

Equality, Diversity and Inclusion strategy 2021-26

Vision and strategy aims

In the UK, policing happens by consent, which requires the trust and confidence of our communities.

In South Yorkshire Police (SYP) we want our communities and our workforce to thrive in a place where they feel part of a cohesive group with the same status, rights and responsibilities. We want our services to be accessible and inspire trust - whether or not people need to use them - and we want to be seen as an employer of choice.

To achieve this our workforce must:

- ▶ understand and be representative of the communities we serve
- ▶ model the values and behaviours that we want to see in society
- ▶ exercise their duties in a way that enables communities to flourish

We understand that Equality, Diversity and Inclusion (EDI) are fundamental to achieving this.

Context

Our SYP EDI strategy is driven by the national police strategy, which covers the three areas of communities, partners and organisation:



Our commitment

Our commitment is to take action that focuses on all elements of equality, diversity and inclusion.



To help us identify required improvements, target our actions and track our progress, we have clearly defined our organisational goals and established a robust governance framework.

Our goals

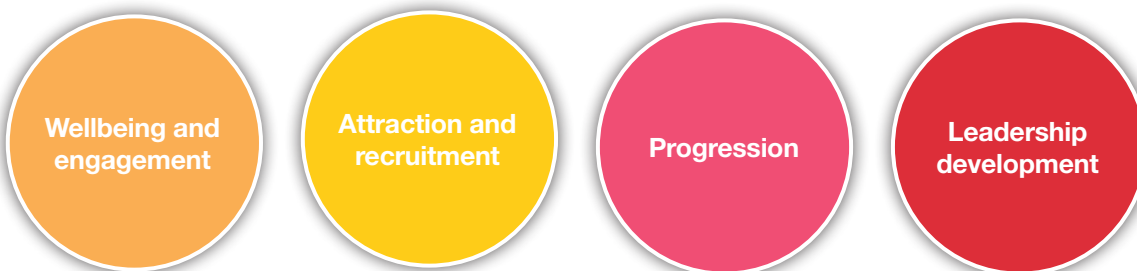
Based upon our vision and strategy aims our goals are to:

1. Be a diverse and representative organisation
2. Retain and value a diverse workforce
3. Be viewed as an employer of choice
4. Deliver services that inspire trust and confidence in SYP
5. Ensure our services are accessible and cater to all
6. Reduce disparity in confidence and satisfaction

Interdependencies and Enablers

We understand the need to take an organisational development approach that focuses on all aspects of our culture.

There are a number of interdependent areas that link to the delivery of our EDI goals including the following:



The following enablers will help us to achieve our strategy:



LEADERSHIP

Making sure EDI has direction, vision and organisational presence



GOVERNANCE

Making sure we are accountable for our progress



VOICE

Making sure we are inclusive, participative and consultative in our approach

Planning for success

Within each goal we have described what we intend to focus on over the course of the strategy period. On an annual basis we will review the strategy and complete an equality report that reviews progress and provides an evidence base for annual objectives. This will ensure that we are both clear about our strategic intent and identify prioritised objectives to drive progress in specific areas.

We also recognise that there will be areas of focus that will always require ongoing monitoring. These will form part of an annual deep dive scrutiny review that will report to the EDI Board.

The strategic objectives and implementation plans that underpin our goals will evolve as we progress our strategy. However, the following principles will always underpin how we approach our activity:



CONSULTATION AND ENGAGEMENT

Developing an evidence base for our activity and reality checking our progress



BUSINESS INTELLIGENCE AND ANALYTICS

Developing high quality and accurate analytics to monitor and track progress



INNOVATION AND CREATIVITY

Being proactive and innovative in approaches to improving diversity and representation

