



Surrey Police Equality, Diversity & Human Rights Strategy 2010 to 2012

Surrey Police Equality, Diversity & Human Rights Strategy 2009/12

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Vision





“Safe and confident neighbourhoods in Surrey”

To achieve our vision Surrey Police must be a Force that has the trust and confidence of all communities and a Force that reflects the communities it serves.

Equality is not about minority or special interests. A fairer society benefits everyone and we have a key role to play in promoting equality and tackling discrimination. Equality and Human Rights are central to the delivery of excellence in public service. This is particularly true for the police service, which is charged with the responsibility of preserving life and protecting our communities from harm.

This strategy provides the Force with a coherent framework through which it can deliver on our shared commitment to place fairness, respect, equality and dignity at the heart of everything we do. It sets out the strategic objectives for the Force in three key areas; workforce development, operational service delivery and organisational performance.

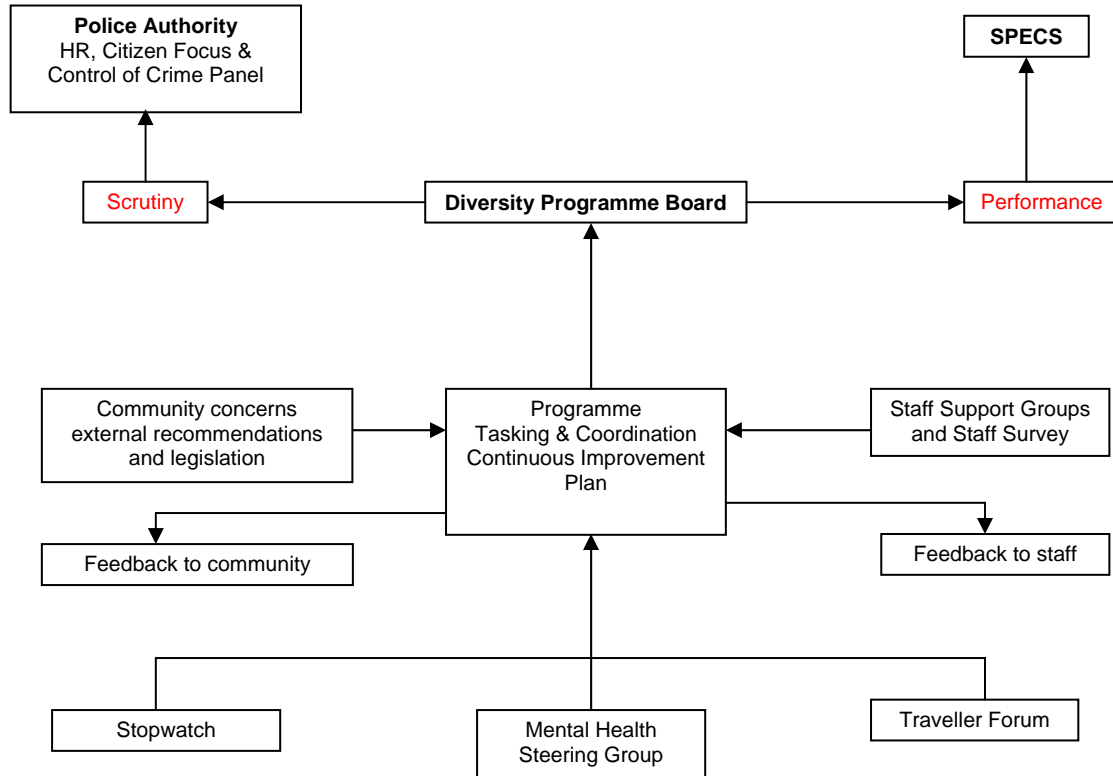
This strategy embraces national developments such as the Government Green Paper produced in July 2008 which places the emphasis on local responsibility and accountability, reducing bureaucracy and providing greater freedom and flexibility for the police service. It sets out our strategic objectives and through our continuous improvement plan how we will:

-  Build the trust and confidence of communities.
-  Develop a more representative police service that is more reflective of the community we serve.
-  Create an inclusive culture which respects diversity and supports a dynamic and professional workforce.
-  Deliver excellent customer service that is responsive to the needs of all including new and emerging communities

The Deputy Chief Constable will be the Force Equality, Diversity & Human Rights Champion and will chair the Programme Board which will be the strategic driver for our work.

