





# Foreword

The Chief Constable and Police and Crime Commissioner are committed to working together to ensure Diversity, Equity and Inclusion are at the heart of our service delivery and thoroughly embedded in our organisation's culture.

The British policing style is based on the fundamental principle of 'policing by consent' and the Police Service must work to retain legitimacy in the eyes of our dynamic and evolving communities by delivering fair, responsive and transparent services.

Recent global, national and local events have demonstrated that policing in the current climate is complex and needs a policing service that has to be inclusive of all our communities. At the heart of this lies the need to restore public confidence, trust and legitimacy in policing.

We are jointly committed to increasing our understanding of the communities we serve and their priorities, and through increased engagement and insight, we will continue to build trust and confidence and deliver more responsive and effective services.

We are committed to taking positive steps to develop an increasingly diverse workforce, which

is reflective of our communities and today's society. This will enable us to reap the benefits of the talents and skills of our staff and increase our ability and confidence to understand and address local priorities and overcome complex cultural barriers where a fair and legitimate process needs to be followed to apply the law of the land.

In Lancashire, our Chief Officer Team are at the forefront in acknowledging that having a cognitive and visibly diverse workforce increases cultural awareness and cultural competency in the organisation and subsequently, allows us to offer an outstanding and fair policing service to all our communities irrespective of their diverse needs.

We are committed to achieving a fair and transparent style of policing, which will stand up to scrutiny. We will pro-actively seek out inequality and disproportionality in the treatment of individuals and in our service delivery.

With this commitment, we will continue to support the development of an effective police service that builds trust and demonstrates a fair and inclusive culture.

Promoting an inclusive culture and being at the forefront of tackling discrimination in our

communities is a key priority at Lancashire Police and we recognise and actively strive towards a fairer society that benefits everyone. We want every person and every community in Lancashire to be able to achieve their full potential, to feel they can live without fear of discrimination or victimisation and that they belong in an inclusive and diverse county.

Our force strives to not only break down and remove any barriers our communities and our employees may face but also to provide equal and fair opportunities for all. We place respect and fair treatment for everyone at the heart of what we do, from the most vulnerable in our communities to our colleagues, and we take pride in policing without fear or favour.

The Constabulary has developed its key priorities by putting victims and our communities at the heart of everything to deliver an outstanding service to the public by continually working towards improving trust and legitimacy in policing.

The progress we have made so far makes us proud. However, we acknowledge that we still have more societal challenges ahead of us and are presented with new ones in an ever-changing society and in a complex world of policing, but

we remain committed to progress continuous improvement and positive change. This strategy reflects on what we have achieved so far and sets the direction of where we want to be.

This Culture and Inclusion Strategy outlines the strategic priorities going forward, which pledge an on-going joint commitment to our communities, our workforce and our key stakeholders for the next 5 years.



**Sacha Hatchett**  
**Chief Constable**



**Clive Grunshaw**  
**Police and Crime Commissioner**



# Statutory Responsibilities

We are a public authority as defined for the purposes of the general and specific requirements of the Equality Act 2010.

The Equality Act 2010 legally protects people from discrimination in the workplace and in the wider society. It replaced previous anti-discrimination laws with a single Act, making the law easier to understand and strengthening protection in some situations. It sets out the different ways in which it is unlawful to treat someone.

The Public Sector Equality Duty came into force across Great Britain on 5 April 2011. The Public Sector Equality Duty applies to public bodies and others carrying out public functions. It supports good decision-making by ensuring public bodies consider how different people will be affected by their activities, helping them to deliver policies and services which are efficient and effective, accessible to all and able to meet the needs of different people.

It also requires that public bodies have due regard for the need to:

- eliminate discrimination, harassment and victimisation.
- advance equality of opportunity
- foster good relations between different people when carrying out their activities.

The Equality Duty is supported by specific duties, which require public bodies to publish relevant proportionality information demonstrating their compliance with the Equality Duty; and to set themselves specific and measurable equality objectives.





# The Human Rights Act 1998

The Human Rights Act 1998 requires all public authorities, including the police, to act in a way which is compatible with the European Convention on Human Rights unless they are prevented from doing so by primary legislation, or by secondary legislation made under the primary legislation which cannot be interpreted compatibly with the convention. The strategy promotes compliance with these obligations to ensure that implications are considered when scrutinising, for example, police use of force in relation to Article 8 (Respect for your private and family life, home and correspondence), Article 10 (Freedom of expression) and Article 11 (Freedom of assembly and association) of the Human Rights Act 1998.





# Our Objectives are:

- A police service that protects people from crime and seeks justice for victims.
- A police service that is fair, respectful and equitable in all that it says and does and consistently demonstrates positive engagement with all its local communities.
- A police service which continuously strives to improve community involvement in decision making, including oversight and scrutiny processes, to improve legitimacy
- A police service that is representative of the public it serves, advances equity of opportunity, eliminates discrimination, and demonstrates a fair, respectful and inclusive culture for its workforce.

