

# Single Equality Scheme **Annual Review**

May 2009 - April 2010



**Kent  
Police**

## Foreword

This Annual Review highlights key work we have undertaken in the last 12 months to further our work to progress our equality and diversity objectives. It should be read in conjunction with our Single Equality Scheme, which can be found on the Kent Police website; *the Scheme incorporates our statutory disability, gender and race equality schemes*. To meet statutory requirements, the disability elements of the Scheme were refreshed in December 2009 and the Gender elements in April 2010, both following external and internal involvement and consultation.

During the year we continued to place an emphasis on engaging with Kent's minority and marginalised communities. Significant progress was made to establish Basic Command Unit Independent Advisory Groups and make links to our Strategic Independent Advisory Group. All six are now up and running and meeting on a quarterly basis with their Senior Management Teams; meanwhile members of my Chief Officer Team have continued to engage purposefully with our Strategic Independent Advisory Group which meets at Headquarters. I am also pleased to say that Kent Police played an important role in influencing the new National Policing Improvement Agency's Equality Standard for the Police Service and that the Standard is already being progressed within the Force.

Our aim is to be acknowledged as a police service that focuses on the needs of all citizens and a service that effectively meets the changing, and diverse needs, of Kent communities, visitors and our workforce. Everyone within Kent Police is expected to support our work to promote equality and diversity as this makes an important contribution to promoting public confidence in our work. This in turn, contributes towards ensuring Kent remains a safe place to live, work and visit.

I would like to thank everyone, both externally and internally, who contributes to this work. You should know that your contribution is valued as it part of the jigsaw that makes Kent Police the confident and successful organisation it is.

### **ADRIAN LEPPARD**

Temporary Chief Constable, Kent Police

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# 1. Background

Championing Equality, Diversity and Human Rights directly impacts on the quality of service that Kent Police provides. The closer Kent Police reflects, and understands, the people it provides services to, the more effective we can be in protecting and supporting them and consequently lead to improving public confidence.

Providing a good service means:

- Treating everyone with fairness and respect.
- Acknowledging that people have different backgrounds that affect what they need from the police.
- Ensuring our workforce reflects the communities we serve.

We recognise that if we reflect the diverse social identities of our communities, we are more likely to:

- Build better relationships with communities
- Receive greater cooperation from communities
- Achieve a reduction in crime
- Reduce tension between ourselves and some communities
- Improve public confidence.

## 1.1 Single Equality Scheme (SES) (2008 – 2011)

The first **Single Equality Scheme (SES)** was published in May 2008. The decision to publish a single scheme was driven by a desire to show how we are integrating equality practice in everything we do. The Single Equality Scheme incorporates the following schemes:

- Disability Equality Scheme (DES) (2009 – 2012)
- Gender Equality Scheme (GES) (2010 – 2013)
- Race & Equality Scheme (RES) (2008 – 2011).

Additionally the SES demonstrates how we promote and champion equality in respect of:

- Age
- Religion and Belief
- Sexuality.

The SES shows how we meet our statutory obligations to promote disability, gender and race equality as well as comply with the requirements of the Codes of Practice published by the former:

- Disability Rights Commission
- Equal Opportunities Commission
- Commission for Racial Equality.

The Codes have common themes:

- The legislation

- Steps to meet the Duties
- Meeting the Duties in policy development
- Meeting the Duties in service delivery
- Meeting the Duties in employment and training
- Ensuring access to information and services
- Hate crime and harassment
- External partnerships
- Procurement and supplier diversity
- Preparing for, and publishing, the statutory equality schemes.

To ensure continuing compliance with the Codes of Practices the Action Plans will be reviewed on the following dates:

- Disability – December 2012
- Gender – April 2013
- Race – May 2011.

**Note:**

- The Disability Action plan was subject of full review and was refreshed in December 2009.
- The Gender Action Plan was subject of full review and was refreshed in April 2010.

The review dates above may change to meet any changes in equalities legislation and guidance from the Equality and Human Rights Commission. Additionally the action plans are subject to progress reviews yearly to check progress and consider direction as needs be.

The Single Equality Scheme is available on our website. ([Single Equality Scheme](#))

## **1.2 Duties as an employer**

Equalities legislation requires us to have in place arrangements for meeting various employment duties. These are:

- Collecting and monitoring information on staff, job applicants, training and grievances and disciplinary procedures and employees who leave us
- Analysing data to establish patterns of inequality
- Taking action to remove barriers and promote equality of opportunity
- Publishing the results of monitoring each year.

The following social identities remain key to our approach in meeting our responsibilities, showing some of the issues we continue to address:

**Age:**

- Society has negative attitudes, stereotypes and myths about youth, ageing, and younger and older people.

## **Disability:**

- Disabled people are disabled by barriers erected by society, rather than by their physical, mental or sensory impairments. Many people have disabilities that are non visible. As a result many disabled people find they are unable to lead independent lives and contribute towards society.

## **Gender / Transgender:**

- While women make a positive contribution to the community, they often experience discrimination, social and economic disadvantage, lack of recognition, inferior status and negative attitudes. Men can often be disadvantaged when their employment arrangements fail to allow them to take up their family responsibilities. Transgender and Transvestite people also experience discrimination.

## **Race:**

- Black and Minority Ethnic (BME) people experience discrimination on the basis of colour, race, nationality, religion and ethnic origin. Gypsies and Travellers fall within this category, as do refugees and asylum seekers.

## **Religion and belief:**

- Living, working and providing services in a multi-faith society means that we need to show good will, and respect other people's freedom to express their personal beliefs. Everyone should feel able to express their religion or belief without fear of discrimination. Belief also includes the right not to be affiliated to any particular religion.

## **Sexuality:**

- Lesbians, gay men and bi-sexual people (LGB) regularly experience discrimination in many aspects of their lives.

### **1.3 Equality, Diversity & Human Rights Strategy 2010 – 2013**

The replacement for the Kent Police Race and Diversity Equality Strategy 2005 – 2008 was delayed due to the processes relating to the production and introduction of the new ACPO Equality, Diversity and Human Rights Strategy. The Diversity Support Team influenced what became the final product of the new ACPO Strategy. The new Strategy is tri-partite involving the Home Office, the Association of Police Authorities as well as ACPO. Kent's refreshed Strategy supports and reflects the thrust of the tri-partite Strategy, whilst pursuing our own priorities. The Strategy has been consulted upon both internally and externally to mould the final product.

Feedback has been received from staff support associations, the Strategic Independent Advisory and Kent Police Authority which is reflected in the final version which can be viewed at **Appendix B**.

The Strategy drives Diversity, Equality & Human Rights priorities and closely links in with **Equality Standard for The Police Service (ESPS)** which will improve trust & confidence of the diverse communities we serve, increase local accountability, integrate & embed equality into all aspects of business & service delivery and show that the Police Service is moving beyond basic compliance with equality legislation.

The new Strategy very much links in to improving Public Confidence and Citizen Focused service delivery.

The full Strategy at **Appendix B** explains in some detail the thrust of the three main headings. They are:

- **Operational Delivery**
- **People and Culture**
- **Organisational Processes**

The new Strategy was approved by the Temporary Chief Constable at Planning Committee on 16<sup>th</sup> March 2010.

#### **1.4 The Equality Standard for the Police Service**

As mentioned above, sitting within the Equality, Diversity & Human Rights Strategy is the **Equality Standard for the Police Service**.

In 2008 the National Policing Improvement Agency (NPIA) was commissioned to develop an Equality Standard specific for the Police Service.

The concept of a 'standard' in the field of equality activity has become good practice and has seen various police services adopt mechanisms such as the Stonewall Workplace Equality Index, the Employers' Forum for Disability Framework and the Equality Standard for Local Government (ESLG) to improve against single or multiple strands of activity. In different ways, each of these standards helped forces improve their performance in specific areas, but none were designed for the core business of the Police Service.

Kent Police had chosen to implement the ESLG as its mainstreaming tool and achieved Level 2 in April 2009. The Metropolitan Police Service was the only other Force to implement the ESLG nationally.

The ESPS is a bespoke Standard designed by the NPIA, in conjunction with a number of police services including Kent Police. It will be adopted by all police services in England and Wales and has the backing of the Home Office, ACPO, the APA and HMIC. Furthermore, the ESPS will form part of HMIC's inspection regime for assessing progress in mainstreaming equality and diversity.

Given our experiences with the ESLG, Kent Police was chosen by NPIA to be one of the 11 services to field test the product between April and June 2009. We have also been active on the Key Working Group that helped drive development of the Standard. The Force now sits on the National Policing Improvement Agency's ESPS Editorial Board.

The ESPS is broken down to 22 objectives within three headings. Each objective features a direction of travel, from **baseline** through **integrating** to **excelling**. As alluded to already the headings used complement those in the new ACPO Equality Strategy.

**Operational Delivery** – (11 Objectives) - Meeting the needs of diverse individuals and communities. Objectives focus on community profiling, disproportionality, satisfaction levels, public protection and community safety.

**People and Culture** – (6 Objectives) - Building an inclusive and supportive working environment. Objectives focus on promoting and valuing equality, employment and development, equipment and clothing.

**Organisational Processes** – (5 Objectives) - Integrating equality across business areas. Objectives focus on monitoring progress against equality targets and measurable outcomes, procurement and estates and complaint handling.

It is expected that the ESPS will be a living document, with no completion date. Progress and evidence will need to be refreshed on a yearly cycle. Over time the objectives are likely to change to reflect changes in policing priorities.

The ESPS will provide an efficient means of logging evidence as it arises, so reducing duplication and bureaucracy. Furthermore, it is designed to be a real business improvement tool that enables Kent Police to identify and set more useful objectives in partnership with the Kent Police Authority.

The new Standard aims to:

- Increase trust and confidence with the diverse communities we serve
- Increase local accountability - in line with the Flanagan Review of Policing
- Integrate equality into all aspects of business delivery
- Support and drive the delivery of Government Public Service Agreements (PSAs)
- Help demonstrate that the Police Service is moving beyond basic compliance with equality legislation.

The main benefits are likely to be:

- Creation and maintenance of better links with communities served and stakeholders/delivery partners
- A means of delivering other statutory obligations in line with the Green Paper "From the neighbourhood to the national: policing our communities together"
- A means of improving core business delivery and contributing to overall service improvement.

Kent Police went live with the Equality Standard for the Police Service on 1<sup>st</sup> April 2010. Kent aims to reach 100% on Baseline and 50% on Integrating by 31 March 2011.

## **1.5 Her Majesty's Inspectorate of Constabulary (HMIC)**

In 2006, the last time we were inspected for our championing of equality and diversity, Her Majesty's Inspectorate of Constabulary awarded Kent Police an 'Excellent' grading for our work in Diversity.

In 2008, The Government's policing Green Paper, *From the Neighbourhood to the National: Policing our Communities Together*, set out improvements to the development and deployment of the police workforce. HMIC is to conduct a major inspection in 2010, entitled 'Working for the Public'; to assess the progress of forces and authorities on the recommendations made. To support forces and authorities, a tripartite steering group, assisted by the NPIA and HMIC, has developed the Productivity Framework. The Productivity Framework will inform the 'Working for the Public' inspection. The Productivity Framework provides a focus for sustainable improvement activity, leading up to and beyond the inspection. The framework should be used by the police service to consider and improve the way their workforce is **led, organised** and **developed**. It should be the ambition that all activities are targeted towards achieving the highest level of productivity in working for the public.

