim to strengthen the diversity of our workforce by attracting talented people into Greater Manchester Police (GMP) and supporting their development and progression in every aspect of our work. We are proud of the improvements we have made in this regard but know there is more work to be done to recruit people into the organisation from under-represented groups, and this will continue to be a focus of our people strategy.

GMP is fully committed to encouraging and bringing together differences in an inclusive and supportive working environment to achieve better services for everyone in Greater Manchester.

DEI Foreword by Baroness Beverley Hughes, Deputy Mayor for Greater Manchester

The COVID-19 pandemic, the outcry of the Black Lives Matter movement, the gender-based violence epidemic and the cost of living crisis have all exposed starkly the deep seated inequalities in our society and present an urgent challenge for all our public services. Tackling inequality and creating a more diverse and inclusive society is one of the biggest challenges of our time.

Diversity, equality and inclusion is therefore central to the Greater Manchester Strategy, our Greater Manchester Police and Crime Plan – Standing Together, and the GMP Improvement Plan.

Public services must evolve in line with our changing population. For the police in particular, the principle of ‘policing by consent’ is fundamental, and so it is vital that GMP is seen as legitimate by the citizens all of Greater Manchester communities. To do so, the policing workforce must be seen as representative of all those communities and policing must be seen to be fair, unbiased and equally accountable to all.

GMP have made good progress in developing a workforce that is more representative of communities - 47% of new recruits are female and 15.9% are from diverse ethnic communities. But more needs to be done to achieve even greater diversity, as well as retaining these staff by creating the conditions, culture, training and opportunities to enable them to thrive and progress. This also means having systems, culture and processes in place to challenge and root out poor performance, practice and unacceptable behaviour.

But this strategy needs to go beyond the internal workings of GMP. It also needs to address how GMP will increase legitimacy within communities to deliver fair, responsive and transparent services. This means having the best kind of local scrutiny (for example, through Independent Advisory Groups and Scrutiny Panels) to ensure police are using powers in a fair, proportionate way and treating all people equally with the dignity and respect that they deserve. It also means GMP undertaking equality impact assessments to ensure all communities have proper access to services including victims of crime and working with communities and partners to solve problems and create a culture of trust.

Ultimately, it means instilling a culture within GMP such that every police officer and member of staff takes personal responsibility for ensuring that GMP is striving to be representative of the Greater Manchester community and acting at all times with equal respect and fairness to every member of the public.

I am pleased that staff networks and external groups such as the Greater Manchester Race Equality Panel have been consulted in the setting of these objectives. This shows a maturity in GMP’s approach and demonstrates a willingness to be open, transparent and accountable.

I fully support the objectives outlined in the plan and I will ensure that GMP continues to engage and will personally monitor, and where necessary, challenge the progress of this plan as Deputy Mayor.

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1. Introduction

Greater Manchester is a diverse, multicultural and thriving metropolitan area. Historically, it was at the heart of the industrial revolution, and it continues to be home for traditional and new sectors, one of the most recent being Media. Attracting local, national and international people to its commercial and academic opportunities, it continues to form vibrant and varied communities. There are extremes of affluence, poverty and deprivation which consequently impact life chances, expectations and hardship. As the birthplace of Sir Robert Peel and the NHS, it has a proud history in developing public services to meet the needs of its communities. GMP recognises that it can only fulfil its purpose, as described in its Plan on a Page (POAP) *“Fight, Prevent and Reduce Crime; Keep People Safe, and Care for Victims”* through gaining the trust of the communities and consequently operating with legitimacy.