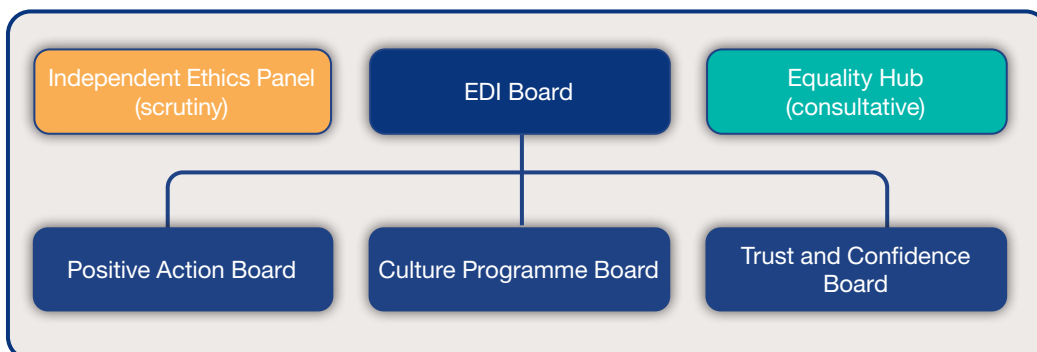


COLLABORATION AND SUPPORT

Co-creating our plans and activity with internal and external colleagues

Governance structure

The EDI Board is chaired by the Chief Constable and oversees progress against our strategy. A number of boards are likely to provide information and updates relevant to specific areas of business including but not limited to the Positive Action, Culture Programme and Trust and Confidence Boards. Our Equality Hub, which represents all staff support networks, is included in each board. To ensure an external and independent gaze on our work, we will maintain links and close working with our Independent Ethics Panel.



Explaining our goals and areas for action

The below explains what we intend to do towards the achievement of our goals over the course of the strategy period. Appendix 1 provides our annual objectives that are derived from areas identified in the previous year's EDI analysis and our organisational goals. Whilst the objectives identify areas where specific and focused improvement activity is required, we also identify a number of deep dive areas that will be subject to ongoing scrutiny and monitoring.



Goal: Be a diverse and representative organisation

We intend to:

- ▶ Improve the representation of our workforce through our police officer and staff recruitment pipelines so that we reflect as closely as possible the diversity of our communities, reinforcing policing by consent.
- ▶ Improve career progression for under-represented groups, ensuring that our workforce is balanced and that we demonstrate fairness and equality of access and support.
- ▶ Support a range of entry routes that offer opportunities for people with a range of educational backgrounds and experience so that we maximise the benefits difference can bring.

Goal: Retain and value a diverse workforce

We intend to:

- ▶ Improve our promotion of, and assistance to, staff support networks so that we encourage our workforce to be active participants in EDI matters.
- ▶ Ensure our policies and processes and workplace culture are congruent with SYP values and behaviours particularly in relation to fair treatment and organisational justice.
- ▶ Ensure we have a clear organisational education and development programme linked to EDI so that our people are well informed, educated and supported.

Goal: Be viewed as an employer of choice

We intend to:

- ▶ Reaffirm a clear set of values and behaviours that underpin SYP's culture and commitment to EDI so that people feel a sense of belonging and inclusion.
- ▶ Improve our force induction and onboarding process ensuring it aligns with SYP values and behaviours so that South Yorkshire communities are served by those who share our values.
- ▶ Improve our employer value proposition ensuring we are clear about the rewards and benefits associated with a career in policing so that we have a sustainable pipeline to service our communities into the future.

Goal: Deliver services that inspire trust and confidence in SYP

We intend to:

- ▶ Ensure fairness and professionalism in the treatment of those we police and in the application of our powers such as detention, stop and search and use of force.
- ▶ Ensure a professional and robust approach to tackling crime and activity that subverts principles of Equality, Diversity and Inclusion such as Hate Crime.
- ▶ Ensure that the voice of different communities is heard in the design and delivery of SYP services.

