

WILTSHIRE POLICE



Equality, Diversity and Inclusion Strategy 2022-2025



October 2022

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EXECUTIVE SUMMARY

WHY DO WE NEED A STRATEGY?

Policing is undergoing a transformation, responding to changes in demand, increased public expectation and greater diversity in communities. The impact of globalisation, technology and international terrorism, all impact on the type of crime committed. We police by consent. To continue doing so we must gain the confidence of the communities through transparency, engagement and the ethical and fair application of the law by a workforce that reflects its local communities.

In its response to the Home Affairs Select Committee Report on Diversity in Policing, the Government reiterated its view that a diverse workforce representing those communities served goes right to the core of this country's principle of policing by consent. This enhances the level of skill and talent of our workforce and assists in improving our understanding of all communities and ultimately our ability to tackle crime affecting them.

Policing forms a part of the public services system that society depends on. *The Lammy Review* which looked at the treatment and outcomes for Black, Asian and ethnic minority individuals in the Criminal Justice System and the *Race Disparity Audit* published in October 2017 both evidenced race disparities across the public sector. The *Police Race Action Plan*, published in June 2022, will support us in driving to close these gaps.

Being Disabled in Britain 2017 published by the European and Human Rights Commission (EHRC) and publications such as *LGBT in Britain: Hate Crime and Discrimination 2017* further highlight disparity impacting on specific groups. Policing can create disparity but also has to manage the consequences of disparity from other parts of the public sector.

It is clear from reports like these that we cannot do this alone and must take a joined-up approach with our communities, partners and our staff. This strategy provides a framework that aims to deliver the changes within policing that are required to best serve all communities.



HOW HAS IT BEEN DEVELOPED?

We continue to work with partners, local communities and employees to improve understanding of where we need to focus resources to eliminate discrimination, harassment and victimisation and advance equality of opportunity for all.

We have reviewed our approach to equality, diversity and inclusion following the publication of reports such as the Race Disparity Audit, the Lammy Report and the National Police Chiefs' Council (NPCC) Diversity, Equality and Inclusion Strategy 2018-2025. This, supported by the Police Race Action Plan, sets our direction with the benefit of research and academic studies providing an evidence base.

With the support of our Independent Advisory Groups, we have provided opportunity for members of local communities to support us in reviewing this strategy which aims to provide the overarching framework that will deliver positive equality outcomes, improve our performance and ensure our legal compliance.

Progress is monitored by the Diversity Strategy Board, led by the Deputy Chief Constable.

OUR STRATEGY IN SUMMARY

Our strategy is based on three themes developed by the National Police Chiefs' Council (NPCC) in their NPCC Diversity, Equality & Inclusion Strategy which has been jointly adopted by the College of Policing. This provides clarity of leadership and action required by Wiltshire Police across three categories: our organisation, our communities and our partners.

1. OUR COMMUNITIES

- **Understanding our Communities:** Improve our understanding of the composition of our communities by ensuring that we put in place systems that enable the collection, collation and analysis of community data and information across the nine protected characteristics.
- **Engagement and good relations:** Develop effective engagement strategies that interact with all communities, fostering strong relationships that build trust and confidence.
- **Increasing confidence:** Deal effectively with all reported hate crimes and incidents, recognising that failure to do so has a detrimental impact on the confidence those communities have in the police. Embed the Code of Ethics in all we do, ensuring it is pivotal in our interactions with those we encounter.

2. OUR ORGANISATION

- **Transparency and scrutiny:** We will maximise the transparency of Wiltshire Police to enable our activities to be scrutinised, to either enable explanation or give evidence to drive reform.
- **Developing our workforce:** We will develop our staff to better understand Equality, Diversity and Inclusion (EDI) and the positive outcomes that can be delivered when this is truly embedded within the organisation. We will create an inclusive culture where people, no matter their background, feel confident to disclose their characteristics.
- **Understanding our workforce:** We will better understand the composition of our workforce by ensuring that we put in place systems that enable the collection, collation and analysis of workforce data across the nine protected characteristics.
We will put in place effective strategies that enable formal and informal engagement with our staff and support networks, to ensure that we better understand how we can continue to develop an inclusive organisational culture that promotes and embeds diversity and equality.