Sir Robert Peel stated, “The police are the public and the public are the police, the police being only members of the public who are paid to give full time attention to duties which are incumbent on every citizen in the interests of community welfare and existence”. In the UK we police with the consent and support of the public; trust is fundamental to this consent and that is gained by how we engage with the public, underpinned by our values, described below, subsequently leading to our legitimacy:

- Kindness
- Diversity, Equality and Inclusivity (DEI)
- Public Service and Problem Solving
- Integrity, Honesty and Openness
- Accountability and Unity
- Highest Professional Standards
- Being a learning organisation

This DEI strategy is based upon GMP’s Plan on a Page (POAP) strategic vision, underpinned by the above organisational values. It is designed to embed all aspects of Diversity, Equality and Inclusion within our organisational culture, underpinned by our policies, practices and processes. The People Strategy and wider POAP change projects will be instrumental in the achievement of a truly diverse workforce and as such the DEI Strategy, the POAP change programme and People Strategy will closely align with each other.

The National Police Chiefs’ Council (NPCC) Vision for Policing sets out a culture that values difference and attracts and retains a diverse workforce that is more representative of the people it serves. This strategy sets out GMP’s vision to achieve a truly diverse workforce for which there is equality of opportunity and inclusion; and which provides services using fair and equitable practices.

The Public Sector Equality Duty is made up of a general equality duty set out in the Equality Act 2010, which is supported by specific duties imposed by statutory regulations. These duties require GMP to publish information that demonstrates how the Force is complying with the equality duty, as well as publish one or more equality objectives at intervals not exceeding four years. Whilst meeting its legal duty is clearly a fundamental requirement of this DEI strategy, meeting its moral obligation is equally important.

This strategy and all associated plans will be used as the framework against which GMP will be held to account for its delivery of the DEI strategy, which incorporate its commitments aligned to the NPCC toolkit and its legal obligations.

The DEI strategy, incorporating GMP's response to its Equality, Diversity and Human Rights (EDHR) duty, is structured around the following three themes:

Victims and communities: Ensuring all communities have a voice, building confidence and trust to encourage engagement and enable GMP to help keep communities safe, with priority given to those that are disproportionately impacted by hate crime, violence and other criminality.

Place (location): Addressing local needs of communities through partnerships, including third sector organisations, to develop problem solving, and build trust and confidence in policing within a location.

People: Creating a culture of inclusion, where all feel encouraged to bring their true selves to work and feel valued and able to progress through their lifecycle of employment or volunteering with GMP. To build empathy, understanding and better decision making in relation to the people and communities we serve.

It is recognised that published data in the following areas will always play a role in enabling scrutiny of GMP's performance in DEI, in particular in the areas highlighted below:

- Stop and Search
- Use of force
- Arrests
- Tackling hate crime
- Conduct and Performance (Professional Standards Branch outcomes)
- Grievance and Fairness at Work
- Workforce recruitment, retention and progression

Appendix A provides the DEI Performance Framework against which measures will be taken and monitored within the GMP Governance Model.

However, GMP will strive to provide assurance of the quality, fairness and professional nature of its service and will provide reasoning and rationale behind the published data in these areas and beyond.

1.1 Why is DEI Important?

Diversity (D) relates to the composition of the workforce; this includes but is not limited to, what individuals in the workforce look and sound like, their life experience and insights, abilities and disabilities. DEI needs to apply to all parts and at all levels of the force and will only be achieved if there is equality of opportunity, hence the E of DEI. Having a diverse workforce with equality of opportunity isn't enough; in order to realise the benefits the organisation needs to be inclusive (I).