Progress surrounding the Equality Standard for the Police Service (see separate section) will be significant in evidencing processes to support the Productivity Framework.

Kent Police, together with the Kent Police Authority (KPA), continue to develop our structures and processes to maintain our position as a leading force and provide an excellent service to the communities of Kent.

## **2. How we deliver race and diversity equality objectives**

### **2.1 Chief Officer Team (COT)**

The Chief Officers have a collective responsibility to provide a working environment to support the Equality, Diversity and Human Rights Strategy (Appendix B) to ensure it is consistently applied throughout the organisation.

### **2.2 Accountability and leadership**

Senior staff play an important leadership role in ensuring that we successfully apply the General Duties to promote equality.

### **2.3 Force Performance Management Committee (PMC)**

The PMC, which is chaired by the Deputy Chief Constable, has responsibility for overseeing the application of the Equality, Diversity & Human Rights Strategy and ensuring that our equality and diversity objectives are met.

### **2.4 Equality and Standards Board**

The ESB, which is chaired by the Assistant Chief Constable (Human Resources and Learning and Development), has responsibility for agreeing actions to meet our equality and diversity objectives and monitors progress.

The terms of reference and membership of the Board reflect the evolutionary reality that complementary activity had been discharged within these meetings. Additionally, Citizen Focus emerged as a key strategic programme in regard to the range and quality of public services that the Force commits to. This calls for a more cohesive and integrated approach to the enhancement of standards whilst reducing the prospects for duplication of effort.

The specific developments, which provide the foundation for this maturation, include:

- Consolidation of published materials into a single Equality Scheme.
- Commitment to the Equality Standard for The Police Service.
- Established service-improvement working groups covering all social identities.
- Effective internal Staff Support groups.
- Robust self-inspection regimes supported by a standard agenda item for the discussion of issues and themes.
- The Professional Standards proactive agenda featuring the Area and Departmental site visits and inspection / audit programme.
- The embedded concept of 'standards champion' as a key feature with Area and Departmental Deputy commander and managerial roles.

### **Purpose of the Board**

The purpose of the Standards and Equality Board is to evolve and develop working practices that will enable the people of Kent to receive services that meet and surpass their expectations in accordance with the corporate policy, the Kent Standard and the principles of citizen focused policing.

This mandate will be discharged through a coordinated action focused and progressive agenda, specifically:

1. Concerned with the strategic level implementation of service equality and diversity schemes, strategies and action plans as directed by the Citizen Focus Gold Group;
2. Ensuring that Kent Police complies with the requirements of equalities legislation and directives;
3. Receipt of reports and direction of action associated with:
  - Policy implementation, standards derivation and activity relating to a wide range of issues including the Equality Standard, Citizen Focus implementation plans, the Kent Police Standard, relevant developments within the Blueprint Action Plan, lessons learned derived from complaint and misconduct cases;
  - Service quality merging trends and findings;
  - Training issues;
  - IT requirements;
  - Communications between the Board and support and equality Action Groups in addition to Local Standards Committees;
4. To provide a forum for members to share good practice and/or remedies for poor performance;

5. Task and co-ordinate the delivery of actions that are agreed arising from insights gained through reports and discussion;
6. To facilitate organisational learning and continuous improvement;
7. To oversee the development of relevant policy consistent with the overarching statement of purpose.

## **Membership**

Chaired by the Assistant Chief Constable Human Resources & Learning and Development and attended by Deputy Area Commanders, Chief Superintendent PSD, Superintendent PSD, Action Group Chairs, as well as other departmental representatives.

## **2.5 Action Groups**

There are currently ten equality Action Groups, mostly chaired by a senior officer, and they are responsible for creating and sustaining delivery of the diversity agenda in their respective area. Their **terms of reference** can be found on the [Kent Police Website](#). Action Groups are made up of officers and staff drawn from all parts of the organisation. Some of the Groups continue to have community and statutory organisation representatives, such as Kent County Council, sitting on them to ensure stakeholder interests were being identified and met. A member of the Diversity Support Team sits on each of the Action Groups to offer guidance and support.

The Action Groups are subject of a review process at the time of writing and the Kent Police Diversity Manager is the lead for this. The purpose is to ensure the Action Groups continue to deliver for the organisation. Some Action Groups have now been incorporated into organisational business and processes and may no longer be required. Others have overlapped their functions and responsibilities and there may be a desire to merge them. It is likely that the ten Action Groups currently outlined below will reduce.

Action groups generally meet quarterly and report progress to our Equality and Standards Board. Currently the Action Groups are:

### **2.5.1 Inter-Age Action Group**

The specific remit of the Inter-Age Action Group was to improve the service that we deliver to members of the public and to increase engagement of "Youth in the Community." The members have been drawn from a wide range of ranks and departments within the Service in order to gain a true representation of the myriad of issues relating to age. The Group also encourages, at their meetings, the attendance of external agencies i.e. Age Concern, Human Resource Department's of Focus DIY and Morrison's Supermarket.

## **Initiatives**

The Inter-Age Action Group has representation on the Medway Youth Parliament, and they have been invited to collaborate in the Medway Community Safety Partnership, a joint venture between Kent Police and Medway Council.

The Group has organised meetings at FHQ bringing together members of the community from all age groups. This had particular success, following a recent meeting, where a 16 year old youth was invited to take an active role as peer group adviser to the local council. It is envisaged that this initiative will be expanded and introduced across Kent.

The Action Group has been working in partnership with Kingston University and their Intergenerational Project specifically related to Sustainable Living and the Older Community. The Action Group has been collaborating with them on their new initiative, which will be an Intergenerational Public Engagement Project.

Following consultations with Area Neighbourhood Policing Units, it has been identified that there are sometimes issues with engaging the public within Partners and Communities Together (PACT) meetings. There is, currently, work ongoing to re-brand the PACT process to ensure a wider engagement within all communities and age groups. It is intended that the Group will play an active role, together with internal and external agencies, in finding a way forward to improve our communication and further engage with often over-looked groups.

The Action Group has been in consultation with Senior Management in order to clarify the position, following the curtailment of the 30 plus scheme, in its present form, for Police Officers. I.e Working beyond the 30 year service term. Also under consultation is the situation regarding Police Staff who are subject to Paragraph 5 of Schedule 6 to the Employment Equality (Age) Regulations 2006 specifically relating to compulsory retirement at age 65 for those who would otherwise have wished to continue in employment.

### **2.5.2 Minority Ethnic Action Group**

The issue of race within the police service, and externally, remains high on the agenda. The Minority Ethnic Action Group aims to contribute to the generating of a thriving organisation that supports Minority Ethnic officers, Special Constables and staff in achieving their full potential and providing a service to meet the needs of Minority Ethnic communities in Kent. Its Terms of Reference are:

- To drive the implementation of the Minority Ethnic Action Group plan, which sits under the Single Equality Scheme
- To advise Kent Police on Minority Ethnic issues relating to the importance of cultural diversity in employment and service delivery
- To assist the force in ensuring its policies and procedures take into account the needs of Minority Ethnic staff and communities
- To provide advice and support in the recruitment of new personnel and the retention and progression of existing personnel from Minority Ethnic backgrounds

- To raise awareness of race relations, racism and cultural diversity throughout the Force
- To liaise with external and partner organisations to ensure appropriate advice and information is provided.

The Minority Ethnic Action Group (MEAG) has worked in conjunction with the Kent Minority Ethnic Police Association (KMEPA) whilst at the same time seeking to draw a further distinction between the work of both groups insofar that the MEAG is more concerned with the corporate approach to Minority Ethnic (ME) issues rather than individual ME incidents of note which tend to sit better with the KMEPA group.

### **2.5.3 Disability Action Group**

The main focus of the Group continues to be scrutiny of the Disability Action Plan, which sits under the Single Equality Scheme, and as such has been instrumental in the recent review of the Action Plan. Nine out of eighteen actions have been updated. A copy of the Disability Action Plan is available on request from Kent Police Diversity Support Team and is contained within the Single Equality Scheme which can be found on our website.

The Group continues to be well attended with representation throughout the Force.

### **Disability Involvement Forum**

This is a Kent-wide public involvement/consultation forum, which first met in March 2008 and continues to meet quarterly. The Chair of the Action Group chairs the meetings. The Forum is open to those who have a disability, are a carer of a person with a disability or are a member of a group that represents disabled people. Discussion includes improving accessibility to our services, dealing with disabled people as witnesses and victims of crime, arresting and detaining disabled people, disability hate crime, different ways of reporting crime and staff training. Further details can be found on the Kent Police website. [Disability Community Involvement Forum | Kent Police](#)

### **Kent Police Disabled Access Audit and Inspection Programme**

Collier Stevens Chartered Surveyors were engaged to inspect and audit the Kent Police Estate, and the buildings therein. to be inspected are as identified in appendix A of the tender documentation.

The format of the audits was as recommended in the Centre for Accessible Environments guidance notes and took regard for The Disability Discrimination Act 1995, BS8300 and Part M of the Building Regulations. The inspections were undertaken by Steven Way BSc MRICS, Chartered Building Surveyor.

The purpose of the inspections were to identify barriers to access that may affect the ability of Kent Police to provide services to the public and which may present a barrier to work for disabled employees. Where barriers to access were identified suggestions as to a means of overcoming that barrier were offered where practicable.

In January 2010 comprehensive report was produced summarising the results of the inspection and provide recommendations as to possible future strategies. The report additionally divided the Estate into five distinct types of accommodation under assessment:

- Police Offices [public and staff access]
- Police Stations [public and staff access]
- Headquarters [limited public and staff access]
- Administration [staff access only]
- Other [public and staff access]

A full copy of the report is available on request from the Kent Police Diversity Support Team.

### **Dyslexia in the workplace**

The Disability Action Group held two Dyslexia Masterclasses in December 2009. In all 186 people attended the sessions that were judged to be positive. Outcomes included a positive attitude towards reasonable adjustment to hidden disabilities in the work place and a proposal to include more information about the issue in recruitment packs.

### **British Sign Language Videos**

Kent Police Media Services produced four videos in BSL with the help of Deaf Services at Kent County Council. The four topics are:

1. How to contact us;
2. Neighbourhood Policing;
3. How to compliment or complain;
4. Crime prevention advice.

The videos can be viewed on the Kent Police YouTube site: <http://www.youtube.com/user/kentpolicevideos> (choose Playlists at the top and the BSL clips are to be found grouped together).

### **Bat Phone: Televia Trials**

Six Televia products had been installed to replace the old out of hours contact telephone boxes outside of the police stations (Bat Phones). The new products have received favourable reports. They have been found to be robust, easy to use and vandal proof. A newer version of the original model, which communicates visibly, had been produced and the hope was that existing external phones could be replaced with the new system. The new model incorporates a CCTV system and the possibility that a touch screen could be incorporated in the future. Funding is available for 32 installations. It is possible to get the equipment in English and additional languages. Kent Police Estates will consider installing in areas where the equipment will be used to best advantage i.e. particularly busy areas. Televia is still work in progress.