3. OUR PARTNERS

- **Understanding the partnership landscape:** We will work with partners to put in place systems that enable the collection, collation and analysis of data and information that identifies disparity in service delivery across the nine protected characteristics.
- **Tackling disparity:** We will work with partners to enhance public service by implementing whole-system strategies to explain, where necessary reduce, and where possible eliminate, disparity.
- **Joint service delivery:** We will collaborate with our partners to develop strategies that enable more effective public service provision across our communities.

MY VISION FOR EQUALITY



As Equality, Diversity and Inclusion lead for Wiltshire Police, I lead the Force in striving to deliver an exceptional service, providing fair opportunities for all the diverse communities we serve and our employees.

We all have a responsibility to bring diversity, equality and inclusion to life in the workplace and in wider society.

We police by consent. It is only by understanding and engaging with our diverse communities, inviting scrutiny and involvement, that we can build trust, confidence and good relations. I am committed to developing an effective police service that is anti-discriminatory and trusted by all, that enables people from all backgrounds to feel protected, respected, involved, and represented.

This strategy sets out our commitment and plan, through the lens of inclusion, to deliver a service that puts people first and protects communities from harm.

I would like to thank our Staff Support Networks and Independent Advisory Groups, along with our many partners, and the Police and Crime Commissioner whose *Police and Crime Plan 2022 – 2025* sets out policing priorities.

We will continue to work in partnership to monitor our progress and invite peer support and scrutiny from our regional and national policing colleagues.

Paul Mills, Deputy Chief Constable

KEY PRINCIPLES



We are committed to the principles of equality, diversity and inclusion and will strive to become an employer of choice.

■ THE MORAL CASE

The principles of equality and diversity are about social justice, fairness, human rights, and equal access to opportunities. Put simply, this is the right thing for us to do. The Chief Constable and the Executive Leadership Team are committed to ensuring the Force works towards these principles.

■ LEGAL OBLIGATIONS

We will carry out Equality Impact Analysis (EIA) on relevant policies and practices and make reasonable adjustments where appropriate

ensuring that we protect our employees and the public from discrimination, harassment or unfair treatment in our service delivery.

■ ETHICAL

The Policing Code of Ethics developed by the College of Policing guides our principles. We will act in accordance with the code to respect the rights of our staff and communities to ensure they are treated with dignity, fairness and respect.

■ DEVELOPING A DIVERSE WORKFORCE

A workplace that embraces the diverse communities it serves will help us to attract, retain and develop the best people from a broad range of backgrounds. Diverse teams bring variety of thought, innovation and creativity and will help us to better understand the needs of our communities. We have committed to a long-term programme to recruit, develop and retain our workforce. Independent research highlights a link between diversity and inclusion and higher operational performance.

■ ENGAGING WITH THE PUBLIC

We need to know and understand our communities and tailor our services to meet their diverse needs through engagement and consultation. We have Independent Advisory Groups (IAGs) made up of representatives of our communities, aligned to our Community Policing Teams and in addition have formed a Diverse Communities IAG. The purpose of the IAGs is to challenge conventional thinking and provide an independent perspective on policies, projects and proposed initiatives.

UNDERSTANDING THE EQUALITY ACT AND PROTECTED CHARACTERISTICS



This strategy has been developed following consultation to meet the requirements of the Equality Act 2010 and in accordance with Section 149 of the Public Sector Equality Duty.

It shows how Wiltshire Police will demonstrate its commitment to developing a fair and inclusive service for its workforce and the public it serves.

Wiltshire and Swindon's Police and Crime Commissioner (PCC) and the Chief Constable are subject to the General Duty within the Equality Act 2010.

By law, in carrying out all functions, the PCC and Chief Constable need to have due regard to:

- Elimination of discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010
- Advancement of equality of opportunity between persons who share a relevant protected characteristics and persons who do not share it, and to,

- Foster good relations between all people.

The Equality Act 2010 introduced the term "protected characteristics" which apply to nine groups that are protected by law:

PROTECTED CHARACTERISTICS

1	Age
2	Disability
3	Gender reassignment
4	Marriage and civil partnership (in respect of eliminating unlawful discrimination)
5	Pregnancy and maternity
6	Race (including ethnic or national origins, colour or nationality)
7	Religion or belief (includes lack of belief)
8	Sex (gender)
9	Sexual orientation

EQUALITY OBJECTIVES REVIEW

The Chief Constable is subject to the Specific Equality Duties under the Equality Act 2010.