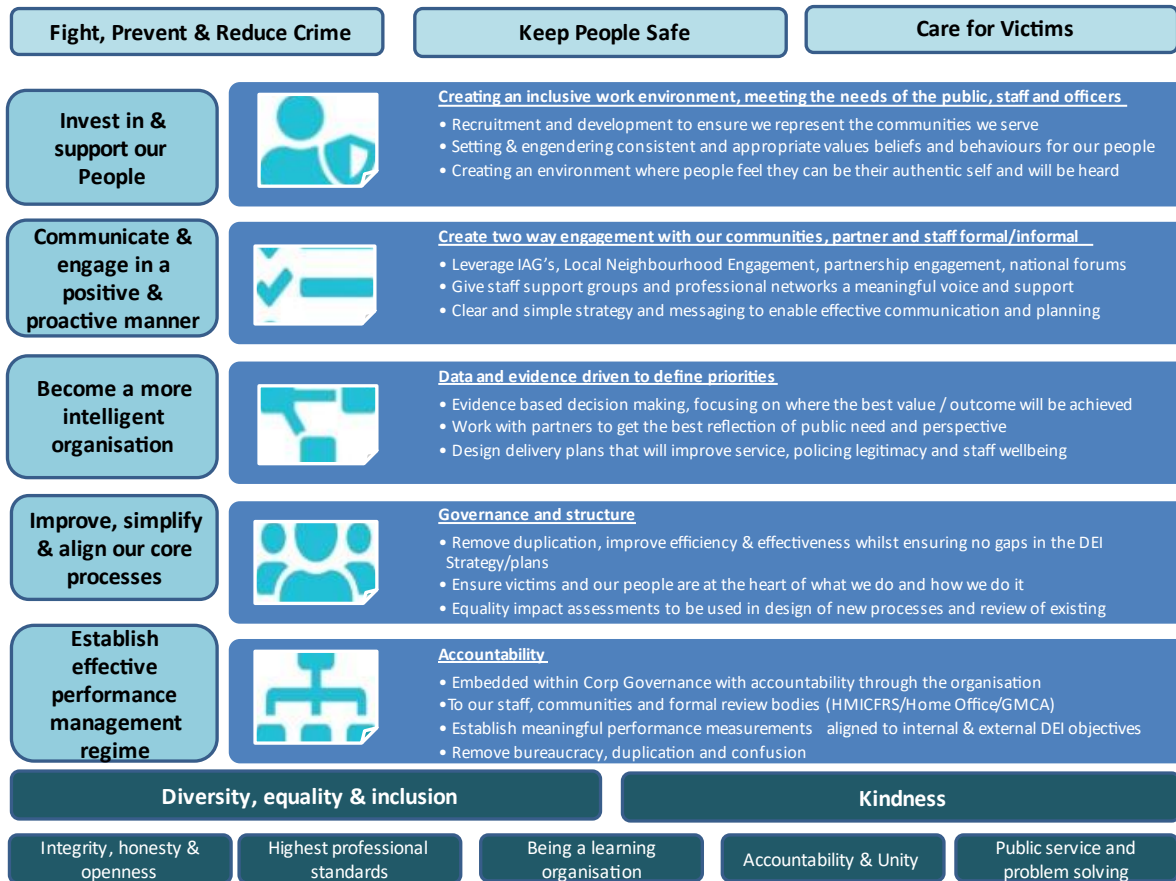
Inclusivity is important to us all. We all want to feel that we are accepted and it is important that we all feel we can be our 'authentic selves' in the workplace. The benefits are huge, and include:

- A truly diverse workforce with a diversity of life experiences will improve the quality and effectiveness of decision-making, and therefore service provision – but this requires inclusion of all and equality of opportunity to develop and progress.
- Better understanding of diverse communities and intersectional challenges enables better decisions, actions and more effective outcomes for the public in relation to the GMP purpose. We will do this by being relatable and empathetic to different people, be that due appearance or expression (i.e. what we look like, how we sound, what we do and how we do it).
- Builds confidence in policing, people feel encouraged and supported to contact the police, be that for help themselves or to share information and ideas as to how we can build stronger and safer communities.
- Better wellbeing for the individual in all aspects of life; staff feel safe to raise concerns and management are fair, consistent and transparent in their decision making and management.
- Reduced mental ill health, giving better outcomes for staff and their families and better productivity in the workplace.
- Better understanding of each other, enabling greater feelings of belonging, happiness and team spirit.
- Maximises the powerful potential of a diverse workforce, which is better able to cope with change and challenges through teamwork and understanding.
- Reduced staff attrition, meaning we can spend more money and time in developing our people rather than high levels of recruitment and training, and provide fulfilling careers, making GMP an employer of choice, regardless of protected characteristic that people may have.
- Improving the legitimacy of GMP, where integrity and fairness are at the heart of our culture, building trust and confidence in GMP's service.

