COUNTER TERRORISM POLICING

NORTH WEST

Valuing Difference, Equality and Inclusion Strategy

2022-25

CONTENTS

Our vision

To be a representative and diverse workforce, which embraces inclusivity and a sense of belonging, supports everyone to be their best and thrive, and connects us to the communities that we serve.

T/ACC
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Head of Counter Terrorism Policing North West (CTPNW)

Overview

Increasing diversity within the police goes right to the heart of our country's historical principles of policing by consent.

The founder of the Police Service, Sir Robert Peel stated that 'Police are the public and the public are the Police'.

The Policing Vision 2025 sets out our plans for policing and how policing will look in the future.

It shapes decisions around transformation and how we use our resources to help keep people safe and provide an effective, accessible and value for money service that can be trusted. This vision comes from the service itself.

It strives to achieve the following:

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.

In an attempt to improve Diversity, Equality and Inclusion, in 2015 the National Police Chief's Council (NPCC) agreed upon a national strategic response, resulting in the NPCC Equality, Diversity and Inclusion Strategy 2018-2025 and supportive Chief Officer Toolkit.

This strategy gives clarity to leaders and actions required by the Police Service across three strategic themes.

Our commitment

We are determined to create an inclusive working environment where colleagues feel a sense of belonging, can be themselves and thrive.

Our cities consist of communities which are increasingly diverse and complex, necessitating a more sophisticated response to the challenges we face now and in the future.

At CTPNW we will continue to work with, and listen to the staff and support networks. We will gain a better understanding of what matters to them and what will make our work place a more inclusive environment, where staff feel a sense of belonging and thrive.

We will reach out to the Counter Terrorism Independent Advisory Group (CTIAG) members in order to better understand the needs of our community and to influence recruitment of underrepresented groups into the police service.

Our Valuing Difference, Equality and Inclusion (VDE&I) will support and complement the work of the regional forces and place much focus on enhancing the inclusive objectives set out in the Policing Vision 2025 and NPCC DEI Strategy.

Diversity can often extend beyond the protected characteristics within the Equality Act 2010.

It is envisaged that CTPNW People Strategy supported by this Valuing Difference, Equality and Inclusion Strategy will be the mechanism towards better supporting our people and the communities that we serve, whilst improving retention, progression and attraction opportunities within the Network.

Changes to culture and leadership of the service are vital if policing is to innovate and change at the pace required. NPCC Policing vision 2025

Our values

The Police Service Values are detailed in the Code of Ethics that ensures standards of professional behaviour for both police officers and staff.

Our Code of Ethics unites us by placing ethical behaviour and human rights at the core of everything that we do and instils trust and confidence within the communities that we serve.

Within CTPNW we know how important it is to be able to bring your true self into the workplace. Authenticity is essential to our people's wellbeing, sense of belonging and being able to thrive.

By educating, trusting and empowering our staff at every level, we will cultivate creativity, innovation and problem solving, and in turn, will be more strongly positioned to protect our communities and keep people safe.

DEFINING INCLUSION AND DIFFERENCE

DIFFERENCE
(HUMANS)

Diversity in context

Diverse experiences

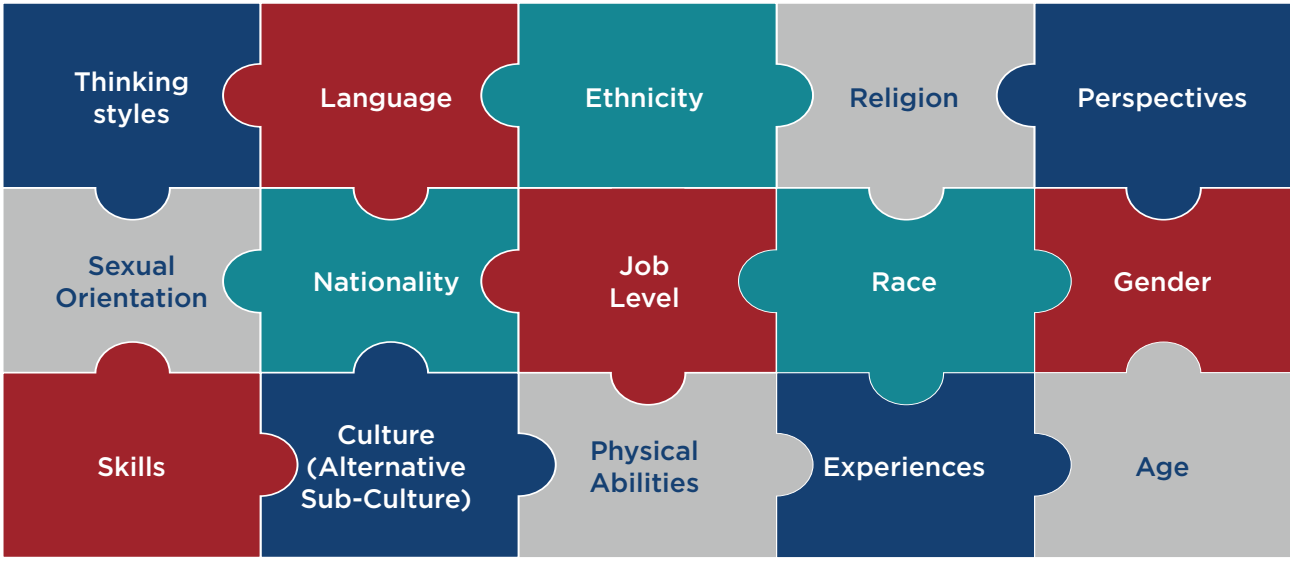
Who we are

How we think

INCLUSION
(HUMANISING)

Valuing people's difference in order to improve our Teams and Organisation

WE VALUE DIFFERENCE



CTPNW three strategic themes

THE INCLUSION GAP = the gap between a company's diversity potential and their ability to unlock that potential. The following strategic themes will be implemented to unlock our potential:

Where are we now?