The Equality Act 2010 requires us to regularly publish equality objectives and data or information in accessible formats.

Our high-level equality objectives are summarised in the diagram and are available on our website. They link to the NPCC Strategy for Diversity, Equality and Inclusion.

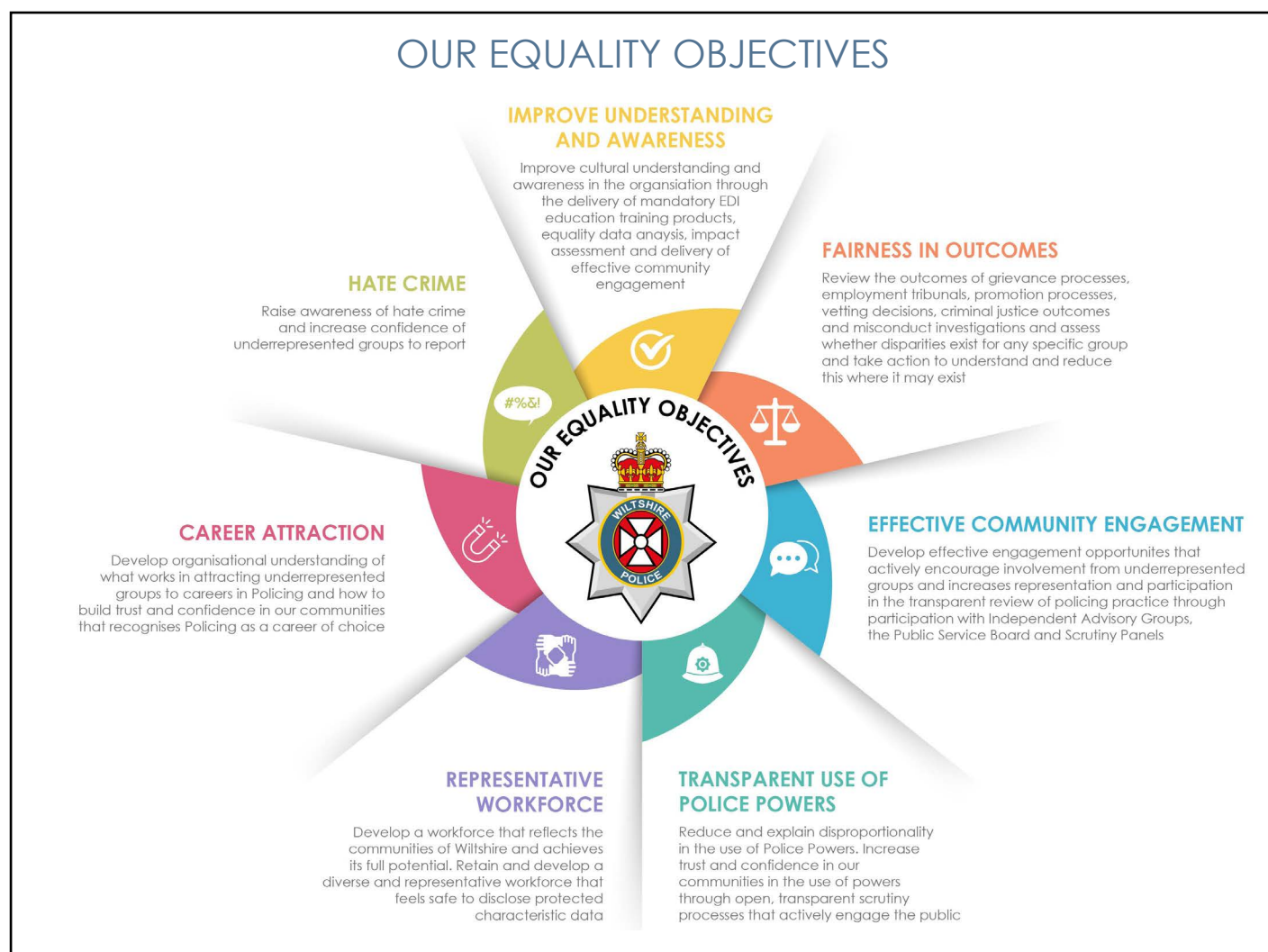
One of the core challenges facing modern policing is the delivery of effective and

equitable services to the diverse communities it serves.

This is fundamental to attracting the levels of trust and confidence necessary to secure and nurture the doctrine of policing by consent, which is the cornerstone of policing in England and Wales.

