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EXECUTIVE SUMMARY

WHY DO WE NEED A STRATEGY?

Policing has undergone transformation responding to changes in demand, increased public expectation, greater diversity in communities and the impact of globalisation, technology and international terrorism, all of which impact on the nature 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 restated 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 Minority Ethnic individuals in the Criminal Justice System and the Race Disparity Audit published in October 2017 both evidenced race disparities across the public sector. Being Disabled in Britain 2017 published by the European and Human Rights Commission (EHRC) and publications from Stonewall 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 required to best serve all communities.

HOW HAS IT BEEN DEVELOPED?

Wiltshire Police continues to work with partners, local communities and its employees to improve understanding of where we need to concentrate resources to eliminate discrimination, harassment and victimisation and advance equality of opportunity for all. Wiltshire Police has reviewed its 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 helped set our future direction with the benefit of research and academic studies providing an evidence base.

A series of public engagement sessions led by the Deputy Chief Constable and an online survey tool provided opportunity for members of local communities and employees to review the proposed strategy and provide their views; full account of these views has been taken throughout the consultation. Oversight was provided by subject experts who reviewed all feedback received throughout the consultation. This Strategy aims to provide the overarching framework that will deliver positive equality outcomes, improve our performance and ensure our legal compliance.

Progress will be monitored by the Diversity Strategy Board, led by the Deputy Chief Constable. This is a long term plan and will be reviewed to identify short, medium and long term activities driving improvements and delivery.
OUR STRATEGY IN SUMMARY

We've based our Strategy on the three themes developed by the National Police Chiefs' Council (NPCC):

1. OUR COMMUNITIES
   - **Improve understanding of our communities**: Through data collection and analysis of community data.
   - **Engagement and good relations**: We will develop effective engagement strategies that interact with all communities and develop strong relationships that build trust and confidence.
   - **Increasing confidence**: We will apply the [Code of Ethics](#) to our work and our interactions with those we come into contact with. Hate crimes can have a damaging effect on confidence in the police. We will deal with these crimes effectively to reduce this impact.

2. OUR ORGANISATION
   - **Transparency and scrutiny**: We will make our organisation as transparent as possible and encourage scrutiny of our activities. We will ensure that through this scrutiny, where changes are required they are delivered.
   - **Developing our workforce**: We will develop our staff to better understand equality, diversity and inclusion and the positive results that can be delivered. Creating an inclusive culture enabling employees to have confidence to disclose their characteristics is crucial to this.
   - **Understanding our workforce**: We will improve understanding of the makeup of our workforce by putting systems in place that collect, collate and assess information across the nine strands of diversity. Our strategy will facilitate formal and informal engagement with staff and support networks to ensure we truly understand how we can develop the most inclusive organisation and a culture that promotes and embeds diversity and equality. We will listen to our staff and work together to deliver this. As an organisation we will focus on attracting, recruiting and developing a workforce that is reflective of the diverse communities served.

3. OUR PARTNERS
   - **Understanding the Partnership Landscape**: Through partnership working we will put systems in place that collect, collate and analyse data and information that highlights disparity in the services provided across the nine strands of diversity.
   - **Tackling Disparity**: With our partners we will explain, where necessary reduce and where possible eliminate disparity and improve services delivered to the public.
   - **Joint Service Delivery**: We will work with partners to develop strategies that provide effective public service provision in our communities.
I want Wiltshire Police to be a leading organisation with equality, diversity and inclusion at its heart.

Our new strategy supports the National Police Chiefs’ Council (NPCC) Strategy, published in 2018. I have also signed the National Police Chiefs’ Council Pledge (Appendix 4) and considered the direction it provides in developing this document.

We strive to deliver an exceptional service, providing fair opportunity for all the diverse communities we serve and the people we employ. Equality, diversity and inclusion must be at the heart of how we recruit, train, develop and retain our people. We live in a multi-cultural, ever changing society. We have a responsibility to our public to maintain trust and confidence. It is my vision for Wiltshire Police to truly reflect the communities we serve.

