

The Office of the Police and Crime Commissioner (OPCC)
and Northumbria Police

JOINT DIVERSITY AND EQUALITY ANNUAL MONITORING REPORT

2018



VERA BAIRD^{QC}
POLICE & CRIME COMMISSIONER



**NORTHUMBRIA
POLICE**
Proud to Protect

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PURPOSE

The OPCC and Northumbria Police have a duty to make sure equality and diversity is at the heart of policing, for communities, partners and the organisation. This report will provide an update on how we are meeting the Public Sector Equality Duty, set out by the Equality Act 2010, and our future plans.



JOINT STATEMENT

**of the Police and Crime
Commissioner (PCC)
and the Chief Constable**

“At Northumbria Police, we value, celebrate and embrace equality, diversity and inclusion. It is very much a part of who we are and what we do.

Over the last 12 months we have taken significant positive action to help create an inclusive workplace that is more representative of the communities we serve. We have also worked hard to maintain our excellent record of satisfaction with the service we provide, so that we can continue to meet the needs of our communities and workforce.

We are extremely proud of the work we do and delighted it has been recognised by others, independently, in the form of continued success in maintaining a place within the Stonewall Top 100 Workplace Equality Index and by gaining a place in the current ‘Inclusive Top 50 Employers’ list.

We will continue to work with our communities to understand their needs and work hard to promote equality, diversity and inclusion in everything we do.”

MEETING THE PUBLIC SECTOR EQUALITY DUTY

The Police and Crime Commissioner (PCC) Dame Vera Baird QC, and Northumbria Police recognise the benefits of a diverse and representative workforce as well as its Public Sector Equality Duty (PSED) obligations under the Equality Act 2010. The PCC and Northumbria Police are committed to promoting equality and removing any risk of unlawful discrimination through all employment activities.

The Equality Act 2010 provides the parameters to eradicate unlawful discrimination, based on the following nine protected characteristics:

1. Age
2. Disability
3. Gender Reassignment,
4. Marriage and Civil Partnership
5. Pregnancy and Maternity
6. Race
7. Religion or Belief
8. Sex
9. Sexual Orientation

Following the introduction of the Equality Act 2010, the PSED was developed to assist public authorities meet their obligations under the Act. The PSED enhances the general equality duty and adds specific duties to public authorities. The Act places a statutory responsibility on the organisation to have 'due regard' for the need to:

- Eliminate unlawful discrimination, harassment and victimisation and any other unlawful conduct in the Equality Act 2010.
- Advance equality of opportunity.
- Foster good relations.

The PCC and Northumbria Police monitor and report on data in relation to the nine protected characteristics, including gender identity and expression. Collecting data of this nature is recommended by the Equality and Human Rights Commission (EHRC) in order to understand how service is delivered between these different groups and how improvements can be made to service delivery.

When carrying out activity, the PCC and Northumbria Police have a duty to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation. To do this, Equality Impact Assessments (EIAs) are completed for all policies, procedures and processes, including decision-making, key changes and/or reviews. This involves anticipating the consequences of proposals on certain groups of people, ensuring that, as far as possible, any negative impacts are explained, eliminated, justified or minimised. These assessments are regularly reviewed to reflect changes in employment practice, service delivery and emergence of new risks, including compliance with current legislation and national practice.

OUR JOINT EQUALITY OBJECTIVES

The PCC and Northumbria Police Chief Constable Joint Equality Objectives are reviewed annually to ensure they remain current, fit for purpose and reflective of the needs of the workforce and communities served..

1. We will provide services to our communities, which embrace diversity, providing fair and responsive services to the communities we serve.
2. We will seek to have a workforce that is representative of the communities we serve, provide an inclusive working environment and ensure all staff has similar opportunities to develop their potential.
3. We will continually review our efforts through targeted intelligence gathering and analysis to promote a culture of continuous improvement to deliver better services to our communities.
4. We will ensure a coherent vision of equality, which sits within the wider business framework and is shared and owned by us, our leaders, our workforce and partners.

In addition to the Joint Equality Objectives, the PCC and Northumbria Police outline both external and internal equality commitments.

External Commitment

- To provide communities with fair and responsive services that meets their different policing needs, by creating a service influenced by concerns and needs, through listening and engaging with local communities, partners and local agencies.
- To improve the safety of, and confidence within, diverse communities by proactively tackling the causes of prejudice Hate Crimes that target minority groups.
- To provide the diverse communities access to employment opportunities, information and policing services.

Internal Commitment

- To understand the barriers to recruitment, retention and progression, through engagement and consultation to aid the development of positive action strategies, creating an inclusive and representative workplace.
- To develop leadership capability to drive the cultural and behavioural change necessary to create a truly diverse workplace that recognises and values difference between its people.
- To proactively manage equality, diversity and human rights in the workplace ensuring fairness, respect and dignity is achieved by promoting and utilising procedures, advice and support to police officers, staff and volunteers, allowing unreasonable treatment, harassment or discrimination to be raised appropriately.
- To deliver the highest professional standards of behaviour in the workplace and adhere to the 'Code of Ethics' which includes principles such as 'integrity', 'fairness', 'respect' and 'leadership'.

GOVERNANCE

The Assistant Chief Constable (ACC) chairs the Northumbria Police Gold Equality Board meeting on a bi-monthly basis; members include representatives from Area Commands, Heads of Department, Office of the Police and Crime Commissioner (OPCC) and the Strategic Independent Advisory Group (SIAG).

The Board is responsible for driving and monitoring the development of the Equality Delivery Plan in line with the Police and Crime Plan 2017-21, Joint Equality Objectives, local and regional priorities and the National Police Chiefs Council (NPCC) 2018-2025 Diversity, Equality and Inclusion Strategy.

Two sub-groups drive activities to support the Equality Delivery Plan, ensuring diversity, equality and inclusion are embedded into everything they do to deliver a service, which meets the needs of the workforce, and communities they serve.

PROGRESS AGAINST THE DELIVERY PLAN

The report provides a detailed update on progress against each of the Joint Equality Objectives. For the purpose of this report, any data presented is for 2018[] unless otherwise stated.

Objective One

WE WILL PROVIDE SERVICES TO OUR COMMUNITIES, WHICH EMBRACE DIVERSITY, PROVIDING A FAIR AND RESPONSIVE SERVICES TO THE COMMUNITIES WE SERVE.

¹ The Equality Act 2010 (Specific Duties) Regulations 2011 requires us to publish an annual report not later than 31 January 2012 and subsequently at intervals of not greater than 1 year beginning with the date of last publication.

PUTTING VICTIMS FIRST

The Police and Crime Plan 2017-21 shows a clear priority of 'Putting Victims First'; ensuring they are provided with a policing service that is fair, responsive and appropriate to their needs. On 1 April 2015, the PCC launched 'Victims First Northumbria' (VFN), an independent victim referral service, which puts victims at the heart of its service, ensuring they are given the help and support needed to cope and recover from the difficult experience they have faced. Every victim referred to VFN is given a dedicated care co-ordinator and partnership work is carried out with police and other partner agencies, to provide streamlined and co-ordinated support throughout the criminal justice process.

Referrals to VFN are primarily made via Northumbria Police; however, individuals (including self-referrals), agencies and other Police Services² are able to make referrals too. Following a report of a crime, each victim is contacted by Northumbria Police and a detailed 'needs assessment' carried out by the attending officer. The purpose of this 'needs assessment' is to establish if the victim has any support needs and whether they are entitled to an enhanced service under the Victims Code of Practice (VCoP)[2]. Throughout 2018, 93% of victims were assessed, of which 14% were referred to VFN. At times, crimes occur on premises, businesses and/or organisations whereby victim support is not provided through VFN resulting in the number of victims assessed throughout 2018 being 93%.

Northumbria Police monitor the equality data of those referred to VFN to identify any patterns and/or trends in terms of the protected characteristics. For all crimes, 14% of victims were referred to VFN with a higher proportion of females (18%) than males (9%). Victims aged over 75 years are more likely than other age groups to be referred (17%). Victims referred by ethnicity vary with 17% of Black victims referred; 14% White; 13% Asian and 16% mixed/other (inc. Chinese).

For Hate Crime, 28% of victims were referred, with a greater proportion of victims of disability Hate Crimes being referred (45%) and 39% of those experiencing homophobic hate. 23% of victims of racial hate were referred; 21% of faith hate and 28%, where the Hate Crime was transphobic.