The diagram below shows Wiltshire Police's Equality Objectives for 2022 to 2025.

For more information, please *visit our website*.



OUR VISION

Our strategy aims to deliver the vision of the NPCC and College of Policing, to develop 'An effective police service that is anti-discriminatory and trusted by all.'

We will apply the principles detailed here to support our ongoing progress and proactively tackle discrimination and inequalities where they exist. Further, we will earn trust by working with our partners to ensure that we do not exacerbate existing social disadvantage. We will take responsibility for enabling people from all backgrounds to feel protected, respected, involved, and represented in policing here in Wiltshire.

Protected	Respected	Involved	Represented
A police service that protects people from crime, and seeks justice for victims. ■ Investigating the crime not the victim ■ Reducing victimisation ■ Taking clearer action to tackle extremism and racist and homophobic violence	A police service that is perceived by everyone to be fair, respectful and equitable in all that it says and does. ■ Eliminating bias, stereotyping, profiling or discrimination in our actions ■ Understanding and challenging stereotypes and myths	A police services where people from all backgrounds can, and do, input into its governance. ■ Responding to community trauma and reconciling police/ community divisions	A police service that is representative of the public it serves, and welcomes and encourages difference in its officers, staff and volunteers. ■ Eliminating bias, stereotyping, profiling or discrimination from policies, procedures, processes and practices
Increase in feelings of safety and reduction in crime.	Increase in feelings of trust and confidence in the police.	Increase in meaningful community engagement that creates action.	Increase positive public perception of police as employer for all people.

OUR STRATEGY

The strategy provides a framework to help us deliver positive equality outcomes, improve our performance and ensure legal compliance.

It is split into three themes in line with the National Police Chief's Council.



STRATEGIC THEME 1: OUR COMMUNITIES



Diversity is an operational imperative in policing a modern society.

People across all communities want the police to fight crime while having confidence that their individual needs will be understood and respected. That is fair and effective policing.

Recent high profile events surrounding police conduct and national protests have led to increased concerns in public confidence and the legitimacy of policing; this is why a representative workforce is critical.

OUR KEY STRATEGIC PRIORITIES

Understanding our communities

- We will better understand the composition of our communities by ensuring we put in

place systems that enable the collection, collation and analysis of community data and information across the nine strands of diversity.

- We will assess the quality of long-term problem-solving solutions for vulnerable victims through the review of services, policies and strategies to ensure there are no disproportionate effects on diverse communities.

Engagement and good relations

- We will develop effective engagement strategies with all communities, fostering strong relationships to build trust and confidence.



- We will deliver services that are easy to access and respond to and meet the needs of all communities, particularly those historically less likely to engage.
- We will improve engagement opportunities with communities and promote community cohesion.
- We will ensure our community scrutiny panels are representative and diverse. Panels will select material for review independently, Internal scrutiny panels will undertake review of the same material to enable feedback and development of our staff.

Increasing confidence

- We will deal effectively with all reported hate crimes and incidents, recognising that failure to do so has a detrimental impact on the confidence victims have in the police.
- Violence Against Women and Girls is a strategic priority. Our objective is to relentlessly pursue perpetrators and create safer spaces for victims. To do this, we will work in partnership with criminal justice partners, victim support services, and wider safeguarding partners.
- We will ensure that the Race Action Plan deliverables are achieved to provide an effective police service that is anti-discriminatory and work with our Black communities to improve outcomes.
- We will focus on embedding the revised Code of Ethics 2023 in all we do and informing our communities on the relevance of it in developing trust and confidence in policing.

- We will promote and share learning, working with the criminal justice system and other partners, to increase victim satisfaction and reduce disproportionality in criminal justice outcomes on underrepresented groups.

HOW WILL WE KNOW PROGRESS IS BEING MADE?

- Increase engagement with underrepresented communities through our Independent Advisory Groups (IAGs), Diverse Communities IAG, Hate Crime Advisors and Community Policing teams.
- Greater availability of third-party reporting systems for hate crime with partners.
- Delivery of vulnerability training to all front-line staff.
- Increase rates of victim satisfaction.
- Outcomes of Police Powers Scrutiny Panels
- Data is available to allow us to assess and address disproportionality.
- Reduction in disproportionality of criminal justice outcomes for underrepresented groups.