## How will we achieve this?

### 1. Data and Information

The force will use relevant, good quality data & information to understand disparity and develop actions to take positive steps to address it.

We will use our data, recording and analysis to identify and address disparity and disproportionality and use this as a key evidence base for the development of new policies, processes, programmes and standards.

To improve the legitimacy of our service delivery, we will improve how we collect, record and analyse data and information relating to our police processes and identify and address the impact on our communities.

We will ensure that we continue to use relevant, good quality data & information to understand disparity and develop actions proactively and take positive measures to address this.

### 2. Building Capability

The force develops its workforce to ensure it has the confidence and skills needed to effectively eliminate discrimination, promote equality of opportunity, and foster good relations.

We will ensure that our staff who are working in policing are equipped with the knowledge, skills, expertise and understanding to deliver an effective, inclusive and fair service to the public.

We will take on the responsibility to encourage, enable and support opportunities for development and knowledge sharing, including investing in and facilitating those opportunities,

We will evolve our culture internally to ensure it consistently demonstrates positive engagement with its local and diverse communities aimed at building trust and confidence.

### 3. Workforce Culture

The force consistently demonstrates a fair, respectful and inclusive culture for its workforce.

We will work proactively to identify and address behaviours and practices within policing that have negative impacts and lead to negative outcomes for groups and individuals both inside the service and within our communities.

We will work together to create an inclusive environment which builds trust and confidence with the public and consistently demonstrates a fair, respectful and inclusive culture for its workforce.

We will ensure all our policies, practices and processes support our equality and inclusion principles and objectives by undertaking equality impact assessments.

We will take action to recruit and retain a workforce that is reflective of the local communities we serve.

We will improve the confidence of individuals to disclose protected characteristics through staff engagement and staff support networks, to better understand our workforce.



#### 4. Working with the public

**Officers and staff have the confidence and skills needed to effectively eliminate discrimination, promote equality of opportunity, and foster good relations.**

Through meaningful engagement, we will increase local insight into the make-up and the priorities of all communities in Lancashire and we will continuously recognise and respond to change effectively.

We will ensure public and victim confidence and satisfaction is measured to ensure that the public are able to trust policing & individual officers to be fair, effective and aligned to our shared values.

We will support collaboration with community stakeholders and partners, utilising their experiences to develop inclusive policies, practices and problem-solving initiatives that prevent societal injustices.

We will improve collation and analysis of confidence / satisfaction data across all our communities to improve our understanding of the demographics of victims to reduce victimisation and over-policing.

We will increase our focus on local priorities through Neighbourhood Policing and problem solving and work with our key stakeholders to develop joint local engagement and problem-solving strategies.

#### 5. Scrutiny and Oversight

The force collaborates with community stakeholders, utilising their experiences to develop inclusive policy and practice.

We will deliver fair and transparent policing services that we will expose to independent and external scrutiny to improve public trust and confidence.

We will support scrutiny processes to ensure the police are fair, just and accountable and stay within the bounds of their authority.

We will ensure legitimacy to ensure that the public “permits” the police to carry out their duties, based on trust, collaboration and accountability.

We will continue to develop independent and external scrutiny groups to assess service delivery.


We will work with His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) to enable effective scrutiny of progress against this strategy and the Culture and Inclusion Standards for Policing.



# Governance and Accountability

**The Chief Constable provides leadership and governance to the programme as Chair of the Culture and Inclusion Board. The purpose of the Board is to:**

- Oversee the implementation of the Equality Act 2010, the General and Specific Duties of the Public Sector Equality Duty and implementation of the Culture & Inclusion Strategy.
- To inform and implement action plans on behalf of the force, against a range of objectives as set out in the National Police Chiefs Council (NPCC) national Culture & Inclusion Strategy and self-assessment documents to ensure ongoing development and progress.
- To agree the direction, activity, compliance and implement recommendations from various national reviews and national plans into addressing inequality and disproportionality in policing internally and externally.
- To promote, recognise and value the diverse nature of communities across Lancashire including our workforce and internal staff networks.
- To deliver appropriate victim and public focused services taking into account cultural and diversity requirements to meet the needs of our diverse communities, workforce, partner organisations and foster inclusion for all.



The Police and Crime Commissioner regularly reviews the delivery of Culture and Inclusion Strategy through strategic oversight. The Office of the Police and Crime Commissioner is a member of the internal Culture and Inclusion Board and ensures this joint strategy is considered throughout the Constabulary's governance and its own.

Through established external and internal Ethics Committees, the Constabulary considers and reviews areas of complaints, proportionality and service delivery.

Strategic Boards within the Constabulary review operational and organisational proportionality data. We scrutinise victim satisfaction measures and share these externally and internally at a strategic and tactical level.