A wide range of specialist victim services have been commissioned to support victims who have; experienced domestic and sexual abuse; victims under the age of 18 years old; victims of Hate Crime and those with other vulnerabilities, including older aged victims and those with mental health needs.

The PCC ensures that victim support services are:

- Free of charge.
- Confidential.
- Non-discriminatory (including being available to all regardless of residence status, nationality or citizenship).
- Available whether or not a crime has been reported to the police.
- Available for an appropriate time after any investigation or criminal proceedings close.

The enhanced level of victim support provided to victims of domestic abuse and Hate Crime is reflected in reported levels of victim satisfaction, which are among the highest in England and Wales. Survey results show 92% of domestic abuse victims and 85% of Hate Crime victims are satisfied with the service received. This compares with 83% satisfaction rates for other crime types and 82% in relation to Anti-Social Behaviour (ASB).

² https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/476900/code-of-practice-for-victims-of-crime.PDF

SUPPORTING VICTIMS FUND

The PCC has funded key specialist organisations through the Supporting Victims Fund to ensure that support services for victims of crime meet the needs of local communities. The funding has supported the most vulnerable in society, such as victims of domestic and sexual abuse, hate crime, plus those who are under the age of 18 or have mental health needs and may be more at risk of abuse and harm. Funding priorities are set annually following consultation with a wide range of stakeholders and include specific priorities that ensure the provision of gender, ethnic and age specific services where appropriate. You can view the full range of services commissioned by the PCC by following this link; <http://www.northumbria-pcc.gov.uk/police-crime-plan/commissioning-services-grants/>

COMMISSIONER'S COMMUNITY FUND

The PCC has funded local groups who support their neighbourhoods and communities across Northumbria. Grants of up to £2,000 are available to charities, voluntary and community groups and social enterprises tackling anti-social behaviour, promoting crime prevention and building community confidence. By helping these groups and projects to deliver local solutions to local issues, it further supports the PCC's Police and Crime Plan 2017-21 by providing crucial assistance to the work carried out by Northumbria Police, helping to ensure services are fair and meet the needs of individuals. An example of the work supported this year includes:

- Blowin'a Hooley Theatre in North Tyneside received funding to reduce instances of Child Sexual Exploitation (CSE) crime: by using theatre as a tool to show the progress of CSE, young people are educated in what it is and what it looks like, in order to increase their knowledge and understanding, which in turn will assist more victims reporting the crime and long-term potentially a reduction in the crime. The workshop activity highlights what help and support is available, specifically showing what the police can do in these situations and ultimately that there is a way out, which supports community confidence in local policing. The project will also focus on reducing the opportunity for anti-social behaviour as victims of CSE often turn to alcohol and drugs as a result of their experience. Highlighting the impact of CSE on potential future perpetrators (in a school or community setting) may also help to reduce anti-social behaviour and crime.
- Age UK Gateshead is delivering a project to reduce the fear of crime and ASB by building confidence in the Police and statutory services. This is being achieved by one to one support via a dedicated befriending service and reinforced further by a telephone-based service, which is accessible 7 days a week 9am to 10pm. The purpose of befriending goes beyond reassurance to enablement allowing the individual to build confidence and feel reassured within their homes and communities. The next step for a service user will be peer support within their communities often supporting others but also becoming actively involved within community groups and intergenerational work.

CONSULTATION AND ENGAGEMENT

Northumbria Police undertake specific consultation with protected characteristic groups; this includes face-to-face and online engagement with attendees at both Northern and Sunderland Pride events as well as Newcastle Mela event. This provides an opportunity to seek views of Lesbian, Gay, Bisexual Transgender (LGBT) and Black, Asian, Minority, Ethnic (BAME) communities with regards to Hate Crime and perceptions of Northumbria Police. Feedback enables Northumbria Police to understand perceptions of the police amongst these communities and if there are any areas of improvement in the service provision. Themes from 2018 consultation include;

- Perceived levels of Hate Crime.
- Experience of Hate Crime.
- Reporting to police or other organisations.
- Service received from the police.
- Perceptions of the police.

FINDINGS

Perceptions are that Hate Crime is increasing, more than half (54%) of BAME respondents thought it was on the rise, compared with one third of LGBT respondents. Reasons for the perceived increase included: 24 hours news media coverage including far right views, prevalence of negative views expressed through social media, Brexit providing a platform for ignorance and hatred, and change of clientele in the Newcastle gay scene with heterosexual people using it for cut-price drinks.

Work to address this perception has included both the Community Engagement Team (CET) and Northumbria Police LGBT+ Support Association providing reassurance to communities when attending community events, for example; during the Night Time Economy (NTE) at Time Square and when attending local community meetings, for example Independent Advisory Groups (IAGs) where both residents and partner organisations attend.

Furthermore, no LGBT participants reported to the police, showing that LGBT hate incidents continue to be significantly underreported, with some commenting that they would not be taken seriously or the issue was not serious enough to report. Further findings suggested around a third of BAME and LGBT participants had experienced Hate Crime or ASB in the last 12 months. Whilst half of BAME respondents reported it, this was much lower for LGBT with only 1 in 10 making a report. Specific comments included:

- They would not have believed it.
- The police are a stretched resource.
- Was not confident that the officer nearby would be understanding, and it was a nonphysical attack so would appear less serious.

Work to address the perception of barriers to reporting from LGBT communities has included expanding the number of trained LGBT Liaison Officers. Their role is to:

- Develop links internally and externally with LGBT individuals, groups and communities.
- Promote awareness of LGBT issues.
- Increase trust and confidence within LGBT communities.
- Encourage reporting of homophobic and transphobic incidents.
- Provide advice and guidance to internal and external partners.

In addition, the OPCC continues to engage with key individuals in the community through Advisory Groups, which have been developed around the protected characteristics of age, gender, BAME, belief and faith, LGBT and disability. There is also a specific group for victims of crime, some of whom have experienced hate and transphobic crime, and also a Youth Advisory Group, called 'Police wise' who are hosted by Streetwise Young People's Project. All Advisory Groups are key to influencing both OPCC and Northumbria Police policy and practice.

HATE CRIME

The Police and Crime Plan 2017-21 and NPCC 2018-2025 Diversity, Equality and Inclusion Strategy recognises the importance of Hate Crime and states "we will 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."

The Northumbria Police Hate Crime Action Plan has been reviewed in line with the recent (October 2018) Government publication of 'Action Against Hate – Tackling Hate Crime 2 Years On' and the findings of the national thematic inspection into the response to Hate Crime conducted by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), published in July 2018.

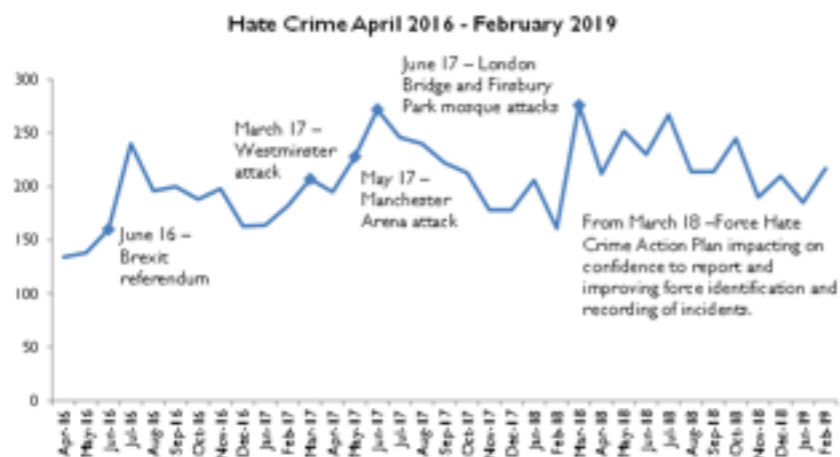
The Strategic Hate Crime meeting is responsible for monitoring the delivery of the Hate Crime Action Plan. In order to assess Hate Crime, regular engagement and sharing of intelligence takes place through the OPCC Advisory Groups, the Strategic Independent Advisory Group (SIAG), Joint Engagement Groups (JEGs) and Hate Crime Tension Monitoring groups within Local Authorities.