The governance of our strategy will be achieved as set out in the below diagram.

Governance Structure of Equality, Diversity & Human Rights Strategy



Equality and Human Rights are central to the delivery of effective policing. For policing to be effective the public must trust the police service and have confidence in the professionalism and expertise of the women and men who police Surrey. This strategy and its governance will help Surrey Police to achieve that goal.

Surrey Police Equality & Diversity Strategy 2009/12

Part One

People & Culture

1. People & Culture

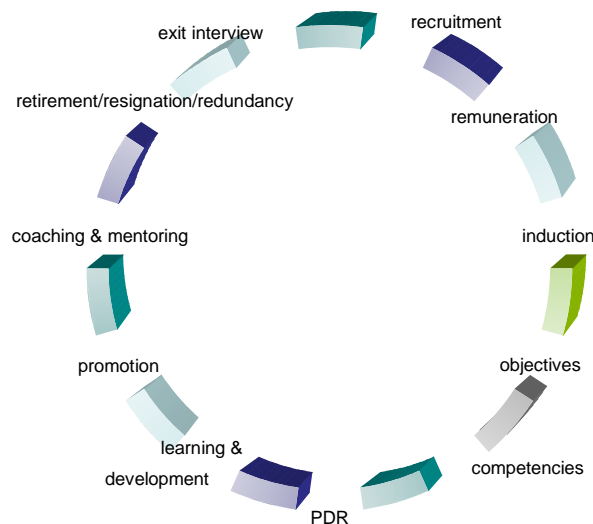
From a member of the public's perspective, the successful delivery of an effective policing service is primarily determined by the performance of the staff they meet. This is even more critical when that member of public is from a minority community. The recruitment, retention, motivation and development of a workforce, which reflects the community it serves, is therefore of vital importance.

Surrey Police continues to deliver a high level of performance and service to the communities it serves. We recognise that it is our people who are delivering that service. We will therefore work towards improving the representation of minority staff within our workforce so that Surrey Police is representative of the people it serves.

Surrey's ethnic minority population is 5%. In Force there are currently 3.8% of police officers from minority ethnic background and 4.3% police staff of BME background. Within our PCSO staff there is a better representation of BME staff. The Force is well represented in female officers with 31%. This is the second highest representation in England.

Using the life cycle of an employee we will ensure that we identify every opportunity where we can lawfully take positive action to improve our representation of minority staff, their career progression and development and retain minority staff.

Employee Life Cycle



Following the requirements of the Governments Green Paper (“From the Neighbourhood to the National. Policing our Communities Together”) to set local targets in respect of BME and Gender the Force has consulted with Surrey Police Authority and communities. To assist our focus of representation and development of BME officers we have set three aspirational targets within this part of our strategy. For female representation we have set a single maintenance target. These four targets are testing, given our 2010 Force restructure, following the Operational Policing Review, and reduction in senior positions, but will enable us to strive for continual improvement.

The targets are:

- 1 The Force will achieve 4.5% representation of BME officers by 2012.**
- 2 The proportion of Surrey BME Officers performing specialist duties will be higher than the national average.**
- 3 The percentage of Surrey BME officers in supervisory posts (Sgt and above) will increase to 2.5% by 2012.**
- 4 Surrey Police female officer representation will exceed 30%.**

1. People and Culture

Building a working environment that includes everyone and that encourages all staff to develop and make progress.

Our key priorities over the next three years will be as follows:-

<p>1) Promote fairness and equality for all minority groups within our own staff.</p>	<p><i>Provide financial and other support to the following networks within Surrey Police Surrey Police Association of Culture and Ethnicity (SPACE), SPectrum, Surrey Police Ability Network (SPAN), Surrey Women's Association (SWAY) and Surrey Christian Police Association (SCPA).</i></p> <p><i>Identify and implement suitable development and training opportunities for minority groups within the Force e.g. Empowering Women Leaders Conference, BME Seminar</i></p> <p><i>Provide professional advice and monitoring on Diversity Impact Assessments to the Force.</i></p>
<p>2) Recruitment, Retention, Progression and Representation of people from minority groups within Surrey Police. (see targets above)</p>	<p><i>We will promote Surrey Police as the employer of choice with minority communities.</i></p> <p><i>In supporting the recruitment and retention of a diverse workforce we need to ensure that we have access to the whole labour market and do not inadvertently exclude groups by our practice or culture (real or perceived)</i></p> <p><i>We will seek to mitigate the impact of under representation through positive action, where appropriate by targeting recruitment opportunities for under represented groups and ensuring development opportunities are available to staff to raise career goals and aspirations.</i></p> <p><i>We will support, through Diversity</i></p>