### **2.5.4 Gay, Lesbian and Bisexual Action Group**

The aim of the Group is to contribute to generating a thriving police service which supports Lesbian, Gay & Bisexual (LGB) officers and staff achieving their full potential as well as providing a service to meet the needs of Lesbian, Gay & Bisexual

community members. Throughout the year the Action Group was involved in a range of issues and activities, notably:

- Assisted in the submission for the Stonewall Workplace Equality Index resulting in ninth place nationally for 2009/2010.
- For the eighth year running, members of the Action Group and Staff Support Group staffed the recruitment stand at Gay Pride events, such as the Brighton and Thanet Prides
- Charity Dinner Dance (Feb 2009) – Raised over £1000 for the Broken Rainbow LGBT Domestic Abuse charity.
- **Gay History Month (Feb 2010)**
- Displays at Kent Police College – Linked in with Dinner Dance.
- The Group has lead on the recognition of homophobic hate crimes and incidents, which involved a function being held at Kent Police College under the auspices of the Deputy Chief Constable and featured some national incidents.
- There was also an input at the Medway University campus, which dealt with staff support groups and the benefits that they could bring to the Force.
- A separate event was held at North Kent around the Metro Report, Greenwich, which assessed the services to the LGB community from the perspective of the local authority, primary care trust and the police.
- The Action Group's composition and attendance has been debated and actions to seek improvements and elicit better quality contributions will continue to take place. Crossovers and links to other Groups have been discussed with other groups' chairs to identify areas of joint-interest and work.

### **2.5.5 Gender Action Group**

The Gender Action Group (GAG) and the Kent Network of Women (KNOW) continue to work together to promote equality and to build an inclusive and supportive working environment.

Last year was a busy year for the GAG/KNOW with the re-launch in March 2009. The membership has increased in the last 12 months from 38 to 295 and the following has been undertaken:

- Re-launched the KNOW in March 2009 with a Conference titled 'Empowering Women in Kent Police'.
- Developed the KNOW with a new constitution and an elected Chair, Vice Chair and Executive Committee.
- Organised and attended six informal KNOW 'drop ins' across Basic Command Units (BCU) and Departments.
- Planned and organised three Café Conversations (Professional Development Days) with external keynote speakers at none police venues. All of these events are based on key themes/feedback identified from the March 2009 Conference.

- Supported numerous focus groups.
- Supported Medway BCU with its own KNOW Conference.
- Held three social events.
- Plans are underway for the next annual Conference in April 2010, (which will be reported on in our next annual review.)
- Been instrumental in encouraging women to train as assessors on promotion boards.
- Supported open days to attract women officers to specialise in certain roles where they are under-represented.
- Taken an active role in relation to policy reviews where issues specifically affect women.
- Progressed research into issues that affect work life balance to bring about positive change.
- The GAG/KNOW has played a key role in the provision of a Maternity Working Group to examine areas for further development and improvement.

The KNOW continues to build upon its success and held its Annual Conference in April 2010.

The Gender Action Group meets quarterly. The aims and objectives for 2009/10 incorporated the six ongoing work streams that have been the focus for the Strategic Gender Equality Sub-Group and the areas of Recruitment, Selection, Retention and Progression. The main focus being upon improved representation within Tactical and Specialist Operations and Gender Progression throughout all ranks in line with the Force Policing Plan Target for 2009/10 and the Gender Equality Scheme.

The Gender Action Group continues to promote and support the following areas that are standing agenda items at the quarterly meetings:

- Uniform/Equipment
- KNOW
- Gender Progression
- Specialist Ops
- Tactical Ops
- HR Policies

There is a legal requirement for the Force to publish a Gender Action Plan that shows how we intend to eliminate discrimination both in Service Delivery and employment. Part of the Gender Action Groups remit is to monitor the Gender Action Plans progress. The Gender Action Group together with the Diversity Support Team are working with plan owners to ensure it is up to date and where required amended. Key issues are changes to Action owners and the actual content of the actions reported upon or lack of update/action. The Action plans are a standing agenda item at the Gender Action Group meetings.

Currently consultation with key stakeholders is taking place regarding the Gender Action Plan for 2010/11.

In March 2010 at NPIA Bramshill the official launch of the recently established National Trans Police Association (NTPA) took place. The aim of the NTPA is to provide support to all members of the police service who consider themselves to be on the transgender spectrum and they are keen to work with ACPO in support of the Equality Diversity & Human Rights Strategy.

The Gender Action Group is currently working with the Force Policy Unit, Legal Services and other Forces regarding our current Transgender Employment Policy.

### **2.5.6 Gypsy and Traveller Action Group**

Gypsies, Roma and Irish Travellers are the largest Ethnic Minority community in the European Union with over 12 million people. In the UK, they are recognised as ethnic minority communities and are estimated to number 300,000 people. Gypsies and Travellers are probably the second largest ethnic minority group in Kent and Medway. We also know that these communities continue to be marginalised and experience high levels of prejudice and discrimination.

The Gypsy and Traveller Action Group continues to ensure Kent Police do not just focus on the criminal element amongst the Gypsy and Traveller community, and that the Service continues to appreciate there is a wider segment of that community that had no desire to engage in crime, however, they have an in-built suspicion of the police in general. Work has progressed to engage and consult with the Gypsy and Traveller communities.

The annual Horsmonden Horse Fair was a very good example of the good work carried out by the Force with the Gypsy and Traveller community. In addition an awareness-raising day was held in June and a number of Gypsies and Travellers visited County Hall and raised a number of important issues and enjoyed some good engagement with a number of Police Basic Command Units (BCU). It is appreciated that the best way of approaching Gypsies and Travellers was for Police Officers and Staff on the front line having an honest and open engagement with them, especially with their younger members.

The unlawful encampments' policy in Kent has been reviewed in line with the Association of Chief Police Officers (ACPO) guidance that was produced in 2009. A critical incident risk assessment approach has now been adopted that involves the Community Safety Units (CSU) and a more joined up approach with partner agencies. Critical Incident Advisors have proven to be a useful tool in assisting the Service with some of the more high-profile crimes associated with a small minority of Gypsies and Travellers. Internally trust and confidence was starting to grow, but the Action Group recognises that progress still needs to be made. A detailed case study about domestic violence in the Gypsy and Traveller community has been used to raise staff awareness. This will ensure improved understanding about the issues of domestic violence within the Gypsy and Traveller community allowing us to become better equipped to deal with a difficult issue, which is a key area for the Kent Police. This is a matter we will continue to address in support of the concerns also expressed by the Equality and Human Rights Commission.

### **2.5.7 Hate Crime and Incident Action (HCIAG) Group**

Meetings are held quarterly and are consistently well attended by representatives from Business Information Unit (BIU), Force Inspectorate, Diversity Support Team, Crown Prosecution Service (CPS), the Force Communication Centre and representatives from Kent County Council.

The purpose of the group is to ensure that the principles of the Hate Crime Satisfaction Policy M62A continue to improve and maintain service standards, whilst

being proactive in consultation with other key departments and stakeholders with whom the group deals with or have an interest in Hate Crime; thus maximising opportunities in the service delivery.

The 'Hate Crime Satisfaction Policy' that was implemented in January 2008 has proved very successful as it seeks to complement the existing Hate Crime Policy. The 'Hate Crime Satisfaction Policy' seeks to ensure that our processes from the time of initial report to the conclusion of an investigation or court case provide a consistent, first-rate service tailored to the needs of the individual.

At each meeting Business Information Unit (BIU) supply an update on current performance within the Force with regard to both Sanction Detected Rate and Customer Satisfaction. The contextual data is looked at in detail to identify any trends or patterns emerging, this is then discussed in the meeting.

In collaboration with the Business Information Unit (BIU) we are able to produce reports which help identify the top five repeat victims, for example. We can also identify repeated incidents or crimes, happening to the same victim or at the same location. However, if repeated incidents or crimes are happening to family members, or in different locations, or being reported to other agencies, we may not always form the link. The Pilkington case highlights the need for stringent checks, and the flagging of repeat victimisation, whatever its form or location. Kent Police are working with Kent County Council to improve communication channels and intelligence sharing as well as identifying enforcement/prevention opportunities with our partners who have strong community links, especially with the disabled community.

Each Basic Command Unit is also supported by a Detective Sergeant from within Investigative Standards, the Sergeant carries out a monthly audit and feeds back the performance results to BCU Detective Chief Inspectors, this assists BCUs in progressing and enhancing their investigations.

Force Policy relevant to Hate Crime is under regular review in order to constantly endeavour to improve the service we offer as well as enhancing partnership work. Building on current policy the aim is to visit all individuals who are victims of Hate Crime to ascertain the root cause of the crime or incident. The importance of utilising Neighbourhood Police Officers, who are in close proximity to victims and their circumstances, will not be overlooked.

The Chair of the HCIAG was involved with and presented at the Kent County Council Disability Hate Crime Conference in September 2009 (see paragraph 3.2.5).

### **2.5.8 Immigration and Asylum Action Group (IAAG)**

The Immigration and Asylum Action Group terms of reference have remained unchanged since 2006 primarily due to the considered view within the Action Group that they have remained relevant to their work over the past 12 months.

Kent Police demonstrates its commitment to the fair application of immigration and asylum issues with this Action Group providing a forum to ensure the following people are provided with a policing service: *asylum seekers, those people within Kent*

*under immigration control measures and people who are without legal status, with particular emphasis on those 'trafficked' into Kent.*

The Action Group works to ensure that:

- People seeking asylum and other people under immigration controls are entitled to the same protection to live free from crime, harassment and intimidation as any other member of society.
- The service shares responsibility for the safety of asylum seekers and immigrants with other statutory agencies and the community.
- Asylum seekers who are unsuccessful in their application for asylum and/or who have breached immigration and asylum rules are treated in the same manner as any other person who challenges the rule of law.
- Those people '*without a voice*', who are not subject of immigration control measures and therefore are without legal status in this country will, in partnership with other agencies, be provided with legal safeguards and policing services, with particular emphasis on those trafficked into Kent.

The Group continues to measure itself against national guidance notes on the use of immigration powers by the Police. The diversity aims of the Group are benchmarked against Refugee Council Guidance and practice notes.

Group membership continues to encompass a wide representation from our stakeholder partners, including the United Kingdom Border Agency. Action Group members attend the Kent wide Immigration and Asylum Strategic Reference Group, which meet four times a year and which is chaired by Kent County Council.

Over the past 12 months, however, many of the structures within Kent Police and supporting agencies have changed. Kent Police is now supported at BCU level by the UK Border Agency local intelligence representatives. Regular contact is maintained at Force level with regional UKBA Enforcement and Removal officers via their developing Immigration Crime Partnerships.

Kent Police is additionally supported at a Kent wide interagency level by the Kent Wide Strategic Network on Migration, which draws together many, if not all, of the groups that the Force and the IAAG need to maintain contact with. This group not only looks at the issues of immigration but examines the issues of migration and therefore includes EU Nationals.

Since the last review, changes in immigration policy have occurred that mean Kent no longer houses initial asylum applicant prior to dispersal and the funded bed space within Kent has been removed.

However, whilst Kent continues to support high numbers of Unaccompanied Asylum Seeking Children (UASC), matters that had been of previous concern are being jointly addressed by BCUs, UKBA and Social Services.

The IAAG, via agency meetings and publications, continues to provide advice to the Force as required. A matter of specific referral and consultation has been the Kent wide interagency issue concerning Adult Care homes. The matter was of concern as there was a high level of UKBA enforcement action being taken in Adult Care Homes. As a result of a short study it was identified that due to significant levels of Adult care being provided by illegal immigrants, public protection issues could have been

exacerbated. This matter is now regularly reviewed by Kent Police Public Protection Unit (PPU).