Activities to support the delivery of the Force Hate Crime Action Plan include;

- National Hate Crime Awareness Week (October 2018) which included a 'Walk of Solidarity' at Gateshead Stadium, 'Workplace Hate Crime Champions', 'Experts by Experience' and Hate Crime inputs to overseas students, asylum seekers and adults with disabilities. In addition, Northumbria Police have been involved in developing a public transport Hate Crime Charter that incorporates Nexus (Metro), Go North East, Arriva, and Stagecoach across the whole North East Region.
- Northumbria police were involved in delivering a Workplace Hate Crime Champions (WPHCC) programme which to date has trained champions in organisations including Tyne and Wear Fire and Rescue Service, Gateshead Council, Home Group, NEAS, Go North East, Stagecoach, Arriva, Nexus and QE Hospital. There are plans to roll the programme out to further organisations including GP practices, Citizen Advice Bureau and schools. A Knowledge Hub is used for information sharing between Champions.
- On 27 November 2018 a student Hate Crime Champions programme launched at Northumbria University, the programme has Higher Education Accreditation Recognition (HEAR) status and it is intended to expand into Newcastle University. An educational programme on understanding and reporting of Hate Crime has commenced for 'Young Carers' to engage with the young people under the age of 18 who have carer responsibility for adults with disabilities and mental health issues. The initiative will roll out an educational programme on understanding and reporting of hate crime through the Support centres for Young Carers.
- The Community Engagement Teams (CETs) proactively build links with communities to increase reporting and help develop a better understanding of Hate Crime across vulnerable groups and communities, which resulted in national recognition with a No2H8 Crime Award.
- Improvements in the identification of hate-motivated incidents and crimes through deploying improved methods to search for identify and flag incidents. (Online Hate Crime is monitored through the application of a cyber-enabled crime flag and this is regularly reviewed to ensure accuracy).
- Northumbria Police has built strategic links with the schools network to enable reporting of hate crime / hate incidents in schools and enable victims to be identified and supported. Hate crime awareness inputs have been given to around 3500 pupils to date.

Hate Crime shows a rising trend since April 2016, despite a fall in the last six months of 2017. With the exception of racist Hate Crime (-1%), all Hate Crime strands are showing an increase in 2018 compared with 2017. There is a considerable body of evidence from public surveys that Hate-motivated incidents are under-reported. As described above the Hate Crime Action Plan delivers extensive engagement and outreach work to improve confidence and encourage reporting. The introduction of a webchat facility and external engagement provided new mechanisms to report incidents. The action plan has also delivered improvements in organisational systems and processes to ensure Hate motivated incidents are identified and flagged. This increase in incidents is therefore likely to reflect an improvement in reporting of Hate-motivated incidents to police. A further factor affecting the long term rising trend can be short term spikes in incidents which appear to be linked to national or international events such as the Brexit referendum and terrorist incidents.

Transphobic Hate Crimes are showing the greatest increase at (+63%) followed by offences targeted at sexual orientation (+29%), disability (+25%) and Faith (+17%). Hate Crime against race and religion showed a greater increase nationally than reported in the Northumbria Police area. Hate Crime against sexual orientation, disability and transgender reflect the national increase.



MENTAL HEALTH (MH)

Northumbria Police continues to deliver a variety of MH training to the workforce, with all new student officers receiving an awareness day session, followed by an opportunity to undertake a 2-day attachment in a MH ward with the MH community team. Newly recruited police staff and volunteers also receive a variety of awareness sessions depending on their role.

In addition, Northumbria Police delivers Continuous Professional Development (CPD) sessions to the workforce, which is well attended. Respond continues to be rolled out with over 100 sessions and 3,500 staff from the agencies involved having attended sessions (Northumbria Police, Northumberland, Tyne and Wear NHS Trust (NTW), North East Ambulance Service, Newcastle Local Authority and Full Filling Lives, representing Experts by Experience). The College of Policing state, "Respond training is, quite simply, the best multi agency training in the country bar none." It was also highlighted by HMICFRS in a national document in December as best practice. Whilst the Academic Health Science Network has already carried out an evaluation of the product, a further evaluation of the overall relationship between Northumbria Police and NTW is now being planned to incorporate all areas of the partnership including joint training.

DETENTIONS UNDER SECTION 136, MENTAL HEALTH ACT 1983

Northumbria Police continues to work with MH colleagues and service users to improve the quality of service it offers when dealing with Mental Health related incidents. Relationships with 'Full Filling Lives' remains very strong with regular interaction and feedback around Respond training.

The number of Section 136 detentions continues to be stable with 174 persons detained in 2018 with 58% of those requiring admission. The previous year saw almost identical figures. The trend nationally is for this number to be increasing. The Northumbria Police street triage model was highlighted as best practice in December by Professor Sir Simon Wessely as part of his review of the Mental Health Act.

DOMESTIC, SEXUAL ABUSE AND RAPE

A key priority in the Police and Crime Plan 2017-21 is to reduce domestic and sexual abuse. These types of offending are relevant to the PCC and Northumbria Police equality, diversity and inclusion commitment, as they disproportionately victimise women and girls and impact on equality of opportunity. In support of this, the regional Violence Against Women and Girls (VAWG) Strategy focuses on: domestic and sexual abuse, human trafficking and sex work, forced marriage and honour crimes, Female Genital Mutilation (FGM), and harassment and stalking. The Strategy aims to improve the support and protection of women and girls who are victims of violence or abuse, and to raise public confidence enabling the improved reporting of incidents to the police.

A domestic abuse victim survey has been undertaken since May 2016, with 1750 surveys completed to date. There are disparities in follow up (disabled 83.1%, non-disabled 90.3%) and whole experience (disabled 84.9%, non-disabled 95.6%). This is in line with typical survey findings for Volume Crime, which focuses on the same theme of providing updates on the progress of cases. A rape survey was launched in April 2018, which shows there are no significant disparities in levels of satisfaction between groups with protected characteristics. Both surveys continue to record very high levels of service satisfaction.

Over the last 12 months, training has been delivered across the workforce in relation to 'identification of vulnerability and domestic abuse', including every aspect from response, safeguarding and investigation. Additionally, police officers and staff received training regarding the identification and response to incidents of stalking and harassment throughout 2018.

Objective Two

WE WILL SEEK TO HAVE A WORKFORCE THAT IS REPRESENTATIVE OF THE COMMUNITIES WE SERVE, PROVIDE AN INCLUSIVE WORKING ENVIRONMENT AND ENSURE ALL STAFF HAVE SIMILAR OPPORTUNITIES TO DEVELOP THEIR POTENTIAL.

OUR WORKFORCE

Northumbria Police workforce data as at December 2018 for police officers, staff and volunteers is as follows;

Total Number of Police Officers	3152
% Female	31.5%
% BAME	1.7%
% LGB	0.6%
% Disabled	2.5%

Total Number of Police Staff	1859
% Female	60.6%
% BAME	1.1%
% LGB	0.5%
% Disabled	5.0%

Volunteers in the workforce are represented by the following roles; special constables, police support volunteers and police cadets.

Total Number of Special Constables	172
% Female	19.1%
% BAME	1.7%

Total Number of Police Support Volunteers	152
% Female	32.9%
% BAME	1.3%

Total Number of Police Cadets	274
% Female	52.0%
% BAME	1.8%

The OPCC workforce as at August 2018 is as follows;

Total Number of OPCC staff	13
% Female	61%
% BAME	7%
% Disabled	7%

It is important to note that disclosure of protected characteristics in relation to sexual orientation, ethnicity and disability is not mandatory and therefore the data is most-likely to be not-reflective of the workforce. Activity is underway to make reporting accessible through available systems and to encourage confidence in reporting.

The PCC and Northumbria Police continue to engage in positive action activity to improve underrepresentation across the workforce. The Police and Crime Plan 2017-21 and Joint Equality Objectives provide a clear commitment to delivering equality obligations in relation to its workforce. At a national level, the National Police Chief Council (NPCC) 2018-2025 Strategy has committed to the equality agenda through its 2025 vision "policing will be a profession with a more representative workforce that will align the right skills, powers and experiences to meet challenging requirements".

In doing so, the PCC and Northumbria Police will deliver a fair and responsive service that engages effectively with their organisation, partners and communities, and builds on organisational values and culture. This will provide a framework to accelerate progress on diversity, equality and inclusion, to achieve positive equality outcomes and ensuring legal compliance with the Public Sector Equality Duty (PSED).

ATTRACTION, RECRUITMENT AND RETENTION PLAN (ARRP) – POSITIVE ACTION

The efforts in support of creating an inclusive and representative workforce is captured in the Attraction Recruitment and Retention Plan (ARRP), which aligns direction to the Joint Equality objectives and supports the NPCC strategy.