	<p><i>Programme Board, the implementation of the Force Minority Retention, Representation, and Progression Plan.</i></p> <p><i>We will review our HPDS process to ensure that minority candidates find the scheme attractive and accessible.</i></p> <p><i>We will monitor the impact of OSR on minority staff.</i></p> <p><i>We will regularly monitor the profile of the Force and take action where representation is identified as being of concern.</i></p> <p><i>We will regularly consult with internal minority staff support groups and identify good practice where it exists elsewhere.</i></p> <p><i>We will introduce a talent management programme.</i></p>
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<p>3) Champion Surrey Standards and promote courtesy, respect and professionalism for all.</p>	<p><i>We will ensure that all our staff apply a high standards of behaviour in the workplace engendering an environment of respect towards colleagues.</i></p>
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<p>4) We will monitor the make up of our Force to identify opportunities to improve representation of all under represented groups.</p>	<p><i>We will review our Diversity Digest to ensure that key indicators on our performance in terms of minority representation are available to steer our activity.</i></p> <p><i>We will share this information with our staff and with communities and seek help from staff and communities to increase our representation.</i></p>
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<p>5) Evaluate the effectiveness of our Equality and Diversity Training</p>	<p><i>We will review our existing training to ensure that equality and diversity is effectively embedded.</i></p> <p><i>We will evaluate whether there are any gaps in our training which impact on service delivery such as stop and search.</i></p>
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	<i>We will work towards AA1 assessment for identified officers and staff.</i>
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6) Prepare for the implementation of the new Equality Act and the Equality Standard for the Police Service.	<p><i>We will prepare for the implementation of the new legislation, particularly in respect of the new protected characteristics in terms of our staff.</i></p> <p><i>We will ensure that we comply with the new Act and that all of our staff are aware of the new provisions and the protection this will provide.</i></p>
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Part Two

Operational Delivery

2. Operational Delivery

Delivering services that are easy to access and that respond to and meet the needs of all communities.

Surrey Police is committed through our vision to achieving safe and confident communities. We are also committed to putting the interests of the public of Surrey first in our operational delivery knowing that how we deal with individuals who call on our services will have a significant impact upon their levels of trust and confidence in policing.

In selecting our priorities within this strategy we do not seek to lessen any particular individual or group's importance but recognise that there are some key equality, diversity and human rights challenges for those who are most vulnerable. There is evidence that those who suffer from disability, either physical or through mental ill health, may be particularly vulnerable and are less likely to seek assistance from the police to tackle hate crime. It is only right, therefore, that we work hard within this strategy to enable those individuals to feel more confident about access to our service. There is also evidence that those who are undergoing gender reassignment are also likely to be subject to high levels of hate crime but are unlikely to report such crimes fearing that such action would only make matters worse. Whilst we will address all hate crime investigation with equal vigour it is right that we prioritise improvement in the life to those two groups who may be more vulnerable.

Our priorities in this section concentrate on the most vulnerable victims within our communities in Surrey. We hope, through our work, to improve the confidence these groups have in Surrey Police.

Our key priorities over the next three years will be as follows:-

<p>1. We will monitor Customer Satisfaction affecting all minority communities and take action to close any satisfaction gap where one is found to exist.</p> <p>We will also continue to monitor confidence levels among minority communities in Surrey.</p>	<p><i>Following independent research ("Bridging the Gap") carried out by Surrey & Roehampton Universities we will invest in further customer service training for our staff.</i></p> <p><i>We will produce customer satisfaction data regularly and where satisfactions gaps exist will attempt to identify the reasons and take action to close the gap.</i></p> <p><i>We will seek internal feedback from our staff support networks and those involved in hate crime investigation.</i></p>
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2. We will continue to monitor our hate crime reporting process to ensure accessibility for victims of all hate crimes.

Having carried out a complete review of our hate crime reporting procedures in 2009 we will monitor hate crime trends and patterns with particular focus on disability, homophobic and transphobic hate crimes to ensure that those communities have trust and confidence in our procedures.