STRATEGIC THEME 2: OUR ORGANISATION

The theme of equality, diversity and inclusion must reflect in all that Wiltshire Police does as an employer and in the service we provide to the public.

The Executive Leadership Team is committed to developing the leadership culture to reflect their aspirations for an organisation able to respond effectively, engaging staff and partners to deliver the best possible services to the public.

Legislation alone will not change attitudes; it requires strong leadership and the commitment that transfers legislation into active behaviour which challenges discrimination.

By working to the principles of the *Police Race Action Plan* set out by the College of Policing and the National Police Chief's Council (NPCC), we will be seen as an inclusive and outstanding employer of choice.

All officers and staff are expected to follow the nationally recognised values and behaviours set by the *College of Policing*. We will recruit for values and train for competence.

OUR KEY STRATEGIC PRIORITIES

Transparency and scrutiny

- We aim to ensure an open and transparent approach to the delivery of our services through the following internal and external scrutiny mechanisms as set out in our Transparency, Ethics and Standards Strategy. Where necessary we will provide explanation or provide evidence to enable reform.



Transparency, Ethics and Standards strategy.

- We will build a culture that adheres to our core values: impartiality, integrity, transparency and public service.
- We will have a transparent system in place that will reward and recognise achievements and promote equality diversity and human rights.
- We will ensure the public and our workforce have confidence in our professional standards and misconduct procedures by dealing robustly with officer and staff who do not meet our values and standards.
- We will identify disparity by analysis and identifying lessons learnt from grievances, misconduct proceedings and employment tribunals based on protected characteristics.

- We will seek to expand our Pay Gap Reporting and provide additional reports that enhance our understanding of where improvements are needed for those with other protected characteristics.

Developing our workforce

- We will develop our staff to better understand EDI and the positive outcomes that will be delivered once truly embedded in our organisation.
- We will educate our workforce to enhance understandings of Equality, Diversity and Inclusion and the use of positive action in our recruitment, development and retention of our workforce.
- We will create an inclusive culture where people, no matter their background, feel confident to disclose their characteristics.
- We will develop a talented workforce that is respectful of all cultures and difference by creating an environment that enables all staff to develop and continually progress their professional careers.
- We will provide learning resources that enable our workforce to develop understanding of cultural and community issues.
- We will encourage role models from protected characteristic groups both from within and outside the organisation, to share their lived experiences to enhance organisational understanding of challenges faced.

Understanding our workforce

- We will develop systems that enable the collection and analysis of workforce data across the nine strands of diversity and improve reporting mechanisms.
- We will develop engagement methods for our staff and support networks to improve understanding on how we can further develop an inclusive organisational culture that promotes and embeds diversity and equality.
- We will develop recruitment strategies which seek to attract, recruit, retain and develop our workforce from diverse communities through the work of the Force Equality, Diversity and Inclusion Team.

- We will improve the health and wellbeing of staff, by adopting policy and practice that enables the organisation and individuals to embrace wellness in the workplace and develop good work-life balance.

HOW WILL WE KNOW PROGRESS IS BEING MADE?

- Empowerment of local level and diverse communities Independent Advisory Groups to scrutinise our approach to equality, diversity, and inclusion.
- Review and assessment of outcomes following police powers scrutiny panel.
- Public and employee staff survey results.
- Recruitment, progression, and retention of underrepresented groups.
- Development of programmes to support underrepresented groups and identify talent.
- Increased levels of diversity within the workforce, across all business areas.
- Reduction in cases going to Employment Tribunal.
- Development of support networks based on workforce feedback.
- Workforce data quality improvements and increased disclosure of protected characteristic information by employees.

STRATEGIC THEME 3: OUR PARTNERS



Addressing disproportionality and community needs across all protected characteristics demands a joined-up approach. It means, working in partnership with local authorities, the public, private and voluntary sectors and other bodies across the criminal justice system. We recognise one size does not fit all and we will seek to be innovative in our work with partners to ensure successful outcomes.

OUR KEY STRATEGIC PRIORITIES

Understanding the partnership landscape

- We will work with partners to put in place systems that enable the collection, collation and analysis of data and information that identifies disparity in service delivery across protected characteristics.