### **Nord Pas de Calais**

The situation in the Nord Pas de Calais around illegal immigration continues to provide the background for police interest. Significant numbers of persons from Afghanistan, Iran and Iraq have been present in Calais. The estimates vary between 200 and 400 at any given time. These numbers include children and those purporting to be children and it is in this area that we feel the direct impact upon Kent Communities. The exact penetration of the UK border is still a matter of some conjecture but where penetration does succeed, and persons claim asylum, they are sent to dispersal centres outside of Kent. Regular liaison is maintained with UKBA and French authorities and the impact of illegal immigration on Kent in terms of Diversity is examined via community profiles.

### **'Without a Voice' Project**

In September 2008 Kent Police received the 'end report' of 'Without a Voice' Project, completed by the University of Kent. This report made several recommendations which remain as advisory for consideration of the IAAG and have not been formally discussed at a Force level. However, in broad terms the project recommendations can be tracked against current action undertaken by the Force.

Arising from the 'Without a Voice' Project is the continuing requirement to understand the undocumented communities. The IAAG has facilitated a series of workshops to explore the better exploitation of interagency databases and Mosaic Origins software. Some progress has been made on this mapping exercise and the intention will be to produce a formal project report.

Also as a consequence of the 'Without a Voice' Project the IAAG will be undertaking a short study on Domestic Abuse and how women/men of insecure immigration status receive services from Kent Police.

Kent Police Force Intelligence structures continue to monitor to response to Human Trafficking. The UK Human Trafficking Centre (UKHTC) has now formally launched its 'Blue Blindfold' initiative and appointed a regional coordinator. The awareness of Human Trafficking remains a focus for the IAAG and Countywide Migration Forum and introduction of the UKHTC Blue Blindfold initiative will be made to these forums.

### **2.5.9 Religion and Belief Action Group**

We continue to improve our understanding of, and response to, issues relating to racial, ethnic and cultural differences found in Kent. We recognise that for many people their religion or belief is the key to their self-identity. For many members of the public their contribution and role in society often stems from belonging to a particular faith or belief community.

The Religion and Belief Action Group has now been in existence for six years. In that time the Group has supported Kent Police in being able to discharge its legal duty in this area of diversity and also provide added support to staff wishing to have their own religion or belief recognised and respected in the work place. In addition the

group has provided support to Kent Police in its discharge of operational services to religious communities.

As part of the Action Group review process for Kent Police (P.12) it may be that the responsibilities of the Religion and Belief action group will merge with Minority Ethnic and Immigration and Asylum Action Groups to be entitled '*People and Culture Action Group.*'

### **2.5.10 Fairness in Action Group**

Every Policing Area and department are encouraged to have an effective local Fairness in Action team (FIAT), headed by a member of the Senior Management Team, with the Area Commander or Head of Department being responsible for overseeing the outcomes of any issues raised.

The Fairness Action Group has not met over the past year and its future is under review. The reality is that Fairness in Action sits within the daily business of the Force Human Resources Department and has effectively been embedded resulting in there not being a need for a bespoke action group. The action group review is likely to recommend the disbanding of this group.

## **2.6 Kent Police Authority (KPA)**

Kent Police is accountable to the KPA, which scrutinises our performance against objectives.

At the top of the Kent Police structure and leading the way with Public Confidence within the service is the Chief Constable who heads up the Citizen Focus Strategy Board. The Board is represented by Chief Officers and the Police Authority.

The KPA also supports the Independent Advisory Group (IAG), which ensures that Kent Police policies and practices are applied fairly and consistently across all people in the community.

The KPA will also scrutinise our performance under the Equality Standard for The Police Service. (p. 8)

The KPA also provided critical support in the consultation processes relating to the Diversity, Equality and Human Rights Strategy 2010-13 (p. 7 & Appendix B)

## **2.7 Kent Police Strategic Independent Advisory Group (SIAG) and Basic Command Units Independent Advisory Groups (BCU IAG)**

The Strategic IAG has been in existence for three years. Towards the end of 2009 it was renamed and re-badged to reflect its close relationship with both Kent Police and Kent Police Authority. The first Annual Forum was held in March 2010 when the SIAG was able to successfully demonstrate to many representatives of Kent's diverse communities the work it had begun to do over the previous year and the work it proposed to carry out over the coming year(s). The SIAG Annual Report can be found on their website at

[www.iag.kent.police.uk/reports\\_pubs/Reports\\_and\\_publications](http://www.iag.kent.police.uk/reports_pubs/Reports_and_publications)

Membership is increasing as the SIAG prepares to welcome four of the Chairs of the six area BCU IAGs to its ranks in April (two of the existing SIAG members were voted as chairs of their local IAGs). By July 2010 the SIAG should reach 18 members, its optimum number. The aim is to achieve this by recruiting the additional members from the BCU IAGs to fill the 'gaps' in the social strands currently represented by the SIAG.

A decision was made last year to concentrate the SIAG's work in three main areas: **Hate Crime, Preventing Violent Extremism** and **Confidence**. This approach has worked well and allowed the SIAG to focus on certain areas and thereby give Kent Police some valuable feedback.

The '**Making the Links**' project, started last year, has come to fulfilment with the setting up of the six BCU IAGs. Thereby ensuring community engagement across the six strands of diversity, at both a local and Kent-wide level. The formal feedback system which enables Kent Police to consult the Strategic IAG on policies and strategies is well established and a formal list of policies from the Policy Department, requiring community feedback, has been drawn up. However, this does not exclude other parts of the business from requesting consultation from the SIAG when needed.

Kent will host the National IAG Conference on November 22/23 this year. The venue will be Ashford International Hotel and it is expected that some 200 plus IAG members and police representatives from the police forces across the country will attend.

Finally, the SIAG has proved in the last year that it is not a static organisation but rather has evolved in pace with changes and developments in Kent and the force into a strong 'critical friend' to Kent Police.

## **2.8 Internal Diversity Support**

The Diversity Support Team provides challenge, guidance and advice to the service and co-ordinates activity so that our equality and diversity objectives are understood, promoted and delivered.

The Diversity Training Team designs and delivers innovative diversity training programmes for all levels of the service.

We also have:

- A Positive Action Officer who facilitates the recruitment, retention and progression of officers and staff through the design, delivery and evaluation of a Positive Action Programme
- A Diversity Placement Officer who manages the community placements of probationary police officers
- A Community Liaison Co-ordinator who manages 14 Community Liaison Officers based within our six Police Areas
- Equality champions across the organisation.

Kent Police also has five staff support groups:

- Crystal Clear - Disability Support Group

- Gay and Lesbian Support Group
- Kent Minority Ethnic Police Association (KMEPA)
- Kent Network of Women (KNOW)
- Christian Police Association, Kent Branch.

A new Service Level Agreement has been agreed through Support Group consultation and signed off by ACC Human Resources. Some of the executives have also been refreshed over the past 12 months.

We value the contribution our staff support groups make. Membership is open to all. Besides providing networking opportunities between members, staff support groups also provide expertise in certain aspects of service delivery and also in forming policy. Each group regularly meets the Chief Constable and other Chief Officers.

## **3. Achievements 2008/09**

### **3.1 Public Confidence and Service Delivery**

#### **3.1.1 Every Child and Young Person Matters**

Kent Police has a Project Manager to drive the Every Child & Young Person Matters national programme that follows the Laming Report into the death of Victoria Climbié in 2000. We hold a quarterly programme board, chaired by an Assistant Chief Constable, that directs the actions of the Delivery Plan sitting under the Kent Police and Kent Police Authority Strategy for developing our service with children and young people.

The strategy identifies critical areas of work including training the workforce, safer recruiting of new employees and marketing / communications as well as developing our service with children and young people at the heart of what is done as well as information sharing with partners and joint interagency working.

We are working with our partners to place the needs of children and young people first. Our priorities are safeguarding their well-being, preventing them from being a victim of crime and preventing offending and re-offending, thereby reducing crime.

When providing services to young people we are committed to working with the young people, their families and involving their school or college as well as local neighbourhood when appropriate.

The Delivery Plan aims are to:

- Reduce youth crime.
- Increase confidence in Kent Police by engaging with young people and their families.
- Provide specialist officers to support the four service delivery themes of Support, Protection, Prevention and Offender Management.
- Support young people as victims and witnesses of crime.
- Use early intervention measure to reduce the numbers of young people becoming offenders.
- Use appropriate enforcement measures when necessary.
- Assist in the management of young offenders to reduce re-offending.
- Train and develop staff to a high standard to ensure consistent and effective delivery of services.

#### **3.1.2 Corporate Public Consultation Groups**

Kent Police maintains two Kent-wide public consultation forums that aim to meet the needs of specific communities:

- Disability Involvement Forum.
- E-Transgender Consultation Forum.

The Disability Involvement Forum continues to provide an excellent platform for the disabled community within Kent and highlights the concerns of some disabled people in relation to Hate Crime, accessibility and first contact, which are priorities for us to

address as areas for improvement. The open Forum allows for confident expression of views to enable us to listen and consequently make necessary improvements to our service.

In addition, we have also established an E-transgender Consultation Forum, the only Police Service to do so to date. This pioneering new forum was launched in September 2007 to consult with transgender, transvestite and transsexual people across Kent; the e-forum is managed by the Diversity Support Team and is made up of individuals and organisations who either live in Kent or have connections with Kent.

The Minority Ethnic and LGBT consultative Forums were suspended during 2009 due to the advent of localised Independent Advisory Groups. Their members have been encouraged to join their new local BCU IAGs.

### **3.1.3 Honour Based Violence**

Kent Police continues the work to provide specialist support and information to the organisation to increase and develop workforce knowledge surrounding the wider issues under the banner of so called Honour Based Violence (HBV). Sitting within Kent Police Public Protection Unit (PPU) a dedicated team collates and coordinates all HBV related information.

A dedicated advice and guidance link is available via the internal Intranet for officers and staff to keep abreast and to refresh their knowledge surrounding this subject area.

Over the past 12 months the level of organisational knowledge surrounding HBV issues has improved and the importance of this knowledge in gaining and improving public confidence is recognised as paramount.

Specific information and guidance is available for staff in respect of issues such as female genital mutilation, forced marriage, victim relocation, as well as signposting to specific legislation.

### **3.1.4 Attendance at Community Events**

Throughout the year we were represented at a wide variety of community events. Some of these included:

- The Sikh festival of Vaisakhi in Gravesend in April. Vaisakhi plays a key part in the local community and is an event Kent Police embrace and willingly participate in.
- Gravesend and Dartford (October), Tunbridge Wells (July) and Maidstone (September) Mela's. These are multicultural events involving food, music and dance.
- The Kent County Show in July
- Kent Disabled Youth Games, held in Sevenoaks in June.
- Thanet Gay Pride in July. This was the second time this event had been held in this area.

- Brighton Gay Pride in neighbouring East Sussex in July/August. Kent Police had a stand during the celebration and had officers and staff marching in the parade.

At a local level, Kent Police participated in the Eid (Muslim) celebrations in October with the local Muslim community in East Kent at the end of Ramadan last October.

### **3.1.5 Partners and Community Together (PACTs)**

Our Neighbourhood Policing Teams have embedded Partners and Community Together (PACT) meetings with local communities. These meetings are designed to:

- Engage communities and partners to identify safety concerns;
- Agree the top priorities for neighbourhood action;
- Work with partners to deliver an agreed approach;
- Report back on a regular basis on what has been achieved.

PACTs provide the opportunity to tailor our services to meet local needs and ensure that the public has every opportunity to influence policing in their neighbourhood. PACT meetings relate to communities by locality.

A "How to" Guide has been written and produced jointly by Tonbridge & Malling Borough Council, Kent Police, Kent Partnership and Kent County Council. It is for local community groups, Parish Councils, residents associations and other groups who want to get things done in their communities with the support of partner agencies.