The term 'Positive Action' is not always well understood. It is about encouraging people from disadvantaged or underrepresented groups to take up work opportunities and fulfil their career possibilities. It's about getting everybody to a fair starting point, not about giving some groups of people more favourable treatment or lowering standards. Final selection for jobs and promotion must be based solely on performance in the process and merit. By taking this approach we will create a more representative workforce, enabling a higher quality service to be provided to all communities.

1.2 DEI Plan on a Page (POAP)

The GMP Plan on a Page (POAP) is the mechanism through which GMP is driving improvement both within the organisation and in the service delivered to the public. The POAP for DEI is provided below:



Standing Together – the Greater Manchester Police and Crime Plan (2022-25)

Tackling inequality and injustice in all its forms is a key theme for action in the GM Police and Crime Plan – Standing Together. This outlines how GMP will be expected to work with partners to tackle gender-based violence, hate crime, race disparities and much more as well as commitments to improve equality of access to services. A copy of the Plan can be found here.

<https://www.greatermanchester-ca.gov.uk/media/5892/gmca-police-and-crime-plan.pdf>

2 How GMP will meet its legal duty – The Equality Act (2010) and Public Sector Equality Duty

The General Equality Duty applies to public bodies and sets out requirements on GMP in its “exercising a function” (s.149 (1), (2) which means in the activities that form part of its purpose in delivering policing. GMP’s Plan on a Page (POAP) defines this as “Fight, Prevent and Reduce Crime; Keep People Safe, and Care for Victims”. The legislation states public bodies must have due regard in their need to:

(a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.

(b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.

(c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Due regard means consciously thinking about these three aims as part of our everyday decision making.

Bodies should be aware of the diversity of experience within any one group of people and should bear in mind that people may have multiple characteristics. This is more commonly referred to as ‘intersectionality’, for example a person may be a disabled black woman of a particular age, religion and sexual orientation.

The legal responsibility for failure to comply with the general equality duty rests with the person or body who has responsibility for the body’s acts or failures to act.

Under the Equality Act, GMP is required to provide evidence that it has considered equality in the delivery of its functions (equality analysis). This is extremely important as it ensures we consider the impact of proposed changes, or existing policies and functions in respect to our DEI themes of Victims and Communities, Our People and Place. Through conducting Equality Impact Assessments (EIA), we consider the potential to unfairly disadvantaged groups (in relation to policy, decision or process) and consider mitigating actions. This is balanced with operational imperatives, capacity, budget and other factors, which are captured within the rationale underpinning decision making. For example, it may be acknowledged that a particular protected characteristic may be disadvantaged by a necessary decision at that time but that future plans and actions can be established to negate this disadvantage in the future or elsewhere.

The objective is to undertake EIAs for all new projects, changes, key decisions, policies and processes. Given the current POAP improvement focus across the Force, integrating this methodology within the programme methodology is a priority. All branch heads and district commanders will be expected to account for their commitment and plans in relation to DEI, including use of EIAs in their area of business.

2.2 Protected Characteristics Incorporated in the Legislation

Section 149 provides equality duty to cover the following as protected characteristics:

- Age
- Disability
- Gender Reassignment
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race
- Religion or Belief
- Sex
- Sexual Orientation

It should be born in mind that as well as the legally defined protected characteristics, there are other diversity characteristics to consider, for example financial circumstances, educational attainment, caring responsibilities and neuro diversity. In addition, many people have more than one protected characteristic; this is often referred to as 'intersectionality', which can have the effect of exacerbating issues of representation and/or disproportionality.