Tackling disparity

- We will work with partners to collaboratively explain, reduce, and where possible eliminate disparity and enhance public service across all strands of diversity.
- Working with our partners we will better understand disproportionality of those detained in custody, going through the criminal justice process, or dealt with by Out of Court Disposals and collaborate to decrease disparities found.
- Identify specific needs of established groups as well as emerging and marginalised communities with a view to increasing satisfaction in the police service.

Joint service delivery

- We will work with our partners to develop strategies that enable more effective public service provision across our communities.

HOW WILL WE KNOW PROGRESS IS BEING MADE?

- Reduction in disproportionality levels across outcomes in the criminal justice system.
- Clear joint outcomes identified with partners.
- Voice of service users and partners informs our understanding of improvement priorities.
- Increased levels of satisfaction from service users.



GOVERNANCE

WHO IS RESPONSIBLE FOR DELIVERING THE STRATEGY?

Every member of Wiltshire Police is responsible for successful delivery of this strategy. This includes volunteers and contractors who deliver services on our behalf.

Understanding and developing equality, diversity and inclusion within our workforce is a key priority for all of our leaders.

Progress will be monitored through the Diversity Strategy Board, led by the Deputy Chief Constable.

We will consult and engage with our communities and staff to ensure that those matters most important to them are listened to and addressed. We will include Staff Support Networks to help hold us to account and involve them in key meetings and decisions.

Appendix 1: Glossary

Disability

A person has a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities, as defined by the Equality Act 2010.

Diversity

Acknowledging, valuing and respecting people's psychological, physical and social differences, so that their full potential and contribution can be realised.

Equality

Fair treatment of individuals or groups, ensuring they are treated equally and no less favourably in areas including those of age, disability, gender, race, religion or belief, sexual orientation, gender re assignment, marriage and civil partnership, pregnancy and maternity.

Gender reassignment

The process of transitioning from one gender to another.

Human rights

The basic rights and freedoms to which all humans are entitled. They ensure people can live freely and are able to flourish, reach their potential and participate in society. They ensure people are treated fairly and with dignity and respect. You have human rights simply because you are human, and they cannot be taken away.

Identity

The characteristics and qualities of a person, considered collectively, and regarded as essential to that person's self-awareness.

Inclusion

A sense or feeling that an individual or group are welcome, respected, supported and valued so that their unique needs, working and learning styles are met. An inclusive environment will embrace differences and offer respect, both verbally and in actions to ensure that everyone can fully participate.

Marriage and civil partnership

Marriage in England and Wales is available to both opposite-sex and same-sex couples at 16 or over and is legally recognised in the forms of both civil and religious marriage. Same-sex couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must be treated the same as married couples in a wide range of circumstances, such as employment, education, service provision and housing. Failure to do so would amount to discrimination on grounds of sexual orientation.

Positive Action

Positive Action is distinct from unlawful positive discrimination, which involves the practice of favouring an individual who belongs to a group which suffers discrimination. Positive action is lawful when an employer takes steps to counteract the disadvantages it believes people who shared a protected characteristic face. Any decisions taken following positive action must then be made on merit (unless section 159 of the Equality Act 2010 applies). Or lawful actions that seek to overcome or minimise disadvantages people who share a protected characteristic have experienced, or to meet their different needs (e.g. providing

mentoring to encourage staff from under-represented groups to apply for promotion).

Hate Crime

A hate crime is defined as 'Any criminal offence which is perceived by the victim or any other person, to be motivated by hostility or prejudice based on a person's race or perceived race; religion or perceived religion; sexual orientation or perceived sexual orientation; disability or perceived disability and any crime motivated by hostility or prejudice against a person who is transgender or perceived to be transgender.'

Hate incident

Any incident which the victim, or anyone else, thinks is based on someone's prejudice towards them because of their race, religion, sexual orientation, disability or because they are transgender, although no actual criminal offence has been committed.

Prejudice

Judging someone on the basis of what they look like or what group they belong to.

Pregnancy and maternity

Pregnancy is the condition of being pregnant or expecting a baby. Maternity is the period after the birth, linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks post birth, including treating a woman unfavourably because she is breastfeeding. After 26 weeks, sex discrimination protection applies.

Protected characteristics

The grounds upon which discrimination is unlawful. The characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

Public sector equality duty

The duty on a public authority to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation, foster good relations and advance equality of opportunity.

Race

The protected characteristic of Race - a group of people defined by race, colour, and nationality (including citizenship), ethnic or national origins.

Racism

Treating someone unfairly because of their race, colour, nationality or ethnic or national origins.

