



Lancashire Constabulary and  
the Police and Crime Commissioner

**JOINT DIVERSITY, EQUALITY AND INCLUSION  
PROGRESS REPORT 2022**



**The 2021-2026 Joint Diversity, Equality and Inclusion strategy for Lancashire Constabulary was published in 2021.**

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

Our force strives to not only break down and remove any barriers our communities and our employees may face but also to provide equal and fair opportunities for all. We place respect and fair treatment for everyone at the heart of what we do, from the most vulnerable in our communities to our colleagues, and we take pride in policing without fear or favour. The force continues to receive national recognition for our commitment to Diversity, Equality and Inclusion and continually strives to provide a fair, responsive and effective service to all our victims and communities in Lancashire.

The Constabulary has developed its key priorities by putting victims and our communities at the heart

of everything to deliver an outstanding service to the public by continually working towards improving trust and legitimacy in policing.

It is also important to ensure that policing is balanced across the county so all areas of Lancashire can have the confidence that officers will be there when they need them. Historically this has been incredibly challenging to police in a county like Lancashire which is made up of both rural and inner-city urban areas. We continue to strive for this balance to overcome some of the challenges our rural areas are facing and acknowledge that rural crime can destroy lives and livelihoods. It was highlighted in 2020, that Lancashire was one of the most affected counties in terms of the cost of rural crime, estimated at over £1.3m. We have now invested in a specialist Rural Taskforce team to ensure that nobody should have to put up with sub-standard services just because of where they live. Through our newly launched Peoples Voice initiative we continue to improve our understanding of the impact of policing on all our communities including our minority and marginalised communities. We continually build on this to ensure that all our officers and staff are providing a fair and equitable service delivery to all our victims and communities.

As part of the Chief's ambition, we address social mobility through our local colleges and

work with people from socio-economically disadvantaged backgrounds to raise aspiration and invest in our young people.

Lancashire Police have exceeded their national target, boosting the number of resources available to fight crime and keep communities safe. We are on target to recruit an extra 509 officers by 31st March 2023 and in October alone, 140 new officers were sworn into the force to begin their careers as police officers. Lancashire is also recruiting a further 103 officers, funded by the Police and Crime Commissioner (PCC), taking the total number of new officers to 612. Currently, Lancashire has the highest attraction rate in the UK for females joining policing through the Police Uplift Programme.

This provides significant opportunities in capacity, capability and improving diverse representation within the service to improve our quality of service to all our victims and communities. In Lancashire, our Chief Officer Team are at the forefront in acknowledging that having a cognitive and visibly diverse workforce increases cultural awareness and cultural competency in the organisation and subsequently, allows us to offer an outstanding policing service to all our communities.

It's through these new recruits that we will see the best possible use of additional resources

coming into Lancashire, as we build on the recent His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) report that hailed Lancashire Constabulary as one of the best forces in the country, and ensure we deliver the effective and efficient police service that the public deserve.

Our Diversity, Equality and Inclusion outreach team offer positive action support and additional insight to ensure that we are an employer who is accessible to all our communities. The force has introduced various entry pathways to increase the variety of roles that are on offer to our communities. In the rolling 12 months to July 2021, 8.5% of successfully recruited candidates were from a minority ethnic background and 56% were female. Our commitment to developing a workforce representative of all our communities without lowering our standards continues as we progress into the 3rd year of the Police Uplift Programme.

We continue to develop our partnership approach through pan-wide Lancashire strategies based at the heart of our communities offering tailored, effective and equitable policing. Our innovative partnership approach through the Lancashire Resilience Forum (LRF), Lancashire Volunteer Partnership, Lancashire Partnership Against Crime (LANPAC), Lancashire Violence Reduction Network is key in guiding the multi-agency response to policing issues within the county and helping to improve our

capability to make fair, equitable and collective decisions for the people who live and work in Lancashire.

We drive locally designed crime prevention initiatives supported by money seized from criminals through the Proceeds of Crime Act (POCA). We continue our work through Lancashire Partnership Against Crime (LANPAC) which is a unique collaboration between Lancashire Constabulary, Lancashire Businesses and Public Services working together to reduce levels of crime and disorder across the county. Over £4 Million has been allocated to prevent various crimes to safeguard our most vulnerable communities.

The progress we have made so far makes us proud. However, we acknowledge that we still have more societal challenges ahead of us, and are presented with new ones in an ever-changing society and in the ever-evolving world of policing, but we remain committed to progress continuous improvement and positive change

This report reflects on what we have achieved so far and sets the direction of where we want to be. It's a statement of the hard work and long-term commitment to working with our communities and being a champion of equality for everyone.