Wiltshire and Swindon are home to people with different views, cultures, customs and languages, with whom we seek to work together and provide the best possible service. Equality, diversity and inclusion must remain at the heart of how we serve the public, to help us build relationships and ensure Wiltshire remains one of the safest counties in the country.

Relationships are built on long term trust, not short-term gain. We will build strong relationships with our communities by understanding their needs and how we can support people within today’s challenging financial climate. It’s about having meaningful conversations - even with those who may distrust the police - and encouraging our communities, including those who are less visible or silent, to work with us in the fight against crime. I will ensure Wiltshire Police is an employer of choice and accessible to all.

Kier Pritchard, Chief Constable Wiltshire Police
SECURING A QUALITY POLICE SERVICE

One of my key priorities in the Police and Crime Plan 2017-21 is to secure a quality police service that is trusted and efficient. One of the ways Wiltshire Police can build and retain the public’s trust is by having a diverse, inclusive and empowered workforce that reflects the county’s population.

This Strategy will help to protect the rights of all who live and work in Wiltshire and Swindon, or who visit the county, ensuring they are treated with fairness, dignity and respect. The Force must work with all under-represented groups to better understand their needs. Good work is underway to improve the position. I welcome the setting up of the Diversity and Inclusion team to engage with communities that have previously been hard to reach.

The Special Constabulary is a key part of Wiltshire Police, offering support to community policing, as well as enriching the Force through diversity and culture. Our Specials and volunteers bring a huge variety of additional skills, experience, expertise and local knowledge to our organisation.

We want to be seen as a leading equal opportunities employer offering a wide range of career opportunities with a diverse workforce, reflective of our communities.

Angus Macpherson
Police and Crime Commissioner for Wiltshire and Swindon
A SAFE COUNTY

Wiltshire is a relatively safe county to live and work in. However, we are not complacent and fully understand that protecting our diverse population means understanding individual needs to prevent people becoming victims of crime and be sensitive to victims, where possible tailoring our service and working in partnership with other agencies where appropriate.

The Wiltshire and Swindon Police and Crime Plan 2017-2021 states:

‘With the changing patterns of crime and the increasing use of technology, the police need to adapt to the new threat.’

Crime can have a devastating effect on the individual, their family, friends and the wider community.

Whatever the nature of the crime, we want people to feel safe to report it and feel reassured that they will receive a good service.

The Police and Crime Plan has four priorities which are fundamental in everyday policing.

We need to be able to demonstrate to local communities and to our own workforce - whatever their background - that Wiltshire Police is fair in upholding the law and an employer of first choice.

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<tr>
<th>Police and Crime Commissioner Priorities</th>
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<tr>
<td><strong>PRIORITY 1</strong></td>
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<tr>
<td>Prevent crime and keep people safe</td>
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<td><strong>PRIORITY 2</strong></td>
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<tr>
<td>Protect the most vulnerable people in society</td>
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<td><strong>PRIORITY 3</strong></td>
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<tr>
<td>Put victims, witnesses and communities at the heart of everything we do</td>
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<tr>
<td><strong>PRIORITY 4</strong></td>
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<tr>
<td>Secure a quality service that is trusted and efficient</td>
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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 from discrimination, harassment, unfair treatment in 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 begun a long term programme to recruit and develop our workforce. Independent research highlights a link between greater diversity and inclusion with 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 set up Independent Advisory Groups (IAGs) made up of representatives of our communities, aligned to our Community Policing Teams. 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:

<table>
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<tr>
<th>Protected Characteristics</th>
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<tr>
<td>1  Age</td>
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<td>2  Disability</td>
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<td>3  Gender reassignment</td>
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<td>4  Marriage and civil partnership (in respect of eliminating unlawful discrimination)</td>
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<td>5  Pregnancy and maternity</td>
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<tr>
<td>6  Race (including ethnic or national origins, colour or nationality)</td>
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<td>7  Religion or belief (includes lack of belief)</td>
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<td>8  Sex (gender)</td>
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<td>9  Sexual orientation</td>
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The Chief Constable is subject to the Specific Equality Duties under the Equality Act 2010.