The Kent Police website provides up-to-date information on PACTs and Neighbourhood Policing Teams.

## **3.2 PARTNERSHIP WORKING AND GOOD PRACTICE**

### **3.2.1 Networking with our partners**

Kent Police remains committed to working with partners, ensuring that effective channels of communication exist to promote good practice. The following are some of the forums that we are involved with:

- **Kent Equalities Network.** The network meets quarterly and involves local government, emergency services and other criminal justice organisations in Kent
- **The Employers' Forum on Age.** The Forum is an independent network of leading employers who recognise the value of an age diverse workforce. Membership allows us to share good practice and attract and retain valuable employees – whatever their age
- **The Employers' Forum on Disability.** The Forum provides a full programme of events, including training, throughout the year
- **The Employers' Forum on Religion & Belief.** As with the other Employers' Forum the membership comes from an independent network of leading employers who recognise the impact of religion and belief on our diverse workforces. Membership allows us to share good practice and attract and retain valuable employees from Religion & Belief as well as Ethnic Minority heritage.
- **Stonewall** (see Section 3.2.4 below).
- **Metro Centre Greenwich** – During the year we forged links with the Centre following the publication of their Kent & Medway Lesbian, Gay, Bisexual and Transgender needs assessment published in March 2010.

### **3.2.2 Young People**

We work hard to engage with young people. We have specific pages on our website aimed at providing information and advice to young people, including how to get involved in Kent Police activities and decision making. There are also pages aimed specifically at Gay and Lesbian and Minority Ethnic young people.

We organised and sponsored a number of events aimed at young people and those who work with them. These included:

- The `Kick Racism out of Football` tournament; organised in October by Kent County Council to both celebrate Black History Month and promote respect for equality and diversity.

Kent Police also has a Youth Panel. This is made up of young people (aged 11 to 16) from across Kent who tell us what they think about a number of crime and policing matters. The Panel helps us to understand the views and needs of young people across Kent and we use this information to improve services. Panel members are invited to take part in up to four surveys a year or attend discussion groups. We ask for opinions by e-mail, telephone or post, or arrange informal discussion groups.

We are keen to ensure that members of the Youth Panel come from a range of diverse backgrounds and circumstances. Details about how to get involved can be found on our website.

### **3.2.3 Awards and Recognition**

Superintendent Ali Roden, then deputy area commander for North Kent, received her Leadership Award from the British Association for Women in Policing. As a result she was nominated for the International Association of Women in Policing Awards in Seattle, USA and in September she collected the 2009 Mary Jo Blahowski Leadership Award at the international awards.

### **3.2.4 Stonewall**

In 2006 Kent Police joined Stonewall's Diversity Champion's Programme as part of its continuing commitment to improve the workplace environment for lesbian, gay and bisexual staff and officers. We continue to be featured in the Stonewall Recruitment Guide and to be active supporters of the range of Stonewall networking and training events held throughout the year.

Kent Police was awarded 9th place in the Stonewall Workplace Equality Index 2010, retaining our place in the top 10 organisations; this is only the fourth year we have participated in the Index, which features the top 100 employers in Britain for lesbian, gay and bisexual (LGB) people and measures equality in the workplace. To qualify for a placing employers have had to demonstrate significantly higher standards of good practice than ever before.

### **3.2.5 Disability Hate Crime Conference**

In September 2009, Kent County Council, in partnership with Kent Police and Medway Council, ran Kent's first conference on tackling disability hate crime and incidents. Called 'Know Your Rights, Right The Wrongs'. The idea for the conference was a result of the findings from the August 2008 Scope report 'Getting Away with Murder' (Quarmby: 2008).

The timing of the conference could not have been more relevant for it coincided with the release of findings following the Pilkington case of the Mother and disabled daughter murder / suicide following ongoing disability related harassment. One of the drivers for the conference was the understanding that the extent to which hate crime and hostility restricts disabled people's ability to lead independent lives was not readily recognised. It was also considered that disability hate and hostility had been taken far less seriously than racist and homophobic hate crime.

Disability hate crime was also recognised as being seriously under-reported: "It is generally agreed that around 60% of all crimes affecting the general population are unreported. Disabled people are even less likely to report crimes against them than non-disabled people (particularly those with learning difficulties or those experiencing mental distress)." (Quarmby, 2008:13). What's more, when it occurs, it is commonly not recognised for what it is, and as a result, sentences passed often do not reflect the severity of the crime.

The main aims of the conference were to:

- Raise awareness of disability hate crime,
- Make disabled people from across Kent aware of what is being done both within the criminal justice system and at local authority level to tackle it,
- Empower disabled people,
- Increase understanding of the law, and
- Consider how positive changes can be made.

The 'Getting Away With Murder' report, and other recent texts on the subject of disability hate crime have made it clear that a wide range of organisations have different key roles to play in tackling the problem. Under the principle of 'nothing about us without us', it was vital that there should be people at the conference representing as wide a range of impairments as possible, so that their views could influence our work to tackle disability hate crime in the county.

A number of individuals were invited to present at the conference, these included: A senior policy advisor to Crown Prosecution Service (CPS) at national level, and speakers on behalf of West Kent Crown Prosecution Service, Kent Police, Kent Fire and Rescue and Kent County Council. Under the heading 'Disabled People Speak Out' there were contributions from D/deaf people, visually impaired people (VIP), people with physical impairments, people with learning difficulties and mental health survivors.

Keynote speakers included Kent Police Chief Constable Mike Fuller and Peter Gilroy, Chief Executive, Kent County Council.

Following the conference we are integrating additional ways of working with our partners to tackle all forms of hate crime.

### **3.2.6 Equality Impact Assessments (EIA)**

Our Disability, Gender and Race Equality Schemes commit us to equality impact assess existing and new policies and services; they also help us identify potential institutional discrimination within the service. Although not a statutory requirement, we have extended EIAs to include age, religion and belief and sexuality.

The assessment begins as soon as new policies or services are being planned. There are two types:

- An initial assessment or screening is required to all existing policies or functions. The assessment could be based on existing knowledge, data, and best estimates of the scope of the issue and the people it will affect.
- A full impact assessment will include the results of external consultation, final recommendations and arrangements for monitoring and evaluating the assessment.

Every policy and standard operating procedure has either had an EIA completed or is in the process of being completed. We are required to publish the results of the assessments and recognise this is something we can improve on. We have discussed

this with the Kent Police Authority. All Force policies can be seen on the Kent Police website.

We have continued our commitment to training our staff on EIA processes and have utilised the services of a former police officer to deliver bespoke training to Police Officers and Police Staff. The Diversity Support Team also published a revised EIA Guidance in January 2010. Feedback on the training delivery has been very positive and we hope to continue to deliver effective training in this area over the forthcoming year.

### **3.2.7 Diversity History Month Celebrations**

Kent Police celebrates LGBT History Month every February, Gypsy and Traveller History Month every June and Black History Month every October. We have continued to work closely with Kent County Council and Medway Council to promote a wide range of activities throughout these months. Kent Police is committed to celebrate its diversity and that of our society as a whole.

Lesbian, Gay, Bi-sexual, Transgender (LGBT) History Month in February 2010 celebrates the lives and achievements of the LGBT community. In partnership with Kent County Council, Kent Police hosted an LGBT Joint Staff Support Groups' Seminar, bringing together existing Kent based LGBT Staff Support Groups, their employers and other public sector organisations across Kent. Its aim was to promote the benefits of LGBT Staff Support Groups and also explore the benefits of organisations joining the Stonewall Equality Champion's Network and participating in their annual Workplace Equality Index.

At another event Kent Police arranged for the Metro Centre in Greenwich to present to a range of public authorities across Kent the key findings of its 2009 report '*Branching Out – Kent and Medway Needs Assessment.*' This report assesses the needs and experiences of Kent's LGBT people, or those questioning their sexuality and/or gender who live, work, study or socialise in Kent and Medway. Bringing together public service providers across Kent this event provided an opportunity to agree how they can work in partnership to take forward the report's key recommendations.

Kent Police also hosted a public event titled '*Recognising Homophobic and Transphobic Hate Crime and Incidents*' at the Kent Police College. A recent rise in homophobic crime was brought into sharper focus with the murders of Gerry Edwards in Bromley and Ian Baynham in London, the attack on trainee police officer James Parkes in Liverpool and a vicious attack on a lesbian couple in Brighton. Stonewall's 2008 report on UK Gay Hate Crime reported that one in five lesbian and gay people in Britain have been a victim of one or more homophobic hate crimes or incidents in the last three years and three in four of these did not report them to the police. This event brought together Kent's public service providers and our LGBT communities to hear the different approaches to dealing with homophobic and transphobic crime and discuss the encouraging of reporting and the support to victims.

June is Gypsy and Traveller History Month. To help celebrate it a masterclass was organised on 11 June at Kent Police College with the organization Friend, Families and Travellers.

Throughout Black History Month in October Kent Police also co-ordinated and promoted activities and events with both Kent County Council and Medway Council. We helped to sponsor a range of football based activities around Kent for young people with tackling racism at its core, the Saheli Writers Dinner and Dance in Gravesend and the BME Youth Sports event, also in Gravesend. Included in the Month's celebrations were activities celebrating the role of other minority groups. October is also the month of celebrating Divali and North Kent BCU helped to organise events to recognise this.

### **3.2.8 Police Custody Diversity Workshop (South Kent)**

In January 2010 Folkestone police station hosted a diversity workshop focusing on the current custody procedures in South Kent to highlight and address any issues that might affect our diverse community & increase public confidence.

In total 22 people attended, including members of the South Kent Independent Advisory Group (IAG's), Kent Police Authority (KPA), Strategic Criminal Justice Department & the FHQ Diversity unit.

The day was opened by the Detective Inspector and then the group given a 'custody experience' by walking through the same process as a detained person would. Some willing volunteers were processed, going through rights, etc with their fingerprints taken.

The group was shown the cells & had an input from the custody nurse manager on roles & responsibilities.

After two hours in custody, the group retired to the classroom and had inputs from representatives from the Appropriate Adult Scheme and Independent Custody Visitors (ICV's). They also had inputs on the right to complain & legal rights.

Each participant was asked to complete a feedback sheet on the day, particularly on content, any issues & the worth of the event. The feedback was extremely positive feedback. Everybody was impressed not only by the standard of service that we provide to detained persons, but also by the content of the day & attention to detail.

There was also opportunity to show to the KPA representatives how the custody processes will be streamlined under the Custody Change Project.

In conclusion, by opening up our custody suite to the community we serve, we have made a positive contribution towards increasing public confidence and helped shed some light on the realities of how we deal with prisoners. The recommendation was that all Kent BCUs consider holding similar events.

### **3.2.9 North Kent BCU – A Case Study**

North Kent has continued in delivering against a range of different initiatives to drive forward equality and diversity in service delivery. These activities have included the development of the localised AA1 Compliant Equality and Diversity Training. New workshops in the past year include, Disability Part 1 - Mental Health, African Religion and Cultural Norms, Understanding Hinduism and others are in planning to ensure all strands of diversity are covered. This enables police officers and staff to embrace

learning which aids understanding and service delivery and this drives up levels of confidence and satisfaction.

The citizen focussed community events have reinforced the positive community relations that exist in North Kent and these have included Melas, World Mental Health Day, Lesbian Gay Bisexual Transgender History Month, Black History Month to name only a few. Attendance by the police includes a logo on all posters, a display stand and a member of staff to address the audience.