2.3 Specific Duties upon GMP

The specific duties require GMP to publish information which demonstrates how the Force is complying with the equality duty. This information must include:

- Information relating to employees who share protected characteristics
- Information relating to people who are affected by its policies and practices who share protected characteristics e.g. service users

In addition, GMP must set and publish equality objectives (one or more) at intervals of not more than every four years.

2.4 Providing Assurance in Meeting the Equality Duty

GMP is committed to providing visibility of how it is progressing against DEI objectives. It does this through embedding DEI objectives and performance into the organisation's operational and business processes, practice and performance. Appendix D provides a visual overview of the GMP Governance structure: the DEI board, chaired by the Chief Constable, sits above other boards to drive and provide accountability for the development and delivery of the DEI objectives.

Quantitative and qualitative data will be published at least annually, along with rationale to help the public to understand the performance, good or bad, and what GMP is doing to address disproportionality, difference and discrimination. GMP acknowledge, and will meet,

the Equality Act requirements to publish information relating to the protected characteristics of its workforce and will include:

- Workforce profile by protected characteristic, including pay gaps (see Appendix D: Performance Framework, for more detail as to what will be reported)
- Details of engagement and feedback from Staff Networks, Unions and Police Officer associations, through surveys and formal engagement
- Records of key decisions impacting the workforce from a DEI perspective, captured in Equality Impact Assessments
- Monitoring the proportionality of practice (Appendix D: Performance Framework)

Due regard to the General Data Protection Regulation (GDPR) and confidentiality will be taken in consideration when publishing information, and where appropriate, consent of the person will be obtained prior to publication (for example, where the pool of that characteristic is so small that publication of information may lead to identification of the person).

GMP will leverage the expertise and insight of the following bodies to provide assurance of its performance and improvement in DEI related matters:

- Findings of Independent Community Scrutiny Panels and Strategic Force Scrutiny Panels
- District and Force IAGs, including Youth IAG
- Greater Manchester Equality Board and its Subgroups
- Engagement panel feedback as appropriate (i.e. victim and specific community groups)
- Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspections
- Satisfaction surveys (community and victim)
- Independent Ethics Committee
- Internal Ethics Committee
- The Deputy Mayors Executive – Police and Crime
- The GM Police and Crime Panel

The above is not an exhaustive list of all activities undertaken by GMP in the pursuit of advancing Diversity, Equality and Inclusivity. It is acknowledged that some data is not currently available, but future system design will take into account the needs of the DEI strategy and objectives as much as possible. The Performance Framework, provided in Appendix A, will evolve to adapt to the changing needs of communities, social and political landscapes at a national and local level - the objective being to provide richer, more meaningful and transparent information about GMP's progress against its DEI objectives, both in terms of the service delivered to the public in the execution of its duties and its internal representation.

3. Diversity, Equality and Inclusion Governance

Embedding Diversity, Equality and Inclusivity is the responsibility of every member of our workforce, in terms of how we operate and behave towards each other internally, and externally in how our service is designed and delivered. Our personal and professional conduct must be of the highest order and if colleagues fall below the required levels, it will be dealt with robustly and transparently.

In pursuit of DEI progression, guidance will be taken from:

- Staff Networks, Federation, Police Superintendents' Association and Unions
- Feedback and surveys with victims and communities, including focus panels
- Greater Manchester Combined Authority (GMCA)
- GMCA initiated boards, such as the GM Equality Panels and Gender Based Violence Board
- Independent Ethics Committee
- Staff surveys
- Independent Advisory Groups
- Strategic Hate Crime and Cohesion Group
- Force Wellbeing Forum
- Independent Community Scrutiny Panels
- Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspections

The Chief Constable will chair the DEI Board, which will meet every three months . It will be attended by district commanders and branch heads, GMCA, and by personal invitation to all chairs of Staff Support Networks, Unison, Federation and Police Superintendents' Association. An approved terms of reference for the DEI Board has been developed in line with the new Force Governance Model (Appendix D). It is important to note that the DEI Board does not serve to replace or provide an alternative route for matters to be raised and or decisions made. Any issues, ideas, recommendations and decisions sought should be raised through the appropriate area of the organisation, and progressed through the associated boards as appropriate, with chairs of those boards raising to the DEI Board where appropriate, be that for decision making, shared learning or general awareness.