These include:

- Publishing information to demonstrate compliance with General Equality Duty
- Evidencing how policies and practices have (or would) further the aims of the General Equality Duty
- Evidencing having considered equality implications when making decisions
- Carrying out and evidencing engagement with people who have an interest in furthering the aims of the General Equality Duty
- Preparing and publishing Equality Objectives

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.

Wiltshire Police, like many forces in the country, is facing challenging times in terms of better matching resources demand to meet local threats and concerns. As part of this strategy, we aim to identify and support vulnerable groups most at risk, working with other agencies to ensure there are imaginative and effective ways of delivering services to protect the public.

The table opposite shows Wiltshire Police’s Equality Objectives for the period 2019 to 2021.

For more information please visit our website https://www.wiltshire.police.uk/article/1265/Equality-and-Diversity

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<tr>
<th>WILTSHIRE POLICE EQUALITY OBJECTIVES 2019 to 2021</th>
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<tr>
<td><strong>Equality Data</strong></td>
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<tr>
<td>We will review the outcomes and equality impact of grievance processes, employment tribunals, promotion processes and misconduct investigations on any particular group and identify disparities.</td>
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<td>We will better inform employees of the rationale for requesting their personal equality data and seek to improve the quality of data collection. We will aim to expand the type of data collected to include all relevant protected characteristics.</td>
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<td><strong>Hate Crime</strong></td>
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<tr>
<td>We will raise awareness of hate crime among our communities and encourage reporting.</td>
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<td>We will improve knowledge and understanding of hate crime identification by staff and drive improvements in recording hate crime types.</td>
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<tr>
<td><strong>Stop and Search</strong></td>
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<td>We will seek to reduce and explain disparity in the use of Stop and Search on members of public in Wiltshire.</td>
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<td><strong>Workforce</strong></td>
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<td>We will continue to develop a workforce that is representative of the communities we serve.</td>
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<td>We will develop support and progression programmes to provide appropriate career development opportunities to our most underrepresented groups and will base this on our workforce data.</td>
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<tr>
<td><strong>Community Engagement</strong></td>
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<tr>
<td>We will engage with our communities to encourage people from all protected characteristic groups to work with us through our Independent Advisory Groups (IAGs).</td>
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<tr>
<td><strong>Assessing Equality Impact</strong></td>
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<td>We will monitor and analyse the equality impact of all new strategic developments, ensuring they support our equality vision and statutory duties.</td>
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THE STRATEGY

The strategy provides the framework that will deliver positive equality outcomes, improve our performance and ensure legal compliance.

It is split into three themes as set out by the National Police Chief’s Council.
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.

There is also an issue about legitimacy of policing, which is why a representative workforce is so important.

It is a key requirement for all police officers and staff to be provided with development opportunities and equality, diversity and inclusion training.

STRATEGIC THEME 1: OUR COMMUNITIES

OUR KEY STRATEGIC PRIORITIES WILL BE:

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 hard to reach and ‘quiet’ groups
- We will improve engagement opportunities with communities and promote community cohesion
- We will increase staff awareness of the support available for vulnerable people.

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
• We will ensure the Code of Ethics is embedded in all we do and is pivotal in our interactions with those we come into contact with
• We will promote and share learning, working with the criminal justice system and other partners, to increase victim satisfaction

HOW WE WILL KNOW PROGRESS IS BEING MADE

• Feedback from victim satisfaction surveys
• Increased engagement with underrepresented communities through our Independent Advisory Groups (IAGs), Hate Crime Advisors and Community Policing Teams
• Increase in hate crime reporting, indicating an increased confidence in reporting
• Greater availability of third party reporting systems for hate crime with partners
• Delivery of vulnerability training to all front line staff
• Increased rates of victim satisfaction.
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.

All officers and staff are expected to follow the Competency and Values Framework, developed by the College of Policing. It sets out the expected behaviours and national values of policing.

We will recruit for values and train for competence.