Community Surgeries have been trialled within the community involving local Neighbourhood Team and the Community Liaison Officer and these have proven to be successful for individuals feeling confident about highlighting issues of concern to them.

Furthermore, the initiative of "Using Police Estate as a Community Facility" has gone from strength to strength where more groups are holding their meetings at the police station and involving a police speaker for a subject of their choice around policing i.e. stop search, recruitment.

Police impact is properly evaluated to make appropriate adaptations to delivery but also to scan the horizon for other new initiatives to see what worked and at what cost to how many people in order to implement change that is affordable, relevant and meets the needs of the communities.

### **3.2.10 Hate Crime Walk Through Exercise**

In consideration of the Kent Police Policy surrounding Hate Crime investigation and the relationship with victim satisfaction, members of Kent and Medway's diverse communities were invited to attend a Hate Crime Incident walk through exercise held at Kent Police Headquarters in March 2010.

16 members of the community, including some stakeholder partners and the Independent Advisory Group, received a presentation of a case scenario covering the initial call to the Force Communications Centre, the initial responsibilities, going through the processes of police attending and liaising with the victim, right the way through to the investigative processes eventually taking the matter to a court. The gathered audience were afforded the opportunity to critically feedback throughout the exercise in order for Kent Police to consider more widely the impact our policies and procedures have on the communities we serve.

The event was a considered success and the feedback will be used in the evolution and development of our hate crime procedures and policies.

### **3.2.11 Critical Incident Tabletop Exercises**

In consideration of Kent Police's processes of dealing with Critical Incidents each of Kent Police Basic Command Units (BCU) held a tabletop exercise, surrounding a delicate, sensitive community critical incident, between October 2009 and March 2010. Members of the community as well as the local Independent Advisory Groups were invited, complemented by local police officers and staff. The participants were mixed up and spread out over a selection of tables in order to balance police knowledge, experience and community representation. The real time events of a vulnerable missing person were given to the audience by means of a paper feed and

they were given opportunity to discuss within their groups and then feedback to the whole group for each stage.

Considerable discussion and debate was generated as a consequence of the wide views of the audience leading to improved learning and understanding for all participants. One of the aims of the tabletop exercise was to increase membership to our group of Independent Critical Incident Advisors and some 30 individuals have expressed their desires to assist us to date as a consequence of the exercises.

Feedback was good and the exercises were a considered success. It is intended to hold similar events on a regular basis in the future and in any case at least once per year.

### **3.3 EMPLOYMENT**

#### **3.3.1 Police Employee Development Programmes**

The Career Progression Department seeks to ensure equal access to development information and opportunities through the increasing availability of information on the career management intranet site, and fair selection processes for development opportunities.

The Force Mentoring Scheme is available to police employees and Career Progression inputs were given at the Kent Network of Women Annual Conference. (See Mentoring section)

Leadership training is available to all officers and staff within the organisation to equip them with the skills required to give them the confidence and competence to become effective leaders and managers for the service.

They have introduced a staff development programme in conjunction with Kent County Council, for Police Staff grades A-C. Staff in these grades form the largest single group of Kent Police employees but have, in the past, had few development opportunities. This course covers motivation, realising potential, personal effectiveness, time management and prioritisation, effective team working, communication, dealing with difficult situations and customer focus. This has been very well received and over 50 people have now completed this programme, the majority of whom have been women. There have been some noticeable successes, with a number of staff who have completed the course, seeking and gaining more responsible jobs within the organisation.

Kent Police has encouraged a number of police officers and staff, including those who would normally be unwilling to consider it, to the Positive Action Leadership Programme. The feedback from this course has been very positive, with delegates reporting that it was exceptionally good at building self-confidence and empowerment.

Ranges of other initiatives are being considered as part of the force's talent management strategy, which is currently being developed.

Eight police staff and officers have been trained and accredited to deliver in Force Personal Development Programme called 'Spring Forward' which is designed to help remove internal barriers to career progression within the service and improve individual confidence. It will be of particular benefit to under represented groups within the Service.

Human Resources have run road shows and internal staff focus groups, surrounding gender progression, on the Police BCUs and in some specialist departments. The focus groups have identified barriers to female progression within the service and have sought to provide remedies and solutions. For example, guidance and support has been provided for female officers in respect of attending a promotion processes and they have been afforded mock interviews processes to increase confidence and competence.

### **3.3.2 Positive action in recruitment**

During 2009/10 the Kent Police initially had a local policing plan target of recruiting a total of 115 officers from Black and Minority Ethnic communities by 31st March 2010. However, due to the pressures of the current economic climate and the reduced numbers of officers leaving the force coupled with the high numbers of candidates pending a start date, the ability to achieve this target has been significantly reduced. At the end of the financial year 2009/10 the total number of BME officers in force is 114 and this has been seen as a significant achievement considering the difficult environment we are operating within.

It is yet to be established when recruitment will re-open and once this date has been agreed (likely to be mid 2011) targeted activity will recommence to ensure that individuals from under-represented groups are offered support in the form of positive action. The current positive action team structure is being reviewed with a view of moving resources into developing, supporting and retaining officers and staff from minority groups. This reflects the limited actions that can be taken at the present time in terms of recruitment and selection support.

The recruitment and selection team will continue to build community links and capture information from individuals from under-represented groups with a view of providing more comprehensive positive action closer to a new period of recruitment.

In spite of the issues outlined above Kent Police has been involved closely with minority ethnic communities, both established and emerging (e.g. Nepalese). Working with the minority communities we have assisted in identifying medium to longer-term positive action such as signposting Ghurkhas to adult education to improve their English language and written skills to place them in a more confident position to achieve success in our future recruitment and selection processes.

### **3.3.3 Mentoring**

The purpose of our Mentoring Scheme is to provide a professional mentoring service that supports the development of staff within Kent Police, to the benefit of both the employee and the service.

The Scheme draws on the ability, and expertise, of members of the service to help develop the skills and effectiveness of others. We have selected and trained a network of about 90 mentors. We have offered mentoring to all in Kent Police and have over 100 mentees involved in the process.

All officers and staff are now eligible for the scheme, but if numbers applying exceed the availability of mentors then priority will be given to those officers and staff from under-represented groups or those with specifically identified development needs that cannot be addressed by other means.

### **3.3.4 Diversity training – Managers CLDP**

The Core Leadership Development Programme (CLDP) Diversity course is a four-day modular based programme over a three-month period and is conducted at the Kent Police College (KPC) in conjunction with a designated community based placement. The programme starts with a classroom-delivered day at KPC which allows the students the opportunity to explore legislation, character traits, i.e. prejudice,

discrimination etc... and then the statutory duties and methods for challenging. This day also provides the opportunity to introduce and fully explain the process of the community placements.

Students attend and take part in a two-day placement where they have the opportunity to be immersed in diversity through an organisation, charity or community group. They will also experience and observe the management of diversity, staff and service users. The placement will be generally within the students working BCU or Directorate.

The final day of the programme is at the end of the three months when the students return to Kent Police College and have the opportunity to examine and discuss their placement experience along with other colleagues' experiences. The result is a full debrief day with lots of experiential learning being gained vicariously.

It is planned that 150 students will have completed this module by the end of the year.

The structure and methods of delivery ensure the continued professional development of the individual as well as complementing the development of the team the BCU / department. The process leads to wider community awareness and consideration of the wider effects of policing on the community with the ambition of enhancing public confidence with increased citizen focus.

### **3.3.5 Diversity training – Trainers**

Every trainer within Kent Police who has any responsibility for delivering any form of training is required to attend the two-week Training for Trainers course. This course continues in its current format to cater for new training staff and is delivered as the need is identified. This encourages diversity compliance and appreciation from design to delivery from all trainers and increases confidence to explore diversity issues by having a greater underpinning knowledge and understanding.

One of the roles of the Diversity Training Team is to review training material and delivery to ensure it meets the requirements of our Equality Scheme.

### **3.3.6 Diversity training – National Occupational Standard (NOS)**

Kent Police are fully committed to the promotion of equality and diversity as defined by the National Policing Improvement Agency (NPIA) and Home Office targets. The competence of staff in this area is measured annually, through initial assessment and Performance Development Review (PDR), against National Occupational Standards AA1 and AA2 (Race and Diversity), under the banner of public confidence. The commonalities between race and diversity and public confidence are so great that it is very difficult to abstract one from the other and therefore training when given covers both aspects.

Kent Police set a force target of 80% to be completed by December 2009; the national target is 75% to be completed by August 2010, and 100% by December 2010.

In the past 12 months the Diversity Training Team have delivered AA1 workshops and guidance to the following area and departments.

- May 2009 – Firearms
- June 2009 – Tactical Operations (Traffic, Dogs, Motorcycle units)
- July 2009 – West Kent
- September – November 2009 - Headquarters' departments.

Currently the Force is running at 84.14% completion rate and all BCUs and departments are fully engaged in the AA1 process and we are on target to complete the entire Force by December 2010 thus achieving the 100% national target.

### **3.3.7 External diversity training and awareness**

Kent Police Diversity Trainers have over the last year attended Colleges in Kent delivering diversity training to students on Public Services and Health Services programmes.

Kent Police Diversity Training is being recognised as a leader in its field and other police services and organisations are requesting they provide training. For example, they have delivered bespoke tailor made courses for Demelza House Hospice staff and volunteers. The Diversity Training Team has also delivered a diversity course to the Strategic Independent Advisory Group.

The Diversity Training team are now accredited as an awarding body with NCFE (Nation Council for Further Education) which means that the training courses will be submitted for accreditation to benefit internal as well as external students with a recognised accreditation which is transferable within public and private sectors as well as the voluntary sector. In turn that will lead to income generation for the Diversity Training Team and for the organisation. The course content has also evolved to become more work-based orientated.

### **3.3.8 Localised Programme**

A new local diversity-training model has been promulgated at Medway BCU in conjunction with the Diversity Training Team and will be widened to other Kent Police BCUs in the near future. The purpose of the training is to gear the direction and content of Diversity training to more readily reflect the demographics of the policing area and to move away from more generalised content. The delivery will evolve and develop in order to produce relevant and current content to officers and staff.

The localised delivery of the Diversity courses, where community members have provided a valuable learning event for staff that attend, will continue with the various courses delivered at the Kent Police College. But the development of training locally will add a neighbourhood element to this experience of learning that will provide a greater importance and relevance to the community needs and subject for the staff members.

The benefits of this approach are:

- Improved interaction with diverse communities.
- Better intelligence and information from the public.
- Increased community confidence.

- Improved performance at local and force level in diversity, equality and human rights issues.

### **3.3.9 Kent Police Student Officer Programme (KPSOP)**

The Kent Police Student Officer Programme is a twenty-four week programme during which Diversity is embedded throughout in accordance with National Occupational Standard AA1. The Diversity Training Team deliver the two-week induction programme, which provides a foundation of knowledge in policing and diversity. It is viewed that a solid foundation at this stage will benefit the student, organisation and other training that is delivered. Some subjects that will be delivered during the induction phase are:

- Police ethics and values.
- Police in the community.
- Improving public confidence.
- The effects of discrimination.
- Challenging inappropriate behaviour.
- Social cohesion.
- Legislation.

Student Officers also experience diversity placements within the community which take the form of two one week elements. One is diversity placement the other is community placement in first year of probation.