4. DEI Objectives

The DEI objectives are designed to give clarity and understanding of the GMP priorities for DEI, and how they should be translated into projects and day to day operations and processes. The DEI objectives fulfil GMP's obligation to set and publish equality objectives (one or more) at intervals of not more than every four years, in accordance with Section 153 of the Equality Act. However, the DEI objectives will be reviewed, and where appropriate, refreshed at least annually within GMP through the DEI Board meeting.

The DEI Programme Plan pulls together those activities which are essential to the achievement of the objectives. Such activities generally sit within other POAP workstreams or business planning activity. However, in doing so, the DEI Programme Plan enables Force leadership, under the chair of the Chief Constable, to understand and prioritise those activities and co-dependencies which will support achievement of DEI objectives through the Force Governance structure.

The objectives are described within three themes:

- Victims and Communities
- Place (location)
- Our People

4.1 Strategic Theme: Victims and Communities

Victims and communities: Ensuring all communities have a voice, building confidence and trust to encourage engagement and enable GMP to help keep communities safe, with priority given to those that are disproportionately impacted by hate crime, violence and other criminality

Key DEI Objectives and Activities for Victims and Communities:

1. Improve workforce knowledge and practice in relation to treating the public fairly and having regard and empathy towards diverse backgrounds in situations, thereby improving quality of interactions and outcomes for communities and individuals. Activities to support this include:
 - a. Embedding DEI considerations into all training courses, encouraging, equipping and reviewing the workforce ability to make better decisions, based on greater awareness of bias, inclusivity and decision making (Appendix C provides a summary of training that supports this)
 - b. Linking operational competency with cultural competency, coaching, training and reviews to identify both aspects of competency and focus on exploring learning opportunities to share with the individual, team, unit and wider Force
 - c. Community engagement strategy, skills training, toolkit and support, enabling better engagement, awareness and empathy
 - d. Focusing upon youth engagement to build confidence and trust in the younger generation
 - e. Developing Personal Development Review guidance for supervisors to ensure learning is embedded and DEI considerations are being appropriately applied in interactions with the public.
2. Improve trust and confidence that communities and victims have of the police through:
 - a. Striving to improve diverse representation within our workforce and in particular in our neighbourhood policing offer, where officers and staff are engaging with communities in the course of their work
 - b. Designing and delivering the new GMP Local Policing model and neighbourhood engagement, adapting to the needs of local communities to engage, listen and act
 - c. Establishing better community engagement, through the new Strategy and Toolkit
 - d. Refreshing IAG and Independent Scrutiny Panel Terms of Reference and membership to encourage wider participation and challenge
 - e. Engaging GM Equality Panel and sub groups for consultation and guidance
 - f. Independent Ethics Committee for consultation and guidance
 - g. Leveraging partner relationships (including third sector) to better understand communities, bring in 'lived experience' - co-designing solutions and problem solving together to maximise positive impact for communities.
3. Strive to improve the response to hate crime and other culturally sensitive crime:
 - a. Working with partners and communities to prevent, address and deal with the impact of hate crime on wider communities
 - b. Taking a robust approach to offenders
 - c. Raising officer awareness of the impact of hate crime on victims, including misogyny (for example, through training using virtual reality technology).