**OUR KEY STRATEGIC PRIORITIES WILL BE**

**Transparency and scrutiny**
- We will maximise transparency to ensure our activities can be scrutinised to enable explanation or give evidence to enable reform
- 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, promote equality diversity and human rights
- We will ensure the public and our workforce have confidence in our professional standards and misconduct procedures
Developing our workforce

- We will develop our staff to better understand diversity, equality, and inclusion and the positive outcomes that can be achieved
- 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

Understanding our workforce

- We will better understand the composition of our workforce by ensuring we put in place systems that enable the collection, collation and analysis of workforce data across the nine strands of diversity
- We will put in place effective strategies that enable formal and informal engagement with our staff and support networks to ensure we better understand how we can continue to 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 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 WE WILL KNOW PROGRESS IS BEING MADE

- Empowerment of local level Independent Advisory Groups to scrutinise our approach to equality, diversity and inclusion
- Evaluation of Equality Impact Assessments to quality assure policy and practice
- Promotion of public scrutiny of sensitive issues e.g. Stop Search disproportionality
- Public and employee staff survey results
- Successful recruitment and progression of underrepresented groups
- Delivery of College of Policing Code of Ethics training across the Force
- Development of programmes to support underrepresented groups and identify talent
- Increased levels of diversity within the workforce, across all business areas
- Uptake of mediation sessions and a reduction in cases going to Employment Tribunal
- Development of support networks based on workforce feedback
- Increased interest in policing careers from underrepresented groups
Addressing disproportionality and community needs across the nine strands of diversity requires a joined up approach, working in partnership with local authorities, the public, private and voluntary sectors and other bodies across the criminal justice system.

It is recognised that not one size fits all and we will seek to be innovative in our work with partners to ensure successful outcomes.

OUR KEY STRATEGIC PRIORITIES WILL BE:

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 strands of diversity

Tackling Disparity

- We will work with partners to collaboratively explain, where necessary reduce, and where possible eliminate disparity and enhance public service taking into account 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

Joint Service Delivery

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

HOW WE WILL KNOW PROGRESS IS BEING MADE

- Increased victim satisfaction levels across the nine strands of diversity
- Feedback from victim satisfaction surveys
- Monitoring the use of diversity toolkits aimed at improving partnership working in tackling disparity
- Through improvements in disparity levels impacting on the residents of Wiltshire.
GOVERNANCE

WHO IS RESPONSIBLE FOR DELIVERING THE STRATEGY?

All Wiltshire Police employees and staff employed by the Office of the Police & Crime Commissioner (OPCC) are responsible for successful delivery of this strategy.

In addition, we expect volunteers and contractors who deliver services on our behalf to abide by our values and practices.

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

Progress is monitored through the Diversity Strategy Board, led by the Deputy Chief Constable, which meets bi-monthly.

We will consult and engage with our communities and staff to ensure that those matters most important to them are listened to and addressed.
APPENDICES

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.

**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 reassignment, marriage and civil partnership, pregnancy and maternity.

**Gender reassignment**
The process of transitioning from one gender to another.

**Human rights**
Human rights are the basic rights and freedoms to which all humans are entitled. They ensure people can live freely and that they are able to flourish, reach their potential and participate in society. They ensure that 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, e.g. ‘all black people are good dancers’.

**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. The Equality Act 2010 makes discrimination unlawful in relation to nine ‘protected’ characteristics.

• 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: MAIN OPERATIONAL AREAS OF WORK

• Anti-social behaviour

• Domestic abuse

• Child Sexual Exploitation

• Honour based violence

• Safeguarding vulnerable adults

• Hate crime

• Mental health

• Victim satisfaction

• Cyber crime

• Organised crime

• Forced marriage, female genital mutilation, human trafficking and child sexual exploitation

• Stop and search

• Workforce representation
APPENDIX 4: 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 5: LINKS TO OTHER STRATEGIES AND PRIORITIES

We aim to integrate equality and inclusion into every area of work we do. This strategy is not 'standalone' and is aligned with others including:

- People, Culture and Inclusion Strategy
- Employee Engagement Strategy
- Public Engagement Strategy
- Wiltshire Police [Stop and Search policies](#)

For more information please visit our website
Wiltshire Police Equality and Diversity page
Wiltshire Police Priorities and Performance page

External Influences

The policing landscape has changed fundamentally since our last Strategy. Many external factors impact on how the Force operates. We carry out analysis to assess crime trends and ensure current policies do not have an adverse impact on any Protected Group - equality and diversity is not an end in itself.