We will maintain a Hate Crime Forum led by the Force lead on hate crime to oversee all hate crime issues.

We will make our investigations victim focussed using the Force discretion model as appropriate.

We will further engage with Disability groups within Surrey to ensure that those who are victims of hate crime have the confidence to report such crimes.

We will engage with charities supporting those who suffer from gender dysphoria to improve access to our services and the confidential and/or anonymous reporting of hate crime.

We will continue our active engagement with LBGT groups such as Gay Surrey.

Our Hate Crime Coordinators will feed complaints and customer service issues into the hate crime forum and improvement plans will be created.

3. We will review our service delivery in respect of victims, witnesses and offenders who suffer from Mental Ill Health.

We will implement the findings of the Bradley Report and the subsequent NPIA guidance for policing people who suffer from mental ill health.

We will maintain a Mental Ill Health Steering group, led by an Assistant Chief Constable,

	<p><i>to oversee the implementation of the above guidance and to ensure that all Force activities relating to mental ill health are properly co-ordinated.</i></p> <p><i>We will engage with local Mental Health service providers and support groups to understand their concerns and take action to address them.</i></p>
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<p>4. We will improve our understanding and service for victims of honour based violence.</p>	<p><i>Having published guidance on recognising and managing incidents of honour based violence we will ensure that our staff are aware of this guidance and follow it.</i></p> <p><i>We will continue to chair a multi agency honour based violence working group to promote awareness of honour based violence across all public services delivered in Surrey.</i></p>
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<p>5. We will continue to improve our service to victims of serious sexual assaults.</p>	<p><i>We will be victim focussed in our approach to incidents by having:</i></p> <ul style="list-style-type: none"> <i>• Dedicated, specialist staff to support the victim throughout</i> <i>• Facilitate access to police specialists and support services</i> <i>• Improved victim examination suites which will be designed to meet individual needs</i> <i>• A collaborative approach with partner agencies to introduce a SARC</i> <p><i>We will have competent and capable staff by having:</i></p> <ul style="list-style-type: none"> <i>• A dedicated investigation team</i> <i>• Improved training that promotes positive mindset and attitudes</i> <i>• Improved partner working – CPS and Medical Examiners</i> <p><i>We will robustly manage offenders, taking</i></p>
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	<p><i>into account their HRA, by:</i></p> <ul style="list-style-type: none"> • <i>Seek appropriate bail and remand</i> • <i>Working with and to multi-agency offender management arrangements and partners (MAPP/MARAC)</i> • <i>Use of legislation such as SOPO's, VOOs</i> <p><i>We will monitor, assess and improve our performance by:</i></p> <ul style="list-style-type: none"> • <i>Implementing best practice and recommendations of reviews, inspections, debriefs (NPIA, HMIC)</i> • <i>Setting and achieving challenging targets</i> • <i>Acting in a professional manner, ensuring we instil trust and confidence within our communities</i> <p><i>Learning the lessons from previous investigations by conducting customer satisfaction surveys, reviews and debriefs.</i></p>
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<p>6. We will continue with our work with local communities to prevent radicalisation leading to terrorism</p>	<p><i>We will continue to implement the national Prevent Strategy, taking a measured and proportionate approach to ensure the safety and confidence of our local communities.</i></p> <p><i>We will consult with local communities to identify any potential adverse impacts of the Prevent strategy and its aims.</i></p> <p><i>We will work with partners to increase the resilience of local communities, removing the conditions that may make a community more likely to be targeted by those seeking to radicalise others.</i></p>
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Part Three

Organisational Process

3. Organisational Processes

Building equality into the organisation's processes and how we manage our performance

We believe the public of Surrey will want to see a police service which is more cost effective, has improved decision making, reduced waste with sustainable development. It is important that we build equality into our processes for managing performance, ensure that processes for managing business and allocating resources promote equality and make sure that we act openly and can be held to account, by consulting with and including our communities and communicating effectively with them.

Through our implementation of the National Equality Standard we will ensure that equality, diversity and human rights issues are placed at the core of our processes. Our preparation for the new Equality Act will further enhance this work coupled with this strategy.

The recognition of individual human rights and to be treated with dignity and respect is core to the values of our staff. We will, therefore, ensure that those rights are embedded within our policing delivery through the processes we operate in our service delivery.