### **3.3.10 Training at the Force Communications Centre (FCC) including Public Enquiries Officers (Front Counters)**

The FCC Training and Development Team continue to provide the Diversity Training Guide, which provides staff with a 'tool kit' to use on how to effectively communicate taking into consideration the needs of the customer.

Within the FCC Induction programmes there is a specific input on the Single Equality Scheme additionally this remains a thread throughout this programme. Formative and summative assessments are conducted and include scenarios to measure staff behavioural and technical skills necessary to comply with the Single Equality Scheme. In discipline training e.g. Initial Crime Investigation Unit [ICIU], Area Contact Training and Resource Training there are specific scenarios to measure staff knowledge and application within their new role. Staff are also encouraged to utilise the Internet sites to obtain further knowledge of diversity issues e.g. Honour Based Crimes.

A one-day training input continues to be delivered by a qualified State Registered Nurse providing Mental Ill Health Awareness. This training is an additional module to the Induction programme for all new Staff. Existing staff, Public Enquiry Offices, supervisors and staff on a 'return to work' programme also have the opportunity to attend allowing them to develop additional knowledge

Over 70 members of staff have commenced the NCFE (Nation Council for Further Education) qualification in any one of the following areas:

- Dementia.
- Managing Equality and Diversity level 3.
- Certificate in Equality and Diversity.
- Safe Guarding Children.
- Mental Health Act.

Trainers have completed a new E-learning package in Safeguarding children that included Every Child & Young Person Matters and continue to attend a variety of workshops and master classes on areas such as Dyslexia, Mental Ill Health, Understanding African Religion and cultural norms and incorporate this awareness into training programmes.

Hate Crime Focus Groups have been held at the FCC over the past year by representatives from the Training Team and Diversity Support Team. The benefits of such engagement have assisted in developing working practice and training.

The Critical Stripes Programme provides Police Sergeants across the force an opportunity to attend the FCC listening into a variety of calls to broaden their knowledge and understanding of the wide community that we serve within the FCC.

### **3.3.12 Kent Police Specialist Operations and Operational Support Positive Action**

Over the past 12 months Kent Police has had two officers working on increasing representation, recruitment, retention, progression, development, and opportunities for all our diverse staff within the fields of Specialist Operations and Operational Support.

The Specialist Operations Directorate (SO) covers departments such as Special Branch, Major, Serious and Organised Crime, Fraud, Covert Support and Public Protection. Operational Support (OS) covers departments such as Firearms, Public Order, Dog Units, Roads Policing, and Frontier Operations.

Work streams have included focus groups for female and minority ethnic staff to identify potential barriers and reporting on findings to Chief Officers within the organisation. The positive action officers also sit on some of the Action Groups as well as the Gender Progression Working Group.

A dynamic DVD film has been produced to highlight the exciting opportunities within the directorates for presentation to student officers, as well as officers at all levels of service within the organisation. To complement this a leaflet has been produced too.

Joints presentations from SO and OS, involving senior officer within the departments, have been presented to student officers at Kent Police College to heighten awareness and highlight career development opportunities.

Open days have been held at the Firearms department as well as attachment opportunities to highlight opportunities as well as adjustments made within the department to cater for female officers as well as other officers of smaller stature. E.g. Equipment and weapons. Three female officers have been accepted for initial firearms training.

Tailor-made fitness programs have been introduced for female officers who may be preparing themselves for Operational Support roles of a more physical nature to increase their opportunities for achieving the required fitness levels for the role.

Roads Policing have introduced two smaller motorcycles to increase opportunities for female officers, and other officers of smaller stature, to apply for positions within the team.

A number of Open Days, as well as inputs and displays at staff support association events, have allowed for drop in opportunities for staff considering their career aspirations.

Research work has led to role advertisements being disseminated via Staff Support Groups, as well as via the usual channels within Kent Police, to increase the audience of staff who may wish to consider applying.

Across the Specialist Operations and Operational Support directorates Equality and Diversity Forums have been established to assist Agenda for Action initiatives as well as to discuss equality and diversity matters.

## Appendix A: Workforce profile

### Workforce

(As at 31 March 2010)

Police Officers	% of total by Rank (actual)		
	Minority Ethnic	Female	Disability
Constable	3.2 (94)	42.1 (882)	1.2 (37)
Sgt	1.3 (7)	25.2 (107)	2.3 (12)
Insp/Ch Insp	2.4 (6)	19.3 (41)	1.2 (3)
Supt/Ch Supt	5.1 (2)	23.3 (7)	0
ACPO	16.7 (1)	0	0
<b>Total</b>	<b>2.9 (110)</b>	<b>27.3 (1037)</b>	<b>1.4 (52)</b>

Police Staff (excl. FCC)	% of total by Grade (actual)		
	Minority Ethnic	Female	Disability
Grades A-G	2.6 (60)	58.6 (1338)	2.1 (48)
Grades H - M	1.1 (1)	37.8 (37)	2.1 (2)
Chief Officer	0	0	0
<b>Total</b>	<b>2.6 (61)</b>	<b>57.8 (1375)</b>	<b>2.1 (50)</b>

FCC Staff	% of total (actual)		
	Minority Ethnic	Female	Disability
All grades	<b>2.3 (10)</b>	<b>70.7 (314)</b>	<b>4.7 (21)</b>

Special Constabulary	% of total by Rank (actual)		
	Minority Ethnic	Female	Disability
Special Constable	4.8 (12)	29.6 (74)	
Special Sgt	0	9.7 (3)	
Special Inspector	8.3 (1)	8.3 (1)	
Chief Officer	0	0	
<b>Total</b>	<b>4.35 (13)</b>	<b>26.1 (78)</b>	<b>n/a</b>

PCSO	% of total (actual)		
	Minority Ethnic	Female	Disability
PCSO & supervisor	<b>4.2 (16)</b>	<b>50.3(193)</b>	<b>n/a</b>

Key Departmental Objectives	Target	Current as at 30/03/10	Indicator
Percentage of minority ethnic police officers of the total number of all police officers ( <i>includes Career breaks</i> )	Home Secretary's Race Employment Target for Kent for 31.3.10 = 2%	2.9%	
Percentage of minority ethnic police staff (including PCSOs) of the total number of all police staff. ( <i>Includes Career breaks</i> )	Home Secretary's Race Employment Target for Kent for 31.3.10 = 2%	2.7%	
Percentage of minority ethnic Specials (Headcount) of the total number of all Special Constabulary.	Home Secretary's Race Employment Target for Kent for 31.3.10 = 2%	4.5%	

**Recruitment** (includes transfers in from other forces)

(As at 31/12/09)

Police Officers	% of total by Rank			Police Staff (excl. PCSO & FCC)	% of total by Grade		
	Minority Ethnic	Female	Disability		Minority Ethnic	Female	Disability
Constable	4.17%	26.39%	0.69%	Grades A-G	4.76%	60.85%	0.53%
Sgt	0.00%	50.00%	0.00%	Grades H - M	0.00%	37.50%	0.00%
Insp./Ch Insp.	0.00%	0.00%	0.00%	Chief Officer	0.00%	0.00%	0.00%
Supt/Ch Supt	0.00%	0.00%	0.00%	Total	4.57%	59.90%	0.51%
ACPO	0.00%	0.00%	0.00%	FCC Staff	1.54%	76.92%	0.00%
Total	4.03%	26.17%	0.67%	PCSOs	3.45%	44.83%	0.00%
Special Constabulary	6.90%	41.38%	0.00%	<b>Staff Total</b>	<b>3.78%</b>	<b>62.20%</b>	<b>0.34%</b>

**Promotions**

(As at 31/12/09)

Police Officers	% of total by Rank		
	Minority Ethnic	Female	Disability
Sgt	2.13%	12.77%	6.38%
Insp./Ch Insp.	20.00%	20.00%	0.00%
Supt/Ch Supt	0.00%	22.22%	0.00%
ACPO	N/A	N/A	N/A
Total	4.55%	15.15%	4.55%

**Grievances** (procedure invoked)

Police Officers	% of total by Rank			Police Staff (excl. PCSO & FCC)	% of total by Grade		
	Minority Ethnic	Female	Disability		Minority Ethnic	Female	Disability
Total				Total			
Special Constabulary	0.00%	0.00%	0.00%	<b>Staff Total</b>	<b>N/a</b>	<b>N/a</b>	<b>N/a</b>

**Subject to Disciplinary action**

(For the period 1.1.10 to 31.3.10)

Police Officers	% of total by Rank			Police Staff (excl. PCSO & FCC)	% of total by Grade		
	Minority Ethnic	Female	Disability		Minority Ethnic	Female	Disability
Total	N/a	30.0 (3)	N/a	Total	N/a	N/a	N/a

**Leavers**

(As at 31/12/09)

Police Officers	% of total by Rank			Police Staff (excl. PCSO & FCC)	% of total by Grade		
	Minority Ethnic	Female	Disability		Minority Ethnic	Female	Disability
Constable	7.23%	15.66%	1.20%	Grades A-G	3.57%	69.29%	0.71%
Sgt	10.53%	5.26%	10.53%	Grades H - M	0.00%	44.44%	0.00%
Insp./Ch Insp.	0.00%	37.50%	0.00%	Chief Officer	0.00%	0.00%	0.00%
Supt/Ch Supt	0.00%	0.00%	0.00%	Total	3.36%	67.79%	0.67%
ACPO	0.00%	0.00%	0.00%	FCC Staff	3.13%	65.63%	3.13%
Total	7.02%	14.91%	2.63%	PCSOs	0.00%	29.03%	0.00%
Special Constabulary	6.90%	34.48%	0.00%	<b>Staff Total</b>	<b>2.83%</b>	<b>61.79%</b>	<b>0.94%</b>

**Leavers who have re-joined as Police Officers****(As at 31/12/09)**

<b>Police Officers</b>	<b>% of total by Rank</b>		
	<b>Minority Ethnic</b>	<b>Female</b>	<b>Disability</b>
Staff	0.00%	50.00%	0.00%
PCSO	0.00%	7.14%	0.00%
Special Constabulary	0.00%	28.57%	0.00%
Total	0.00%	24.14%	0.00%

**No diversity data available for staff training or staff performance**

## **KENT POLICE**

# **EQUALITY, DIVERSITY AND HUMAN RIGHTS STRATEGY 2010 - 2013**

### **Introduction:**

Kent Police is an inclusive and consultative organisation that is creating a workforce that reflects the population of Kent and a working culture that treats everybody with fairness, dignity and respect. Our working environment encourages and supports everyone to meet their full potential and challenges discrimination, harassment and bullying.

We will meet the diverse needs of everyone living, working and visiting Kent by respecting their human rights, by delivering accessible and responsive services and providing opportunities for people to get involved in decisions that affect their lives.

### **Our aim:**

To be acknowledged as a police service that focuses on the needs of all citizens and effectively meets the changing, and diverse needs, of Kent's communities, visitors, and our workforce and maintains and improves their trust and confidence.

### **Equality, Diversity and Human Rights strategic objectives:**

Our three strategic objectives are to:

**Objective One - Operational delivery** – *delivering services that are accessible, responsive and meet the needs of all communities*

*This includes –*

- Providing high standards of citizen-focussed policing to everyone, regardless of their background or personal or social circumstances
- Improving trust and confidence in policing among all members of the community, especially those who may feel disadvantaged, excluded vulnerable, isolated or marginalised and because of age, disability, ethnicity, gender, race, religion or sexuality.
- Engaging, consulting and communicating with local communities and partners.
- Treating everyone as individuals, without prejudice, supporting and acknowledging their rights to be different in their abilities, culture, values, lifestyles and beliefs
- Working with diverse communities to minimise the impact that counter terrorism operations and activity can have on them, and to improve confidence levels.