On 1 October 2010, general 'positive action' provisions came into force meaning that it is not unlawful discrimination to take special measures aimed at alleviating disadvantage or under-representation. Northumbria Police employs and provides services to people who have a variety of different needs. It is important to recognise the benefits of a diverse and representative workforce and the need to promote and ensure equality in the workplace. Recruiting and selecting the right people is vital to ensure Northumbria Police develops a workforce that reflects the diverse communities it serves.

Whilst Northumbria Police seeks to be an employer of choice, the statistical data suggests there is some way to go to be truly reflective of the local demographic in terms of BAME representation. Northumbria Police area is made up of 5.4% BAME; this is based upon the 2011 Census and includes the student population residents within the area on the date of the data capture. Workforce data as at December 2018 shows the workforce BAME representation is 1.5% inclusive of police officers, staff and volunteers.

Recognising the fact that no Police Service within England and Wales currently reflects their own demographic area, the NPCC plan provides a framework to achieve the 2025 NPCC Policing Vision. The NPCC's delivery plan comprises six key components:

- Leadership and Culture.
- Attraction/Recruitment.
- Retention.
- Progression.
- Wellbeing and Fulfilment.
- Exit from Service with Dignity.

Locally, the PCC and Northumbria Police have committed to a range of positive action activities throughout the employee lifecycle and most notably in recent times in the area of police officer

recruitment and development. A wide-ranging programme was initiated within the autumn 2018 Police Officer recruitment campaign. In summary, the following activity has been undertaken:

- Pre-campaign Engagement with BAME groups and contacts (SIAG, OPCC and previous applicants).
- Engagement events targeted at BAME applicants and family members.
- Digital marketing campaign targeting specific BAME demography.
- Specialist platform on-line marketing (Black History Month).
- Workshop support prior to interview and SEARCH.
- Facebook support following the set-up of a closed group page for BAME applicants.
- Providing support to BAME applicants through Recruitment Ambassadors.
- Visible role models from the Support Associations attending initial recruitment events.
- Harnessing interest from under-represented who were either previously unsuccessful or chose to abort their application form following the 2017 Police Officer recruitment campaign.
- Engagement with Occupational Psychology Department at Northumbria University to allocate a masters student to work with Northumbria Police looking specifically at the reasons for under-representation amongst the BAME communities across the area.

This activity has led to 107 mixed BAME applicants registering their interest for the 2018 autumn police officer recruitment campaign, with 65 being interviewed (compared with 4 in the last cohort). 46 BAME applicants successfully passed the interview process and will undertake the national SEARCH assessment in February 2019.

The introduction of the new digital marketing platform has gone some way to support this success; the recruitment campaign advert reached 34,360 people within the targeted demography. On average individuals saw the advert 5 times, over the course of the recruitment campaign timeframe.

Analysis of the careers website homepage established that traffic increased by 63.8% versus the previous month when the advert was not running (a total of 1500 visits to the specially created autumn recruitment page).

In relation to the newly created Facebook support group, candidates expressed positive feedback in terms of ongoing support received, with particular reference to job expectation and requirements associated to the recruitment process.

Fast Track

Northumbria Police undertook a presentation workshop for those Fast Track applicants who identified with an under-represented protected characteristic ahead of the internal selection process. The outcome of this provided applicants with an understanding of the process and confidence to apply. The Fast Track recruitment process is currently in progress; therefore, data relating to successful candidates is not yet available.

Direct Entry 2019

As part of the positive action activity, potential direct entry candidates who identify with an under-represented protected characteristic were provided with the opportunity to attend one of three workshops delivered in August, September and October 2018, in conjunction with the College of Policing (CoP). The purpose of which was to ensure applicants were fully informed and prepared for the 2019 programme opening.

Northumbria Police remains committed to attracting and selecting talented individuals. All recruitment activity is underpinned by this premise; ensuring opportunities are promoted amongst prospective applicants from a wide range of backgrounds, with candidates of the

highest calibre being selected. Whilst the outcome of this activity is not yet known due to timescales associated to the programme, it is expected that an increase in interest as well as appointment to post be obtained.

Promotion and Development

Due to female under representation within senior ranks, Northumbria Police purposely launched the 2018 promotion board campaign, for all police officers up to the rank of Superintendent, on International Women's Day (8 March 2018). In addition, positive action workshops were promoted throughout February, March and April 2018 to individuals who identified with an under-represented protected characteristic ahead of the selection processes.

Feedback received highlighted positive support towards inclusion. Promotion Board results showed 62 females applied for promotion resulting in 29 being successful.

Northumbria Police will continue to work with key stakeholders and partners including NPCC and CoP to identify and develop opportunities which are consistent and use talent and resources in the most effective and efficient way.

STONEWALL

Northumbria Police is a member of the Stonewall Diversity Champions programme and were invited to attend Stonewall's Annual Winter Conference in December 2018 as a guest speaker to the 'Developing our Networks' workshop. This was a great achievement for Northumbria Police and LGBT+ Support Association. By participating in events like this, Northumbria Police continue to change the perception of policing whilst learning from other organisations to introduce further improvements to the workplace so that people can be themselves without fear of discrimination or prejudice.

As with previous years' Northumbria Police participated in Stonewall's Workplace Equality Index (WEI) which is a benchmarking tool for employers to measure their progress on Lesbian, Gay, Bisexual and Transgender inclusion in the workplace. Northumbria Police were placed 88th within the Stonewall Top 100 Employers for 2019. This is the first time Northumbria Police has remained within the Top 100 for two consecutive years, and is one of only three Police Services' to be recognised in the Top 100. Feedback received from Stonewall regarding the WEI submission will be used to inform future activity.

Work continues with Stonewall and other key stakeholders to act on feedback and make improvements to how LGBT officers, staff and volunteers are supported and engaged, via changes to policy, procedure, training, monitoring and communication.

INCLUSIVE TOP 50 UK EMPLOYERS

Northumbria Police were recognised for their efforts by achieving a place in the 'Inclusive Top 50 UK Employers' list. This is the organisations first entry into this prestigious award, which recognises efforts to attract and retain a truly diverse workforce, achieving equality, diversity and inclusion.

This list is a record of UK based organisations that promote inclusion across all protected characteristics, throughout each level of employment within an organisation. Featuring in the list demonstrates commitment to promote all strands of diversity including age, disability, gender, LGBT, race, faith & religion.

NORTHUMBRIA POLICE SUPPORT ASSOCIATIONS

By listening to the workforce the PCC and Northumbria Police extended their Support Association provision in 2018 and now has five active and positively engaging Support Associations' available to police officers, staff and volunteers. The Associations' play a significant role in helping to deliver and promote the efforts made in relation to the Joint Equality Objectives. The Associations' not only raise awareness of specific issues faced by under-represented groups within the organisation, but also seek to develop better relationships with the diverse communities it serves. An overview of each of the Support Associations is provided below, along with activities undertaken to support both local and national objectives:

Northumbria Police Christian Police Association launched launched in November 2018 at a successful event held at Sunderland's Hope Church. The Association is committed to engaging with communities and supporting police officers, staff and volunteers of any or no faith using their own Christian values. The Association tries to break down barriers and misconceptions about what Christians represent. Their mission is to;

- Provide a national voice for Christians in policing.
- Encourage and support Christians in the police service.
- Build bridges between the Christian community and the police.

Looking ahead to 2019 the Association aims to align their support activity to the Equality Delivery Plan which is supported by NPCC 2025 vision.

Northumbria Police Ethnic Minority Association aims to improve the working environment of minority ethnic police officers, staff and volunteers with a view to enhancing racial harmony and quality of service provided to the communities of Northumbria. The Association aims to:

- Provide internal support and advice to police officers, staff and volunteers.
- Assist recruitment, development and retention strategies.
- Celebrate different cultures and bring communities together.
- Advise on policies and procedures.
- Advise on BAME related issues affecting operational policing.
- Address cultural and faith needs of the workforce.

In support of the Joint Equality Objectives, a number of notable achievements have taken place throughout 2018;

- Introduction of Association branding – Lanyards, badges and billboards.
- Attendance within National Support Association Group.
- Visible participation and support in BAME events, both internal and external to the organisation, for example Newcastle Mela, Ramadan, Black History Month and Chinese New Year.
- Participation in many Northumbria Police led positive action events with the aim of increasing under representation. Most notable events include 'Developing Me' roadshows and recruitment awareness days, as part of the autumn 2018 Police Officer recruitment campaign.
- The Association is hosting their first external event in March 2019 to support youth BAME students, with the aim of improving trust and confidence by engaging with younger members of the BAME community, and support the attraction strategy for underrepresented groups.