4. Through the Violence Against Women and Girls focus, drive activity to better address crimes and harms that disproportionately impact women including honour-based violence, forced marriage, female genital mutilation, domestic abuse, sexual offences, harassment and stalking, with acknowledgement to intersectionality factors.
5. Actively support the Gender Based Violence Strategy and plan of GMCA, working across the partnership landscape.
6. Actively monitor and influence the performance of GMP in relation to proportionality of practice and understanding rationale (i.e. is there a discrimination element?)
7. Embed the Police Race Action Plan actions in support of achieving the DEI Objectives

4.2 Strategic Theme: Place (location)

Place: Addressing local needs of communities through partnerships, including third sector organisations, to develop problem solving and build trust and confidence in policing within a location. Identifying location as a context for the indices of multiple deprivations and aligning problem solving accordingly.

Key DEI Objectives and Activities for location-based needs:

1. Leverage the partnership 'place-based working' to better understand the needs of local communities at a neighbourhood level and align services accordingly.
2. Strengthen and professionalise neighbourhood policing to enable stronger relationships on the ground, understanding local issues in communities, thereby building trust, better engagement and confidence in the police.
3. Through improved community engagement within a locality, and the District Community Safety Partnership, ensure district and force tactical, tasking and coordination processes take community feedback and feelings into account in risk scoring and subsequent prioritisation of resources and operations.
4. Work locally and innovatively to encourage reporting of hate crime across all protected characteristics and encourage reporting of harassment and public order offences where persons intend harm and upset due to any characteristics the victim may have.
5. Leverage services supporting victims, specialist departments and communities to better understand and tackle the causes of crime and impact on victims and communities.
6. Conduct equality impact analysis across key decisions, changes, policies and processes that affect location, noting that they might impact communities of protected characteristics, and individuals with intersectional factors, in different ways.
7. Embed the Police Race Action Plan actions in support of achieving the DEI Objectives

4.3 Strategic Theme: Our People

Our People: Creating a culture of inclusion, where all feel encouraged to bring their true selves to work and feel valued and able to progress through their lifecycle of employment or volunteering with GMP. To build empathy, understanding and better decision making in relation to the people and communities we serve. Bringing our values to life in all we do.

Key DEI Objectives and Activities for Our People:

1. Develop an inclusive culture by promoting positive behaviours, good leadership and developing inclusive policies and practices to encourage all people to enjoy and progress their policing career.
2. Align the People Strategy with the vision and objectives outlined in this DEI Strategy.
3. Actively seek to attract people with protected characteristics to join the police in staff and officer capacities, developing our attraction and recruitment practices and external communication campaigns.
4. Ensure our people understand why DEI is important and the consequences on fairness, legitimacy, quality of service and legal requirements when we fail to get it right. Ensure everybody is aware that we all have a responsibility to challenge and report misogynistic and hate related behaviour displayed by our colleagues
5. Develop an internal communication plan to support this DEI strategy and wider People Strategy.
6. Support and work with Staff Networks, Unions, Federation and Superintendents' Association to better understand and address the challenges the groups they represent may have. Leverage their networks internally and externally to effectively engage and recruit from lesser represented communities and protected characteristic groups.
7. Provide a transparent performance framework that measures diversity across a range of employment areas from workforce attraction, recruitment, retention and progression. Enable monitoring to identify areas of disproportionality, against which interventions and initiatives can be developed to support wider diversity at all levels in the organisation.
8. Embed DEI within the DNA of our organisation, leveraging Equality Impact Assessments to new projects, key decisions, policies and practices.
9. Remove barriers to development and progression across the organisation. Support those from lesser represented groups and actively embrace continual improvement in the support and mechanisms designed in pursuit of this objective.
10. Embrace diversity within the workforce, gaining deeper insight into the workforce through encourage the sharing of personal protected characteristics by staff, enabling better facilitation of their needs. Leverage staff surveys to understand views of individuals and groups of people by protected characteristic.
11. Conduct equality impact analysis across policies, processes and governance that support fairness and consistency (whilst taking into account personal needs) in decision making.
12. Embed the Police Race Action Plan actions in support of achieving the DEI Objectives