CTPNW recruits from the five NW regional forces and nationally, welcoming police officers and staff from any stage in their career and from any background, as it continues to work towards developing a workforce that is reflective of the communities of the North West Region.

We have the opportunity to create a culture which is inclusive, supportive and centred around our people and their wellbeing, and this will no doubt benefit the communities, our staff and organisation.

It is often said that:

"if you don't create a culture a culture creates itself"

Currently CTPNW is working with the five forces to create a better understanding of the protected characteristics data set submitted by each of the forces to CTPNW HR. This work is integral to fully understanding our work force. It is not until we have a true reflection of our staff needs and challenges that we can be satisfied that we are reaching out to all of our staff and creating the opportunities that will enable all colleagues to feel a true sense of belonging, and enable them to thrive in the work place. This work is being prioritised by CTPNW HR supported by the VDE&I Working Group.

A comprehensive VDE&I Strategy action plan is in place, driven by the senior lead for VDE&I that reflects the key strands outlined in the National Toolkit. The workstream has much cross-over with other strands of the People Strategy, most notably Culture and Leadership and, as such, this strategy will be updated in due course to include and reflect the network's behavioural framework.

Where do we want to be?

We want to develop a workforce that is willing to learn from mistakes and adopt a growth mind-set that will make CTPNW a career of choice.

We are committed to achieving our vision but understand that we must introduce more consistency and clarity with regards to embedding inclusion and supporting people.

We want our staff to be themselves, feel a sense of belonging and able to speak up and influence working policy, practice and procedure and ultimately thrive and reach their full potential.

INDIVIDUAL COMMITMENT

BELONGING AND ACCEPTING DIFFERENCE
"Feeling valued, being the best I can be & making a difference"

TEAM CONSISTENCY

SAFETY AND ACCESS
"Feeling my authentic self is heard, supported & valued within the team"

ORGANISATION CLARITY

TRUST AND FAIRNESS
"Respecting and valuing differences, building confidence in a safe and unthreatening environment"

Focussing solely on diversity involves labelling people and converting them into statistics. With an understanding that measuring results is important, our mentality needs to shift from one that counts people, to one that makes people count as individuals.

Supported by strong leadership at all levels, we will place Valuing Difference, Equality and Inclusion as an organisational priority. We will actively listen to and hear our staff and work as one team to build a representative and diverse workforce. We will embrace inclusivity and a sense of belonging, which supports everyone to be their best and thrive, and connects us more closely to the communities that we serve.

How will we get there?

By making VDE&I within the workplace a priority along with other operational and organisational priorities.

STEP 1

The first step is to ensure that our culture and values are at the heart of everything that we do, and are underpinned by the Code of Ethics.

STEP 2

The second step is for everybody to make a conscious effort to embed inclusion throughout our workforce, recognising the benefits to individuals, teams and our communities, making CTPNW a better place to work.

STEP 3

The third step is accountability and for all our leaders to take an holistic and systematic approach to ensure the successful delivery of of inclusive vision, along with implementation of our THREE strategic themes.

What will success look like?

The CTPNW VDE&I Tactical Working Group coordinates support for delivering diversity tasks. The group encourages membership from all strands, promotes open and honest conversations and acts as a reference point and critical friend to the Senior Leadership Team.

- Greater awareness and understanding around valuing difference, equality and inclusion
- Improved morale and wellbeing
- Staff being able to bring their true self to the workplace and feel a sense of belonging
- Improved attraction and retention figures from underrepresented groups, in line with recommendations contained within the Policing Vision
- Exit with dignity - improved retention of officers and staff seeking to return to forces for promotion or development opportunities. We will offer more opportunity to stay and develop in CTPNW
- Improved representation from underrepresented groups in leadership roles and positions
- We have leaders at all ranks and grades that fully understand and promote VDE&I, and work towards creating and maintaining inclusive teams and cultures
- Through improved cultural awareness we have increased confidence in dealing with sensitive staffing issues including performance, complaints and misconduct matters
- Increased innovation and problem solving capabilities and being prepared to try new approaches
- CTPNW SLT being receptive to constructive challenge and being prepared to actively listen and to hear our staff, and act upon feedback
- Development of communication channels to encourage two way feedback

How will we measure our success?

- Data analysis provided by five regional forces
- Through an effective exit interview process overseen by CTPNW HR
- Information received from our staff, obtained through staff surveys and communication channels
- Organisational intelligence through listening to the staff in the working environment, engaging and listening to the support networks and representatives on the Counter Terrorism Independent Advisory Group (CTIAG)

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JANUARY 2022