Northumbria Police Health and Wellbeing Support Association are committed to focusing positively on wellbeing. Workplace health and wellbeing has risen sharply within the public policy agenda over the past decade, and there is a growing recognition of the positive link between employee wellbeing and long-term organisation health. Activities over the last 12 months to support both the local and national wellbeing agenda includes;

- Development of Back-up Buddy App. The police support app is designed to help with mental health issues, covering a range of problems faced by police officers, staff and volunteers in the

police service, such as anxiety, anger, stress, post-traumatic stress, eating disorders, self-harm and more.

- Wellbeing out-reach events – the ‘Wellbeing Bus’ toured all police premises for a period of two weeks commencing 26 November 2018, providing health advice (blood pressure checks) and wellbeing support to the workforce. This was positively received by the workforce and the feedback received is being used to inform the Culture and Wellbeing Plan, driving activity in relation to modernising working practices, working environment and communication.

Northumbria Police LGBT+ Support Association welcomes membership regardless of sexual orientation, gender identity and/or expression. The Association works closely with the National Police LGBT Network <https://www.lgbtpolice.uk/> with the Co-Chair of the Association undertaking both national and regional duties. The Association aims to;

- Promote equal opportunities for LGBT+ employees.
- Offer advice and support to police officers, staff and volunteers.
- Raise awareness and understanding of issues affecting LGBT+ communities.
- Develop a network of professional and social contacts between police officers, staff and volunteers, both locally and nationally.

A number of notable achievements have taken place throughout 2018 to support both the Stonewall Diversity Champions Programme, Workplace Equality Index (WEI) and Joint Equality Objectives;

- Stonewall Top 100 Employer – 88th position.
- Visible participation in sexual orientation and gender identity events.
- Introduction of a branded ‘Rainbow Police Car and Van’ to increase public confidence.
- Support for the Stonewall Rainbow Laces Campaign with Premiership Rugby Club Newcastle Falcons.
- Introduction of Senior Leadership LGBT Allies.
- Introduction of Association branding – Lanyards, badges, rainbow epaulettes and jackets.
- Attendance within National LGBT Support Association Group.
- Hosting Northumbria Police Annual Black Tie Ball event.
- Finalist in the National Pink News Public Sector and Equality category (with Northumbria Police being the only Police Service within the UK to be recognised as finalist).
- Committee member recognised within the ‘Outstanding’ Top 30 LGBT public sector executives list, ranked 17th within the UK (award sponsored by the Financial Times).

Northumbria Police Association of Women in Policing encourages the workforce to embrace women of all ranks, roles and grades in the police service. The Association aims to;

- Raise awareness and understanding of issues affecting women.
- Facilitate and contribute to discussions on issues of concern to all police officers, staff and volunteers, providing wherever possible the female perspective.
- Develop a network of professional and social contacts between police officers, staff and volunteers.
- Offer advice and support to police officers, staff and volunteers.

In support of the Joint Equality Objectives and NPCC Strategy, the Association held an Inspiring Women’s Conference in February 2018. The Conference covered a wide range of gender related issues including; national policy and legislation, ‘lived experiences’ from successful women in the emergency services (and other sectors), challenging gender stereotyping, the impact of unconscious bias and working together to improve gender equality.

Feedback received highlighted attendees felt supported and empowered to achieve their career aspirations.

WELLBEING AND INCLUSION

MIND Blue Light Programme and North East Network

In conjunction with MIND, the Blue Light Programme was introduced to provide mental health support for emergency services personnel to tackle mental health stigma in the workplace. The programme was developed to demonstrate the organisation’s commitment to a culture that encourages an open dialogue around mental wellbeing. In signing the Blue Light Time to Change Pledge, the PCC and Northumbria Police underlined its commitment to ending mental health stigma and empowering their officers, staff and volunteers to talk more confidently about mental health and wellbeing and to respond to both colleagues and the public appropriately. Northumbria Police now have a well-developed wellbeing framework in place that includes 120 Blue Light Champions (BLCs) who are members of staff and officers across all ranks and grades who make themselves available as ‘Ambassadors’ to provide signposting and peer support to colleagues across a range of issues affecting psychological wellbeing.

Work to further promote the Pledge is currently under consideration. This includes the creation of a specific video of Northumbria Police employees telling their personal story as a means to further reduce stigma and encourage dialogue.

Dyslexia Assessor Group (DAG)

In 2018, the PCC and Northumbria Police introduced a Dyslexia Assessor Group (DAG) with the aim of ensuring Dyslexia is identified and supported in the workplace. To support this, a team of 12 DAG Workplace Assessors were trained and are qualified to OCN Level 4 Workplace Assessor Award. The Assessors are made up of police staff and officers from various roles and ranks within the organisation that are available to support the workforce. DAG Assessors screen, assess and recommend reasonable adjustments and do this through the following methods;

- Initial screening.
- Conducting a full assessment.
- Recommending reasonable adjustments.
- Raising awareness.
- Providing emotional support.
- Coping strategy training.
- Support with career progression.

Since its launch in July 2018, 40 dyslexia assessments have taken place with the demand for assessments growing as the knowledge of the subject matter increases and reputation of the Assessors positively increases.

Wellbeing and Inclusion Conference

The PCC and Northumbria Police is committed to creating a supportive and inclusive environment where people feel valued in everything they do. To support this, Northumbria Police is delivering a Wellbeing and Inclusion Conference to the workforce on 5 March 2019 with a number of high profile speakers from throughout the country attending. Alongside the conference, a wide range of service providers and Support Associations will be available to offer advice, guidance and information. Interest to the conference has proved very popular with maximum attendance capacity being reached at an early stage. Feedback received from the conference will help to develop future initiatives.

Accessibility Audit

The PCC commissioned a comprehensive accessibility audit to be undertaken on all buildings within the PCC estate to determine the level of compliance against the Equality Act 2010. The Equality Act 2010, replaced the Disability Discrimination Act 2005 and applies to all organisations that provide a service to the public or a section of the public (Service Providers).

The accessibility audits are based on inspections carried out throughout October and November 2017, and involved discussions with the management of the building, on how the building operates, and the public service provided. As part of the Estates Strategy recommendations will be implemented as far as practicable. The Equality Board and PCC will oversee progress monitoring.

INCLUSION AND AWARENESS

Disability Awareness; Communication and Accessibility Guide

The Public Insight Safer Communities survey identified a gap between the perceptions of policing between disabled and non-disabled residents. To better understand the perceptions and barriers two focus group meetings were arranged. Key findings and feedback were noted with four main areas of improvement identified;

1. Vocabulary.
2. Body Language.
3. Aids.
4. General Demeanour.

A student from the University of Sunderland undertook an 8 week placement with Northumbria Police and produced a 'Disability Awareness; Communication and Accessibility Guide' for both internal and external use based on the focus group feedback.

The guides included information on two key areas 'Access to Services' and 'Communication' the detail of the guides focused on the following areas;

Access to Services;

- Website Access.
- Reporting a Crime.
- Visiting Police Stations (Newcastle City Centre, Middle Engine Lane, Millbank and Southwick).
- Giving Evidence.
- Working for Northumbria Police.
- Promoting Access to Services.
- Promoting Dyslexia Awareness.

Communication;

- Perceived Barriers
- Combatting Perceived Barriers.
- Alternative Communication Methods.
- Improving Communication Barriers.
- Communication Tips.
- Communication, Body Language and demeanour Do's and Don'ts.

In addition, work is ongoing to incorporate feedback received from an organisational wide accessibility audit. The guides' have been positively received by the communities who provided the feedback, Gold Equality Board members, SIAG, OPCC Advisory Groups and Support Associations'. The guides are displayed on both the internal and external website..

Transitioning in the Workplace Framework

Northumbria Police launched its 'Transitioning in the Workplace' framework to support the workforce. The Framework includes supportive guidance for individuals, line managers and colleagues as well as a useful glossary of terms. Northumbria Police worked closely with Stonewall, SIAG and many partner organisations to ensure the Framework met both legal and local requirements.

Transitioning is a term used to describe the process and steps an individual takes in order to live in the gender they identify with. The Equality Act 2010 protects trans people who are proposing to undergo medical intervention. This leads some employers to presume that only those who transition with medical intervention require support or those who are transitioning from male to female or female to male are protected. Many trans people do not want to undergo medical intervention or do not need to, however they will still require support to transition at work. Similarly, some people, for example those who identify as non-binary or gender fluid, may or may not propose to undergo medical interventions, however they will still require support.