Our key priorities over the next three years will be as follows:-

<p>1) Deliver a more effective, transparent and responsive criminal justice system as outlined in Public Service Agreement (PSA) 24</p>	<p><i>We will actively contribute to the Race & Criminal Justice Board, alongside our criminal justice partners.</i></p> <p><i>We will continuously strive to remove any discrimination to ensure we deliver our services equally to all communities in Surrey.</i></p>
<p>2) Use the Police Equality Standard as a continuous improvement tool to measure and benchmark our performance against the National E D & HR strategy.</p> <p>This will enable us to drive and sustain performance improvement in delivering</p>	<p><i>We will place the Equality Standard in the heart of the Force performance management framework to ensure equality is embedded throughout the organisation</i></p> <p><i>We will capture and share evidence of good practice across the Force which is outcome based and part of day to day service delivery</i></p> <p><i>We will provide a mechanism to support</i></p>

<p>equality to our people and our communities</p>	<p><i>scrutiny so that we can be held to account by our authority and our communities</i></p> <p><i>We will review our performance internally and against our peers to actively improve.</i></p> <p><i>We will identify and implement good practice where it is used elsewhere.</i></p>
<p>3) Those involved in procurement and resourcing activity will follow the ACPO Procurement Strategy to promote equality</p>	<p><i>We will embed equality into our procurement strategy by ensuring our business processes and resource allocation are sustainable and support diversity</i></p> <p><i>At the point of entry, we will ensure all our contractors are aware of their legislative responsibilities in terms of discrimination law</i></p> <p><i>We will record and monitor relevant data of our contractors and providers including race equality information</i></p>
<p>4) We will monitor and take action to reduce unjustified disproportionality in our stop and search activity thus ensuring that our stop and search is used effectively and fairly.</p> <p>We will support the APA know your rights guidance and the Surrey Police Authority's activity in publicising rights on Police stops.</p>	<p><i>We will scrutinise our Stop and Account procedures and data to ensure any disproportionality is minimised and explained.</i></p> <p><i>We will record and monitor data to evidence our performance</i></p> <p><i>We will hold regular Stopwatch meetings monitor our stop and search activity and to quality check random samples of our stop and search forms. We will ask IAG members to join us to promote fairness and make sure we can be held to account. We will feedback any issues direct to individuals and line managers to continuously improve</i></p> <p><i>We will publicise 'Know your Rights' guidance in our communities to raise public awareness</i></p>

<p>5) Make full use of Equality Impact Assessments (EIA) in all organisational processes</p>	<p><i>We will measure the impact of new and existing business processes on all diverse groups of both our staff and our communities</i></p> <p><i>We will ensure that we meet our responsibilities in terms of legislation and in considering the needs of the communities we serve</i></p> <p><i>We will use the EIA as a mandatory part of the Procurement process</i></p> <p><i>We will ensure our EIA forms are fit for purpose and do not cause unnecessary bureaucracy</i></p>
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<p>6) Comply with the Human Rights Act and build processes to monitor our performance in this area</p>	<p><i>We will audit Force policy and procedures to make sure they comply with Human Rights legislation</i></p> <p><i>We will ensure that we meet our responsibilities to avoid contravention of Human Rights articles</i></p> <p><i>We will review the way the use of force by officers is monitored to ensure we can be held to account for our actions.</i></p> <p><i>We will map those areas of our activity where there is a risk of Human Rights infringement and ensure that our procedures mitigate this risk insofar as is possible.</i></p>
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Explanation of Abbreviations

PCSO	Police Community Support Officer
BME	Black & Minority Ethnic
HPDS	High Potential Development Scheme
OSR	Operational Support Review
EIA	Equality Impact Assessment
SARC	Sexual Assault Referral Clinic
CPS	Crown Prosecution Service
HRA	Human Rights Act
MAPPA	Multi Agency Public Protection Arrangements
MARAC	Multi Agency Risk Assessment Conference
VOO's	Violent Offender Orders
SOPO's	Sexual Offences Prevention Order
HMIC	Her Majesty's Inspector of Constabulary
NPIA	National Policing Improvement Agency
ED & HR	Equality, Diversity & Human Rights
ACPO	Association of Chief Police Officers
APA	Association of Police Authorities
IAG	Independent Advisory Group