Goal: Ensure our services are accessible and cater to all

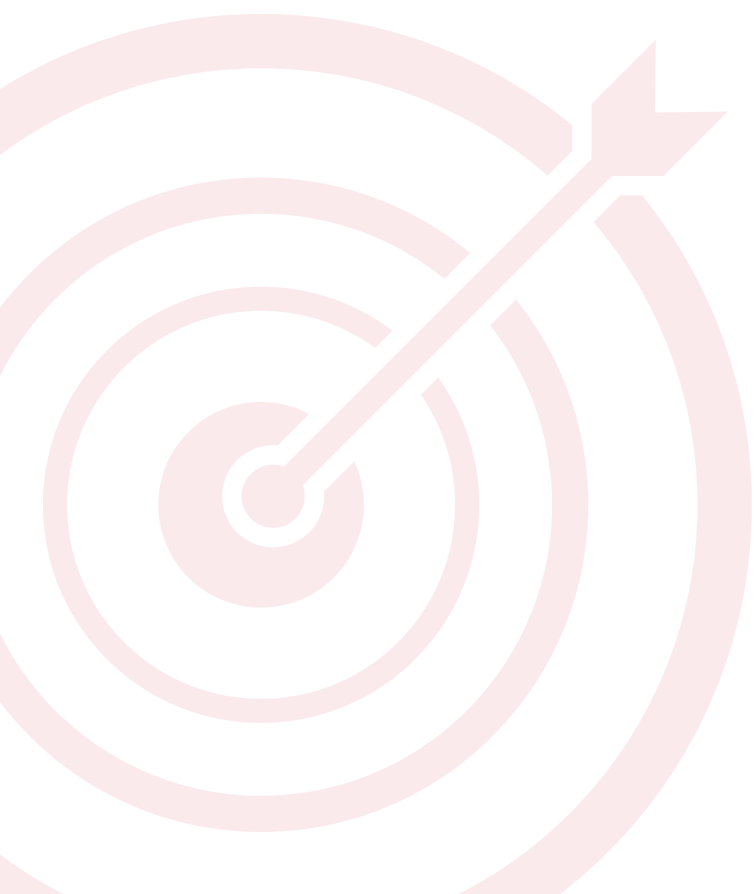
We intend to:

- ▶ Ensure our neighbourhood teams understand and are engaged with the communities within their geographical areas.
- ▶ Involve South Yorkshire communities/ Independent Advisory Groups in how we deliver key services and to help us understand our impact on communities.
- ▶ Improve ways for the public to contact us that support a diverse range of communities.

Goal: Ensure parity in confidence and satisfaction across victims and communities

We intend to:

- ▶ Continue to improve the confidence levels of all South Yorkshire communities and reduce disparity.
- ▶ Continue to improve victim satisfaction and confidence levels and reduce disparity.



APPENDIX 1: ANNUAL EDI OBJECTIVES AND DEEP DIVE AREAS

YEAR: 2021-2022

The following have been derived from our annual Equality Information Report and associated national/ local reviews.

OBJECTIVE	DESCRIPTION	EDI GOALS
1. Career progression	<p>Improve career progression outcomes for under-represented groups through:</p> <ul style="list-style-type: none"> ▶ Improved development ▶ Targeted support in selection processes ▶ Ensuring fair selection processes 	<p>Be a diverse and representative workforce</p>
2. Fair treatment in application of internal processes	<p>Review the outcomes of professional standards and performance investigations to ensure parity and tackle disproportionality</p>	<p>Be viewed as an employer of choice</p> <p>Retain and value a diverse workforce</p>
3. Retention of under-represented groups	<p>Improve retention of under-represented groups to improve the diversity of our whole workforce, ensuring that we maximise the improvements we have made in the diversity of our pipeline</p>	<p>Retain and value a diverse workforce</p> <p>Be a diverse and representative workforce</p>
4. Outreach and engagement	<p>Improve communication and engagement with communities, ensuring that we understand different perspectives and views across areas such as:</p> <ul style="list-style-type: none"> ▶ Fair treatment ▶ Accessibility ▶ Police officer recruitment and development 	<p>Ensure parity in confidence and satisfaction across victims and communities</p> <p>Ensure our services are accessible and cater to all</p>
5. Fair treatment in custody/detention	<p>Improve our reporting processes in custody and detention to develop our understanding and analysis of fair treatment and better inform our actions</p>	<p>Deliver services that inspire trust and confidence in SYP</p>

Deep dive areas

(To ensure continued scrutiny and momentum in improvement)

1. Stop and Search
2. Hate Crime
3. Use of Force
4. Grievances
5. Attraction, recruitment and selection.