Positive feedback was received from the workforce and local Support Associations as well as external partners, with particular reference to supportive guidance available for line manager guidance.

As part of launching the framework, gender-neutral facilities within police buildings is being explored. Gender neutral changing facilities are currently available at Middle Engine Lane and Newcastle City Centre (Forth Banks) Police Stations. It is recommended by Stonewall that gender neutral toilet facilities are implemented where possible to support colleagues who may be transitioning in the workplace. This is actively being considered as part of the Estates Strategy as workspaces are being modernised, alongside appropriate signage and communication of this.

Equality, Diversity and Human Rights Policy

Northumbria Police annually review all policies, procedures and relevant EIA's ensuring their PSED is met and they remain fit for purpose. The result of this review was the creation of a joint Equality, Diversity and Human Rights Policy which illustrates Northumbria Police compliance and commitment with anti-discriminatory, equal opportunities and human rights legislation throughout its course of business and workforce.

The procedures, which support the delivery of both Human Rights and Equality aspects of the policy remain unchanged.

GENDER PAY REPORTING

Gender Pay reporting legislation requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between male and female employees. Northumbria Police's Gender Pay Gap and underlying factors as of 31st March 2018 shows progress since the previously reported figures as of 31st March 2017. Please click here to view Northumbria Police Gender Pay Gap report.

Mean and Median Gender Pay Gap

The mean pay gap for Northumbria Police is 12.2% when measuring all hourly rates combined and the median value of the same is 13.9%. Both of these measures show an improved position compared to March 2017, showing progress towards closing the gap. Overall, the proportion of female employees has slightly increased.

Police Officers

Police Officers at the same rank and same level of service are paid the same rate, two main factors underpin the mean pay gap: Northumbria Police has more male officers than female, and on average, males show longer length of service, which means, on average, more males are at the higher end of the pay increments in each rank. Since the last report, the proportion of female officers has slightly increased.

Pay for Police Officers is determined by the Home Office and at a national level, and is based upon rank and length of service. The mean pay gap for officers is 1.4%, an improvement of 1.2 percentage points (from 2.6%) reported last year. This means the average hourly rate of all males combined is higher than that of females by 1.4%.

The median gender pay gap for officers is 0%. This occurs as both female and male officers have an equal median hourly rate of pay. Officers are predominantly at Police Constable (PC) rank with a length of service which places them predominantly on the highest point of the pay scale within the PC rank, regardless of gender. This results in no gap under this measure.

Police Staff

The mean gender pay gap is 9.4%. The median pay gap is 6.3%. Although there is a higher percentage overall of female staff compared to male staff, there remains a lower representation of females in some positions, particular in senior roles. In addition, there are also more males occupying operational police staff roles; Detention Officers and Police Community Support Officers (PCSOs) roles that attract a slightly higher hourly rate of pay due to both grade and shift enhancements.

Quartile Pay Bands

There remain more males than females within each hourly pay quartile, except for the lower quartile where there are more females. This is because there are more male officers than female officers and the fact there are more males with a longer length of service than females (15+ years) therefore are more likely to be earning the highest hourly rate of pay for their rank. The upper middle quartile is composed solely by PCs at their highest pay scale for their rank, there are no members of police staff in this quartile. Compared to March 2017, there has been slight increase in the number of females included in the upper middle and upper quartiles. There is also a slightly higher proportion of female officers who have a length of service between 10 and 30 years compared to the same time last year.

Adding Context – How Workforce Demographics Influences the Measures

The workforce composition influences the gender pay gap; overall it employs a higher proportion of males than females. At 31 March 2018 41.2% of the total employees were female, an increase since March 2017. There are more males in police officer roles (although the proportion of females has

increased since March 2017) and the inverse is true for staff, consistent with the national landscape in policing. At 31 March 2018, 30.3% of officers were female & 60.4% of staff were female. When lining up all employees in order of hourly pay from highest to lowest (particularly considering the measurement of the median pay gap) it is observed that 40% of the total employees are police officers at Police Constable rank who are at the highest pay scale. As such, this influences the pay gap. This explains why there are no police staff within the upper middle quartile; these officers therefore populate the lower middle, upper middle and upper quartile.

On average, male officers have a longer length of service than their female counterparts do. As a result, they are more likely to receive a higher hourly rate of pay as they are more likely to be earning the highest hourly rate of pay for their rank, which further contributes to the gender pay gap. The majority of officer roles, and PCSOs, are within area commands on the front line and the gender split for the three area commands is consistent with the overall ratio of males to females within officer roles. There are more males in operational staff roles (for example driver and firearms training) whereas support function roles are performed by a higher proportion of females compared to males.

Addressing the Gender Pay Gap

Positive action initiatives aimed to reduce the gender pay gap are actively developed and delivered in line with Northumbria Police's commitment to equality of opportunity. These focus on attracting, recruiting, developing and retaining female officers and staff, with particular emphasis on promotion and career development.

Activity planned for 2018/19 is outlined below:

- Women are being encouraged to attend the College of Policing (CoP) Aspire Leadership Programme pilot for police officers and staff with the aim of providing tools, skills, knowledge and confidence to aspiring future leaders who are currently under-represented within the service.
- Women are being proactively supported and encouraged during the promotion board process. The 2018 boards were launched on International Women's Day, in a bid to demonstrate this commitment.
- Public events are attended by officers and staff where key messages are shared and directed to actively engage with those who visibly identify as being part of an under-represented group, including females.
- Actively engaging on the National Workforce Transformation Programme, which includes a work stream 'pay reform'. Early discussions are taking place regarding pay progression relating to competency and skills, rather than length of time in service/role, which will positively affect women.
- Engaging with the Government Equalities Office regarding Gender Pay Gap within the public sector. Northumbria Police took part in their recent webinar (7 February) titled '8 ways to understand public Sector Gender Pay Gap'. Learning from the webinar will inform local initiatives, with a particular focus on reduced hour workers.

UNSATISFACTORY PERFORMANCE AND ATTENDANCE (POLICE OFFICERS AND STAFF)

Northumbria Police is committed to creating and maintaining an effective workforce. To achieve this, policies and procedures are in place, aimed at supporting and developing its workforce to ensure they fulfil their potential and achieve a high standard of attendance and performance within their roles and responsibilities. Cases of Unsatisfactory Performance and Attendance are routinely monitored by People Services. Analysis by protected characteristics has been undertaken and no discriminatory patterns have been identified.

GRIEVANCES (POLICE OFFICERS AND STAFF)

Northumbria Police has an established process to manage internal complaints raised by the workforce and where possible, try to resolve grievances informally in the first instance as this often presents the most benefit for a long-term solution. A pool of trained mediators are maintained who can work with people to resolve issues. In cases where informal resolution is not appropriate, these are formally progressed and monitored in accordance with organisational procedures. Analysis by protected characteristic has been undertaken and no discriminatory patterns have been identified.

Objective Three

WE WILL CONTINUALLY REVIEW OUR EFFORTS THROUGH TARGETED INTELLIGENCE GATHERING AND ANALYSIS TO PROMOTE A CULTURE OF CONTINUOUS IMPROVEMENTS TO DELIVER BETTER SERVICES TO OUR COMMUNITIES.

Community Engagement is one of the five strategic priorities for Northumbria Police and aims to deliver this priority through contacting, listening and engaging with communities, in order to increase confidence. At a national level, the NPCC 2018-2025 Diversity, Equality and Inclusion Strategy has committed to the equality agenda through its 2025 Policing Vision to “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.’ The Strategy also includes an aim to “develop effective engagement strategies that enable interaction with diverse groups, fostering strong relationships that build trust and confidence.”

Northumbria Police are conducting a project to improve their understanding of communities through the use and sharing of available data in order to tailor engagement activity. Public data from Local Authorities is currently used which is usually ward based and incorporates age profile of the population, educational achievement, health, religion and ethnicity and other data sets. This data is derived from the national census, local surveys and other inputs and provides an insight into the character of a neighbourhood or district. In order to enhance this existing data set, a Community Engagement Area Classification Toolkit is being developed by Nottingham Trent University.

The Toolkit uses a mosaic of public sector data to predictively map neighbourhoods by sector level and assess factors such as ‘Neighbourhood belonging,’ ‘Social diversity,’ ‘Fear of crime,’ ‘Satisfaction with public services’ and ‘Participation’. The intention is to expand the data set initially with Northumbria Police data on Hate Crime and victim satisfaction, Local Authority, NEAS and TWFRS data. This could improve our ability to analyse the causes of crime and ASB, determine effective problem solving activity and evaluate the impact of that activity. Area Command Community Engagement Teams maintain community profiles and record engagement activity with diverse communities.