Religion or belief

Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

Sexual orientation

Whether an individual's sexual attraction is towards their own sex, the opposite sex or to both sexes.

Transgender

An umbrella term for people whose gender identity and / or gender expression differs from their birth sex. They may or may not seek to undergo gender reassignment, including hormonal treatment and/or surgery. Often used interchangeably with 'trans'.

Values

'Values are principles, fundamental convictions, ideals, standards or life stances which act as general guides to behaviour or as points of reference in decision-making or the evaluation of beliefs or actions and which are closely connected to personal integrity and personal identity.' *Halstead, J.M. (1996) 'Values and Values Education in Schools'*.

Victimisation

Subjecting a person to a detriment because they have done a protected act or there is a belief that they have done a protected act i.e. bringing proceedings under the Equality Act 2010; giving evidence or information in connection with proceedings under the Act; doing any other thing for the purposes or in connection with the Act; making an allegation that a person has contravened the Act.

Source: Equality and Human Rights Commission

Appendix 2: Statutory duties

Equality Act 2010 We have responsibilities under the Equality Act 2010 to promote equality of opportunity and it makes discrimination unlawful in relation to the nine protected characteristics	Public Sector Equality Duty 2011 Supports good decision-making by ensuring that public bodies consider how different people will be affected by their activities, helping them to deliver policies and services that meet different needs and are efficient, effective and accessible.
Policing Code of Ethics 2014	Human Rights Act 1998
Children Act 2004	Mental Health legislation
The Criminal Justice Act 1991 – Section 95	European Victims Directive
Regulation of Investigatory Powers 2000	Freedom of Information Act (2000)

Appendix 3: National Police Chiefs' Council pledge

NATIONAL POLICE CHIEFS COUNCIL PLEDGE

As Chief Constables both individually and as a collective, we recognise the significant work that has been undertaken to embed diversity, equality and inclusion into our workforce and into the services we provide to our communities. However, we recognise there is still significantly more to be done and we do not underestimate the effort needed to truly embed it within all that we do.

1. We are committed to ensure we better understand the composition of our communities and that having a truly diverse workforce that reflects those communities not only has great benefits for the organisation but also for the public we serve.

2. We agree there is not a 'one size fits all' approach to diversity, equality and inclusion and the local response needs to be tailor made to ensure local needs are addressed. A truly diverse workforce and service provision is one that reflects the nine protected characteristics and goes beyond to value difference.

3. We recognise and support the priority Government has given to tackling race disparity and commit to ensuring we address those issues in line with that agenda.

4. We aspire to be an employer of choice for people across our communities.

5. We will create an inclusive culture where people feel confident to provide information about themselves.

6. We recognise the legal obligations we have as leaders and are committed to ensuring these are met.

7. We also recognise the moral basis for diversity, equality and inclusion and how delivery of this strategy and associated toolkits strengthens both the legitimacy of policing and our operational outcomes.

8. We recognise the importance of having a strong evidence base for our decision making and will continually improve our approach based upon the research undertaken.

9. We agree that as a police service we sometimes create disparity but also have to deal with the consequence of disparity within other parts of the public sector system. We are committed to understanding disparity within policing and to explaining that disparity. If we cannot, we will reform. Furthermore, we are committed to working with partners to develop a whole system response that will help reduce and ultimately seek to eliminate disparity and create a truly diverse and inclusive service.

Appendix 4: Other strategies and priorities

We aim to integrate equality and inclusion into every area of work we do.

This strategy is not standalone, it is aligned with other strategies and policies including:

- Wiltshire and Swindon *Police and Crime Plan 2022-2025*
- Wiltshire Police *Ethics, Transparency and Standards Strategy 2021 to 2024*
- NPCC and College of Policing *Police Race Action Plan*
- People, Culture and Inclusion Strategy
- Employee Engagement Strategy
- Outstanding Employer Strategy 2021 to 2024
- Wiltshire Police *Stop and Search policies*
- Wiltshire Police Hate Crime Policy and Procedure 2021

For more information, please visit our website: www.wiltshire.police.uk

- *Wiltshire Police Equality and Diversity*
- *Wiltshire Police Priorities and Performance*



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www.wiltshire.police.uk
www.wiltshire-pcc.gov.uk



In support of

HeForShe

UN Women Solidarity Movement
for Gender Equality