*We will know when we are successful when –*

- All communities tell us they have confidence in us and they feel safe and secure
- All communities volunteer information, willingly engage with our policing initiatives and operations, and when we have acted on information provided
- Relevant communities and statutory and voluntary organisations work with us to produce joint initiatives.

*Implementation will involve -*

- Actively involving, and supporting, key stakeholders within our organisation, the Kent Police Authority, Independent Advisory Groups and Neighbourhood Policing community forums
- Actively consulting and engaging people from diverse and marginalised groups on any policies or procedures likely to affect them
- Placing emphasis on consulting and involving often-overlooked groups and communities, including Gypsies and Travellers and new and emerging communities
- Monitoring and reviewing our policies to ensure that we are not discriminating or disadvantaging any group
- Monitoring the use of our police powers, for example the power to stop and search, so that we are able to demonstrate fairness and proportionality in our approach.

**Objective two - People and culture** – *building an inclusive and supportive working environment that encourages development and progression of all staff*

This includes -

- Providing a working environment that values and respects the identity, ability and culture of each individual and that challenges discrimination, harassment, bullying and victimisation
- Employing, and developing, a workforce which reflects the diverse communities of Kent
- Training and developing our workforce to recognise the value of equality and human rights for policing and that managers are meeting the needs of a diverse workforce
- Ensuring the public and workforce has confidence in our professional standards and disciplinary procedures.

*We will know when we are successful when –*

- Our workforce reflects Kent's diverse communities
- Our employees have been trained to appreciate, and are confident in their understanding, of key equality and human rights issues in policing and employment
- Our employees understand the value and strength of diversity and respect personal dignity and difference
- All our managers and supervisors have been trained, and understand, the performance appraisal and conflict resolution procedures
- Staff support groups for disability, gender, race, religion and sexuality, are in place and say that they are valued by the organisation
- When we have a confident working culture where prejudice and discrimination on the grounds of a person's age, disability, ethnicity, gender, race, religion or sexuality, and others forms of unacceptable practices and behaviours, are challenged and not tolerated.

*Implementation will involve -*

- Effective employee/management partnership in relation to equality and diversity initiatives, with the active involvement of Staff Support Groups
- Monitoring our staff recruitment, retention and progression, including training, disciplinary and grievance procedures, to check for discrimination. Publish these results in our annual progress report, sharing information with our key stakeholders
- Giving our staff the necessary training.

**Objective three – Organisational processes** – *embedding equality into organisational processes and the management of performance*

*This includes -*

- Mainstreaming equalities and human rights activity into everything we do and applying the National Policing Improvement Agency's Equality Standard for the Police Service as the major leverage to achieve this
- Applying our police powers fairly and monitoring them so we are able to identify any discriminatory practices
- Achieving consistently high standards of investigation into crimes where the perpetrator is motivated by hate
- Ensuring our practices, policies and procedures are fair, ethical, avoid institutional discrimination and are responsive to diverse needs
- Sharing our practices and procedures with other organisations and to become the role-model that other organisations, in both the public and private sectors can emulate to develop their own practices and procedures
- Influencing the national agenda by responding to government consultations and to support organisations which promote fairness eg Stonewall, Employers' Forum on Disability etc
- Not tolerating discrimination or exclusionary behaviours in any form and learning from our mistakes.

*We will know when we are successful when -*

- Equality, diversity and human rights considerations are embedded in everything we do
- We can demonstrate fairness in policing and employment practices
- External complaints, including from minority and marginalised communities, are resolved efficiently, fairly and within a reasonable time frame
- We work with other organisations to promote equality, diversity and human rights in service delivery and employment.

*Implementation will involve -*

- Effective communication of this Strategy
- Publishing a Single Equality Scheme, (which will incorporate the statutory Disability, Gender and Race Equality Schemes), which we have consulted on and shows our objectives and how we will deliver them
- Monitoring progress to meet the objectives shown in our Single Equality Scheme, and saying what progress has been made in our Equality, Diversity and Human Rights Annual Report
- Devolving responsibilities from the Force Performance Management Committee through to the Action Groups (*see below*), and elsewhere within the organisation, so that local ownership of our diversity objectives is mainstreamed
- Considering, and responding to, recommendations made at government level, inquiries and inspections
- Ensuring appropriate resources are provided to manage the delivery of this Strategy.

## **Responsibilities and governance:**

*Whilst specific responsibilities are given to certain people, all our staff are personally responsible for observing and conforming to the aims of this strategy.*

### **Chief Officer Team (COT):**

The COT has collective responsibility to provide a working environment to support this strategy and to ensure it is consistently applied throughout the organisation.

### ***Force Performance Management Committee (PMC)***

The PMC, which is chaired by the Deputy Chief Constable, has responsibility for overseeing the application of this Strategy and ensuring that our equality and diversity objectives are met.

### ***Equalities and Standards Board***

The ESB, which is chaired by the Assistant Chief Constable (Human Resources and Learning and Development), has responsibility for agreeing actions to meet our equality and diversity objectives and monitors progress.

### ***Action Groups***

A number of action groups, Chaired by senior employees, take forward different aspects of our equality and diversity objectives and ensure that they are consistently applied across the Service.

### **Kent Police Authority (KPA)**

Kent Police is accountable to the KPA, which scrutinises our performance against objectives

### **Legislative duties:**

Kent Police's desire to promote equality, diversity and human rights is not driven merely by the need to meet legislation. However, we will comply with all legislation promoting equality, diversity and human rights, making discrimination illegal, on the basis of someone's:

- Age
- Disability
- Gender
- Race
- Religion and belief
- Sexuality.

### **For more information:**

Diversity Support Team  
Kent Police Headquarters  
Sutton Road  
Maidstone  
Kent ME15 9BZ.

E-mail: [diversity.team@kent.pnn.police.uk](mailto:diversity.team@kent.pnn.police.uk)

Visit: [www.kent.police.uk](http://www.kent.police.uk)

This document replaces the Race and Diversity Equality Strategy 2006 – 2009 and is available in alternative formats and can be explained in a range of languages. E-mail [diversity.team@kent.pnn.police.uk](mailto:diversity.team@kent.pnn.police.uk) It was adopted at the Force's Planning Committee on March 16, 2010.

This Strategy also supports the tri-partite Police Service's Equality, Diversity and Human Rights Strategy, jointly adopted in December 2009 by the Home Office, Association of Police Authorities the Association of Chief Police Officers. See:

[http://www.npia.police.uk/en/docs/edhr\\_strategy\\_for\\_the\\_police\\_service\\_english.pdf](http://www.npia.police.uk/en/docs/edhr_strategy_for_the_police_service_english.pdf)

## **Appendix C: Useful contacts**

### **Employers Forum for Age**

Floor 3, Downstream  
1 London Bridge  
London SE1 9BG  
Telephone: 0845 456 2495  
Email: [efa@efa.org.uk](mailto:efa@efa.org.uk).  
Website: <http://www.efa.org.uk>

### **Employers Forum for Belief**

Floor 3, Downstream  
1 London Bridge  
London SE1 9BG  
Telephone: 0207 785 6533  
Email: [info@efbelief.org.uk](mailto:info@efbelief.org.uk)  
Website: <http://www.efbelief.org.uk>

### **Employers Forum for Disability**

Nutmeg House  
60 Gainsford Street  
London SE1 2NY  
Telephone: 020 7089 2470  
Email: [enquiries@employers-forum.co.uk](mailto:enquiries@employers-forum.co.uk)  
Website: <http://www.disabilitystandard.com>

### **Equality and Human Rights Commission**

Kingsgate House  
66-74 Victoria Street  
London SW1E 6SW  
Telephone: 0207 215 8415  
Email: [news@cehr.org.uk](mailto:news@cehr.org.uk)  
Website: <http://www.cehr.org.uk/>

### **Gender Trust**

PO Box 3192  
Brighton  
East Sussex BN1 3WR  
Telephone: 01273 234024  
Email: [info@gendertrust.org.uk](mailto:info@gendertrust.org.uk)  
Website: [www.gendertrust.org.uk](http://www.gendertrust.org.uk)

### **Medway Racial Equality Council**

2nd Floor, Municipal Building  
Canterbury Street  
Gillingham  
Kent ME7 5LA.  
Telephone: 01634 333880  
Email: [mrec@hotmail.com](mailto:mrec@hotmail.com)

**North West Kent Racial Equality Council**

Enterprise House

8 Essex Road

Dartford

Kent DA1 2AU.

Telephone: 01322 287251

Email: [info@nwkrec.com](mailto:info@nwkrec.com)

Website: <http://www.go-se.gov.uk/gose/peopleSusComms/communityCohesion/nwkentREC/>

**Stonewall**

46 Grosvenor Gardens

London SW1W 0EB

Telephone: 020 7881 9440

Email: [info@stonewall.org.uk](mailto:info@stonewall.org.uk).

Website: <http://www.stonewall.org.uk>

**Scope**

6 Market Rd

London N7 9PW

Telephone: 020 7619 7725

Email: [accessanddiversity@scope.org.uk](mailto:accessanddiversity@scope.org.uk)

Website: [www.scope.org.uk](http://www.scope.org.uk)

**The Metro Centre** - Greenwich

Norman House, 110-114 Norman Rd, SE10 9QJ

Tel: 020 8305 5000

Fax: 020 8305 5001

Email: [info@metrocentreonline.org](mailto:info@metrocentreonline.org)

Website: <http://www.metrocentreonline.org/>

## **Appendix D: Your views**

We aim to promote equality of opportunity in service delivery and employment. Our Single Equality Scheme shows how we aim to do this. The Scheme is updated from time to time, (most recently April 2010), after consultation with residents, businesses, community and voluntary groups, faith communities and elected representatives.

We want to get things right, so your views and opinions on what we are doing are important to us. We look forward to hearing from you and working with you to develop our equalities strategy and plans.

To comment and to learn more about our Single Equality Scheme, please contact the Diversity Support Team on 01622 652444 or e-mail to [diversity.team@kent.pnn.police.uk](mailto:diversity.team@kent.pnn.police.uk)

Visit us at: [www.kent.police.uk](http://www.kent.police.uk)

## Appendix E: Contact us

In an emergency dial: 999  
For all non-emergency calls: 01622 690690

For all non-emergency calls for d/Deaf and speech impaired people, use the SMS text messaging service. Start the text with the word `Police`, write the message and then send to 60066. Kent Police will reply with a confirmation message.

Kent Crimestoppers: 0800 555111  
Anti Terrorist Hotline: 0800 789321  
National domestic violence helpline: 0808 200247  
Kent Homophobic and Transphobic incident reporting line: 0800 328 9162  
Kent Racial incident reporting line: 0800 138 1624

### **The above services are available 24/7.**

You can also report minor crimes, such as theft and criminal damage, to Kent Police by logging onto the Kent Police Website at <http://www.kent.police.uk> and select the quick link.

Information in respect of Hate Crime and reporting of incidents can be found by visiting the Kent Police website or by following the link  
[http://www.kent.police.uk/Contact%20Us/hate\\_crime/hate.html](http://www.kent.police.uk/Contact%20Us/hate_crime/hate.html)

***This document is available in alternative formats and can be explained in a range of languages.***

***Telephone 01622 652444 or email [diversity.team@kent.pnn.police.uk](mailto:diversity.team@kent.pnn.police.uk) for more information.***