Northumbria Police and Gateshead Council are working in collaboration with Open Lab at Newcastle University on the ‘Mutual Gains’ initiative. This work is identifying new and innovative ways of engaging with communities and using different approaches to build social capital and resilience within the communities. The University have also led on the training of neighbourhood police teams and local authority staff in how to deliver community based events under Operation WAYS (We Asked You Said) and support continuing engagement via technology. The intention for 2019 is to roll out the scheme so that every Neighbourhood Policing Team (NPT) within Northumbria Police utilise the process supported by a Cohort of experienced advisors with independent evaluation through the University.

An example of multi-agency working to address community issues is Operation VIENNA currently running in Gateshead where Police and a range of Council officers covering a number of different disciplines are embedded in to a multi-agency team covering part of the Bensham and Shipcote areas. In addition to work being undertaken with private landlords, the team are targeting a wide range of community safety issues including organised crime, domestic violence, management of sex offenders, drug supply and ASB. Operation RIDGE has also used a multi-agency approach to engage with the community in the Meadowell Estate in North Shields and address the issues of concern to the community. The Neighbourhood Policing Team share information and work closely with key partners using a multi-agency approach. The joint team identified the problems associated with crime and disorder and tackled the issues by further sharing responsibility for utilising powers and legislation effectively. Partner agencies reviewed housing status for troubled families and where appropriate removed tenants and issued exclusion orders.

Northumbria Police actively seek to identify and tackle those who prey on some of the more vulnerable members of the community. An example of this is Operation MERLIN which was created as a result of intelligence that an individual who owned a number of businesses and rental properties was targeting vulnerable drug/alcohol dependant and those suffering from

mental health problems as tenants and employees in his shops. The offender took control of his victim's benefits, would often not pay them for working in his shops and would subject them to punishment beatings. Working with partners, Northumbria Police provided bespoke victim care plans for each victim which developed their trust and confidence to support an ultimately successful prosecution.

Northumbria Police are working with Newcastle City Council toward achieving UNICEF accreditation for Newcastle as a Child Friendly city. Engagement with young people identified Safety and Security as a key factor affecting their wellbeing and confidence. Newcastle is one of only four areas in England currently working with UNICEF toward achieving this accreditation. Consultation work has been done with groups of young people, which identified a desire for more interaction opportunities with the police (open days & school visits) and concerns regarding online safety and security in public spaces, which was felt to be enhanced by better lighting, CCTV and visible police presence.

COMMUNITY CONFIDENCE

Victim surveys are undertaken by the Force to understand experiences of the service provided by the police and identify any areas for improvement. This includes victims with protected characteristics and surveys include domestic abuse, Hate Crime, volume crime, and ASB. This year the Force began to survey victims of rape and repeat victims. Satisfaction with the overall service provided by the police is 83%, with satisfaction for protected characteristic groups as follows:

Gender	Male	81%
	Female	85%
Ethnicity	White	84%
	BAME	81%
Disability	Disabled	82%
	Non-Disabled	84%
Sexual Orientation	Heterosexual	83%
	LGB	87%

The majority of service users are happy with the service they received, particularly their initial contact with call handlers and the way they were treated by officers, with satisfaction higher than average for LGBT and females (a statistical difference compared to males). There is no disparity between disabled and non-disabled service users, and the gap between White and BAME satisfaction is small, and not a statistical difference, at 2.9%.

In July 2018, Northumbria Police introduced a Customer Service Centre within Communications Department. It was recognised that as first point of contact the team would play a pivotal role in service recovery as well as triaging and progressing reports of dissatisfaction/low level complaints. Callers to 101 are provided an option to speak to the Customer Service Team about queries or requests for updates on ongoing investigations. A significant proportion of calls to police do not require a police response and in these cases, the team are able to provide advice or signpost callers to more appropriate agencies to deal with their query. At present, the team deal with around 36% of all calls and also monitor and respond to contact on the Webchat facility that was launched in October 2018. The Customer Service Centre provides a more

inclusive service to the public. Staff receive training on diversity, equality and human rights and seek to assist customers who may have language or hearing difficulties using applications such as "The big Word." Webchat provides a facility for those who may require translation services or find telephone communication difficult or inappropriate to their needs.

Since introduction of the Customer Service Centre, there has been a marked improvement in the ability to address customer requirements at the first point of contact. The number of secondary calls has fallen by -77% which equates to around 7,245 fewer secondary contacts per month. The team actively assist to engage with diverse communities by communicating and understanding the services Northumbria Police provide. The team proactively give choice, educating and informing the public about the ways in which they can contact the police.

Hate Crime satisfaction has reduced over time, since June 2017, and following analysis of victim feedback and an internal review, a Hate Crime Action Plan was developed in June 2018. The plan included supervisory oversight of all hate crime investigations and introduction of a case tracker to enable CETs to follow the progress of investigations, ensuring appropriate support is provided to victims. There have been improvements in satisfaction in recent months and whole experience satisfaction is higher than that for volume crime and compared to the previous period, 85% compared to 82%. Satisfaction has also increased for response time (89%), treatment (95%) and actions taken (86%); however, follow up has reduced over time and currently stands at 74%. A perceived lack of action and updates remain the most common reasons for dissatisfaction. Improving follow up contact is a priority for Northumbria Police and is addressed regularly at performance meetings.

OPCC ADVISORY GROUPS

The PCC created Advisory Groups based on the protected strands in the Equality Act 2010. This includes Belief, BAME and Faith, LGBT, Age, Disability and Gender, plus a victims group and Youth Advisory Group. The groups help to ensure that Northumbria Police are delivering a first class service for all members of the community it serves and help to shape the thinking of the PCC on policing matters and provide feedback on government consultations, policy, police practice and a range of other important matters. In the past 12 months, members of the groups have helped to shape a wide range of important items, including but not exhaustively, the 'Easy Read' Police and Crime Plan 2017-21, Northumbria Police Hate Crime Strategy, the Disability Awareness Communication and Accessibility Guide and the Sexual Violence Complaints Advocate.

EQUALITY EVENTS

The PCC and Northumbria Police have continued to promote and support a significant number of equality events throughout 2018. These include the Chinese New Year, LGBT History Month, International Women's Day, International Day against Homophobia, Biphobia and Transphobia, Ramadan, Northern Pride, LGBT 5k Race, Newcastle Mela, Sunderland Pride, Disability Month, Transgender Awareness Week and World AIDS Day.

Objective Four

WE WILL ENSURE A COHERENT VISION OF EQUALITY WHICH SITS WITHIN THE WIDER BUSINESS FRAMEWORK AND IS SHARED AND OWNED BY US, OUR LEADERS, OUR WORKFORCE AND PARTNERS.

STOP AND SEARCH SCHEME

Northumbria Police is compliant with the Best Use of Stop & Search (BUSS) Scheme. This is a Home Office Scheme designed to ensure transparency, accountability and community involvement in the use of stop and search powers. Northumbria Police ensure an ethical approach to Stop and Search through transparency, monitoring effectiveness and ensuring accurate data on use of these powers.

In the 12 months to December 2018, officers stopped and searched 2,888 people, of which 31% resulted in criminal justice outcome. Officers stopped and searched fewer white than BAME persons in comparison to the population of both groups overall. A higher proportion of black persons were the subject of stop and search in 2018. Northumbria Police continues to monitor this disparity, which remains lower than the national ratio.

Northumbria Police has met its commitment to provide all officers with training in relation to the use of Stop and Search. This focused on the importance of having legitimate grounds to conduct the search and also the need to accurately record those grounds.

To help enable the accurate recording of Stop and Search data, a Stop and Search App has been introduced as part of its Police E-Box suite of applications. The app includes information on GOWISELY and also prompts officers in terms of what constitutes legitimate grounds to search. In addition, to ensure transparency, officers are expected to record all stop and search's that they undertake on their body worn devices. Again, the app facilitates this process and if an officer has stated that they did not record the procedure, they must provide a rationale.

Each area command has a single point of contact (SPOC) that quality checks all stop and searches and collates information. Data is produced and circulated on a monthly basis in relation to whether the grounds were sufficient for the search and also what the outcome was. In comparison to 2017 there has been a 3% increase in 2018 to 93% in respect of the number of searches conducted that had sufficient grounds. This improvement was also acknowledged with a recent HMICFRS inspection where the quality of the Stop and Search grounds was found to be high.