- Government Comprehensive Spending Review – 2016 – Public spending
- The impact of Brexit and potential changes to the Human Rights Act.
- Counter terrorism – Regular monitoring of the threat level and the impact on vulnerable communities
- Police and Crime Act 2017 – a far-reaching Act which looks to extend the powers and role of the police and make clear provision for the investigation of complaints against the police
- National Police Chief’s Council – Improving Workforce Representation 2016
- HMIC Police Effectiveness Inspections 2016
- College of Policing Leadership Review report 2015
- Her Majesty’s Inspectorate of Constabularies’ (HMIC) Inspection report and findings in relation to disability hate crime and stop and search
- Stonewall Workplace Equality Index 2017
- EHRC ‘Is Britain Fairer’ Report 2015
- Mencap ‘Stand by Me’ report 2011
- Wiltshire Community Safety Partnership reports
- House of Commons Home Affairs Committee Police Diversity First Report of Session 2016-17

Wiltshire Police [Hate Crime Strategy 2018 to 2021](#)
Police and Crime Commissioner for Wiltshire and Swindon [Wiltshire and Swindon Police and Crime Plan 2017-2021](#)
EQUALITY, DIVERSITY AND INCLUSION STRATEGY 2019-2021

OUR AIM
To develop an organisation that demonstrates to itself and partners that it values diversity and seeks to bring about cultural change to improve the policing response to all communities

WHAT ARE THE KEY INPUTS?
- Commitment to change
- Customer requirements
- Knowledge
- Money
- Networks
- Skills and abilities

What is the external environment?
- Commitment to decrease hate crime
- Disproportionality in the criminal justice system
- Young people not engaging
- Issues of community cohesion
- Lack of confidence among under-represented groups and minority communities
- Fewer opportunities for under-represented groups

INTERNAL LEADS
- Chief Officer
- Police and Crime Commissioner
- Diversity & Inclusion Team
- Police Federation
- UNISON
- Corporate Communications
- Staff Associations

WHAT ARE THE KEY PERFORMANCE MEASURES?
- Equip the Diversity Strategy Board with clear organisational goals to support the mainstreaming of equality, diversity and inclusion within Wiltshire Police
- Implement actions from the Strategy
- Monitor and review the Equality Impact of major changes
- Stakeholder Analysis
- Rollout of communications plan

KEY PARTNERS
- British Association for Women in Policing
- NPCC (National Police Chiefs’ Council)
- APCC (Association of Police & Crime Commissioners)
- College of Policing
- EHRC (Equality and Human Rights Commission)
- Police Federation of England and Wales
- UNISON
- HMICFRS (Her Majesty’s Inspectorate of Constabulary & Fire and Rescue Services)
- Home Office
- Local Criminal Justice Boards
- National LGBT Police Network
- National Asian Muslim Police
- National Black Police Association
- Disabled Police Association
- Police Forces
- Independent Advisory Groups
- Stonewall
- PROSPECT
- Superintendents’ Association

WHO ARE THE KEY CUSTOMERS?
- General public in Wiltshire and Swindon
- Criminal justice sector
- Wiltshire Police officers and staff
- Community organisations
- Staff support associations
- HMICFRS and College of Policing

WHAT ARE THE KEY CUSTOMERS?
- To encourage a more diverse workforce
- Increase employee wellbeing and understanding of equality, diversity and inclusion
- To increase public satisfaction
- Promoting better employee relations by encouraging loyalty and retention

WHAT BENEFITS ARE DELIVERED?
- To increase public satisfaction
- Promoting better employee relations by encouraging loyalty and retention

KEY OUTCOMES 2019 TO 2021
- Wiltshire and Swindon local authorities providing support to police services through identifying and sharing noteworthy practice
- Diversity Strategy Board, embedding a robust equality strategy with medium and long-term goals
- To monitor legal compliance, agreeing the draft Equality Strategy embedding the identified actions

APPENDIX 6: KEY CONSIDERATIONS IN DEVELOPING THIS STRATEGY