CHANGING PUBLIC PERCEPTIONS OF STOP AND SEARCH

To address public perceptions of Stop and Search, a range of information has been made available on the Northumbria Police website (<http://www.northumbria.police.uk/stopandsearch>). This includes information about what Stop and Search is, responses to Frequently Asked Questions and a 'know your rights' section which includes how to complain and stop and search statistics (only a very small proportion of complaints received relate to Stop and Search). Northumbria's Stop and Search Annual Report is also available on the website.

In addition, an on-going project within the Safety Works, a multi-agency resource, seeks to challenge negative perceptions around Stop and Search amongst young people continues to progress well. Groups are given an input on Stop and Search and why it is used and then witness examples of good and poor application of Stop and Search powers, with an opportunity provided to assess and discuss the two scenarios.

STOP AND SEARCH PANELS

Throughout 2018 a project has been running with young people to provide opportunities to scrutinise Northumbria Police's use of Stop and Search powers, individual records and where applicable body worn video footage. Valuable feedback obtained from the groups has been published on the Northumbria Police website.

The sessions are used to gain perceptions and to provide young people with details of their rights in relation to Stop and Search. These sessions have recently been attended by representatives of Cheshire Police and Durham Constabulary to identify good practice to implement within their own Force areas.

The scrutiny element of Stop and Search has been further strengthened by engaging with refugee and asylum seekers groups, particularly involving young black men to comment on stop and search as well as taking the opportunity of updating them on the scheme, resulting in increased confidence in the approach taken by Northumbria Police.

The SIAG also has also set up a scrutiny panel. This panel was observed during a recent HMICFRS inspection.

COMMUNITY OPPORTUNITY

Northumbria Police has a 'Community Opportunity Scheme', which allows members of the community to experience first-hand what a police officer on patrol encounters whilst carrying out their duties. This may include arrests, how Northumbria Police deal with offenders and victims, statement taking and questioning. A 'Ride along Scheme' is also available specifically for Stop and Searches. Individuals can register an interest in these schemes via Northumbria Police website or by contacting local Neighbourhood Teams:

http://www.northumbria.police.uk/services/community_opportunity/register_an_interest/

ETHICS ADVISORY GROUP

Northumbria Police has an Ethics Advisory Group in place to embed the Police Code of Ethics throughout the organisation, by providing a forum to discuss ethical issues and provide advice to Chief Officers, senior leaders, officers, staff and volunteers, and in doing so promote the highest standards of behaviour.

Specifically the Group:

- Affords all in the organisation the opportunity to question, challenge and promote change through the submission of ethical issues and dilemmas;
- Examines organisational guidance (policy and procedure) and provides advice as to whether such guidance reflects the Police Code of Ethics and stated Northumbria Police values;
- Maintains and enhances confidence in Northumbria Police, externally and internally, through an open and transparent examination of working practices.

Northumbria Police seeks to identify learning opportunities that arise from feedback provided by the public. The Ethics Advisory Group considers issues relating to both positive and negative perceptions from within the community; assessing working practices and providing advice on different methods of working to address such perceptions.

TALKING TO COMMUNITIES AND IMPROVING ACCESSIBILITY

Northumbria Police ensures Police Officers, Police Community Support Officers (PCSOs) and Special Constables (SCs) are available at convenient locations and times to listen and respond to the concerns of diverse communities. This includes attendance at established police bases within supermarkets, schools and public buildings, frequent patrols in areas of high footfall and attendance at local meetings.

Community Engagement Officers have regular contact with faith, BAME and other community leaders ensuring that concerns can be raised in response to emerging issues (local, national and international). Contact can be made via the local Neighbourhood Policing Team.

Northumbria Police continues engagement opportunities with local support organisations to raise awareness of policing services and provide support to service users, examples include:

- SIAG and the use of Local Area Command IAGs and Multi Strand CIAG or JEG. A review has been completed of national and local practice in relation to Independent Advisory Groups. A working group has been commissioned with SIAG to review the recommendations from this evaluation.
- The PCC and Northumbria Police are currently working with the Operation Encompass organisation and Barnardos to develop a programme of work as collaboration. The project will create 12 new roles of 'School Safeguarding Liaison Officers' (SSLOs) who between them will be responsible for all 584 schools within the Northumbria Police area. This will be an external recruitment process and will be offered as secondments or fixed term contracts. SSLOs will have 3 main responsibilities,
- Delivery of inputs to key stage 1, key stage 4 children in each school through Personal, Social and Health Education (PSHE) lessons, in relation to awareness of domestic abuse and healthy relationships.
- Delivery of inputs to all staff within schools in relation to pro-actively spot signs of domestic abuse and understand the impact of domestic abuse on children and how to support them.
- Creation of a drop-in facility at each school to allow parents, children or school staff to seek advice and support from SSLOs.
- Central CET has commenced a Youth IAG with a panel of 25 young people and an independent Chair. Social media is being used for engagement to enable anonymous digital representation. The Youth IAG is being developed in partnership with Newcastle University to form a group representing youths, initially run as a pilot in Central Area Command (Newcastle and Gateshead) but with an intention to expand organisational wide. The group discuss Policing matters and related issues affecting young people. A number of consultation exercises with groups of young people from Newcastle College, Newcastle University, NE1 (Business forum) and other groups have been held to identify priority issues most affecting young people. Initial issues identified include knife crime, general safety concerns when out in Newcastle, the 'spiking' of drinking and sexual offending. The IAG are developing smaller work groups across the region to feed into the main Youth IAG. Participation has been encouraged across communities with involvement from Faith, BME & LGBT communities.
- Asian Women Consultation Group – Central Area Command have developed a JEG to improve communication between the police and females from Asian communities.
- Hate Crime and Tension Monitoring Groups are established in Newcastle, Gateshead, Northumberland, North Tyneside, Sunderland and South Tyneside Local Authorities.
- Working with the Council of Faiths to increase interfaith communication. A recent event was attended by around 30 faith leaders and focused on how communities can support each other in times of crisis.
- Village Hall' Scheme – This scheme has commenced in Northern Area Command with nine village halls engaged to improve engagement with rural communities.

WHAT NEXT?

The communities Northumbria Police serve are increasingly diverse and complex, necessitating a more sophisticated response to the challenges faced now and in the future. The PCC and Chief Constable acknowledge that in order to meet community needs, the service must adapt to a modern policing environment.

The NPCC 2025 Policing Vision sets out the plan for policing, it shapes decisions around transformation and how resources are used to help keep people safe and provide an effective, accessible and value for money service that can be trusted.

The Hate Crime Action Plan has been peer reviewed and new strategic objectives are being developed based on the findings for 2019/20. Northumbria Police is currently developing an Engagement Strategy for 2019-21. It is a strategic priority within Northumbria Police's 2025 Strategy to 'increase opportunities for contacting, listening and engaging with communities in order to increase confidence'.

The Engagement Strategy 2019-21 will build on a strong foundation of how we currently engage with our communities. It will outline how the PCC and Northumbria Police can get closer to the public to maintain and increase our impact on public trust and confidence. The Strategy will strengthen delivery against the priorities within the Police and Crime Plan 2017-21. Through increased understanding of our communities and wider engagement with the public in the areas where we need to target the most, we will be able to demonstrate the impact on public trust and confidence. This approach will provide strategic direction to how we deliver engagement activity, it will shape how, when, where and who we will engage with, based on our understanding of communities.

By 2025 policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements. Northumbria Police will retain a workforce of confident professionals able to operate with a high degree of autonomy and accountability and will better reflect its communities.

Success of this is centred on the personal leadership of all Chief Constables and Chief Officer Teams. Chief Officers will provide visible leadership to ensure staff; partners and communities witness the personal commitment to diversity, equality and inclusion.

To support the delivery of this, work is now progressing to embed the learning from efforts during 2018. We will continue to work with key stakeholders and the diverse communities we serve to inform the Police and Crime Plan 2017-21 objectives and agree future Joint Equality Objectives. A recent review of the current Joint Equality Objective confirms that those previously agreed remain current and fit for purpose.

Engagement and feedback remains a key focus for 2019/20. Work will continue with specialist experts to develop online feedback platforms to seek feedback from the workforce and communities. Results received will continue to be a key factor in monitoring progress and informing future activity.

The PCC and Northumbria Police will continue to challenge themselves to ensure that diversity, equality and inclusion is central to everything by 2025.

ALTERNATIVE FORMATS

Alternative formats (including large print and easy read) of this report are available upon request. Please email governance@northumbria.pnn.police.uk.