**Chris Rowley**  
Chief Constable



**Andrew Snowden**  
Police and Crime  
Commissioner

## Objective 1

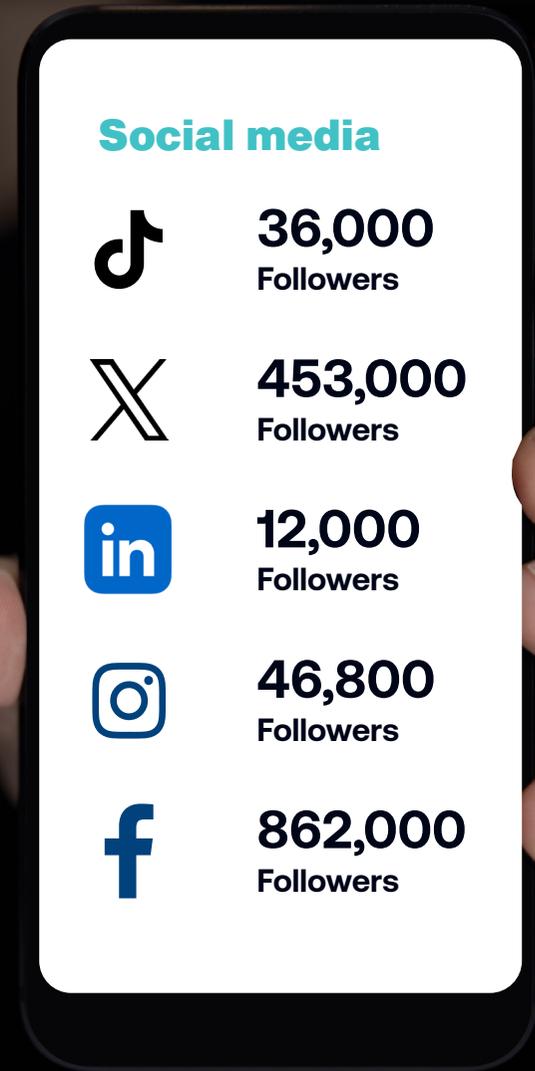
**We continue to provide a fair, responsive and effective service to every Lancashire community.**

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

The Constabulary has invested in a dedicated Diversity, Equality, and Inclusion team to enable us to continually improve our understanding of how we can improve our processes and interactions with all our diverse communities and groups.

We continue to grow and develop our digital channels to maximise our online engagement opportunities across our communities in Lancashire. As at the end of September 2022, we had 862,000 Facebook followers across all our corporate channels, and we continue to reach and engage with millions of unique users each month.

We have grown our twitter following to 453,000 and reached 46,800 followers on Instagram and 12,000 on LinkedIn. We also continue to grow our following of young people on TikTok which now stands at 36,000. Some of our content has been extremely popular – reaching more than 1 million views and receiving recognition through awards.



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

We open ourselves up to scrutiny through our diverse Independent Advisory Groups who act as critical friends and help to inform our policing response and tactics. We work proactively with our communities through the introduction of a county-wide Community Ambassador Network (CAN) made up of more than 100 community members that allows us to continue to improve trust and confidence in police practices and processes.

**To improve the legitimacy of our service delivery, we will pro-actively seek out and address disproportionality (across all protected characteristics) in all areas of Lancashire and assess the impact on our communities.**

We continue to strive to root out employees that don't meet our organisational standards, and remove them from our organisation and have introduced an "Integrity Line" which allows our staff to anonymously report or "whistle blow" any officers or staff who are breaching our code of ethics.

We have a dedicated specialist Professional Standards Advisor who is involved in the decision-making process from initial steps to outcomes and where appropriate, provides guidance based on lived experiences of staff and communities. This advisory mechanism has created further confidence in the systems and processes that we use for both internal and external complaint processes. Quarterly reviews of all discrimination complaints and use of police powers is undertaken to identify themes to addresses gaps in learning and understanding through training and awareness raising.

**We continue to improve our collation and analysis of demographic data across the communities.**

We have introduced a Business Intelligence dashboard, which provides us with detailed and comprehensive data insight on our daily interactions with the public and our vulnerable victims.

We continue to collate data from multiple, open sources as well as other key stakeholders to better understand changes to the demographic make-up of our communities.

We use this data to enhance our work with our new and emerging communities such as understanding how we support our existing established diverse communities who may be living in the area or supporting new communities who may have chosen to rebuild their lives in Lancashire.

We work pro actively with other agencies such as the Home Office to improve our understanding of new and emerging communities who are being established in our areas through various government initiatives. We endeavour to deliver cultural policing awareness sessions in a multitude of languages to our new and emerging communities who bring diversity from across the globe to ensure that they can improve their confidence and trust in policing and at the same time, increase their understanding on what is lawful in terms of UK policing practices and processes.

**We continue to develop scrutiny groups to assess our service delivery in the use of police powers such as Stop Search, Hate Crime, Criminal Justice Service**

We have established independent external scrutiny panels to review our use of stop search, use of force, hate crime, etc., to help the organisation improve legitimacy of our actions both internally and externally. We have also established internal scrutiny panels to enable the organisation to continuously review our actions and evolve as a learning organisation.

We invite our communities to come and observe our stop search hydra training, which, through interactive virtual reality training, gives them a unique insight and involvement in our policing processes, and helps to inform on how we continue to eliminate any form of bias from our process. We have monthly supervisory dip sampling of officers' body worn videos in relation to use of force, stop search and vehicle stops. Furthermore, the internal and external public scrutiny panels are invited to observe the body worn video footage to share

best practice and where necessary invite organisational learning and challenge.

We have also set up scrutiny panels in partnership with the Crown Prosecution Service (CPS) to improve how we respond and improve detection rates and positive outcomes for victims of hate crime. This is complimented by enabling our CPS colleagues to accompany us to visit our communities and share successful prosecution case studies in relation to hate crime

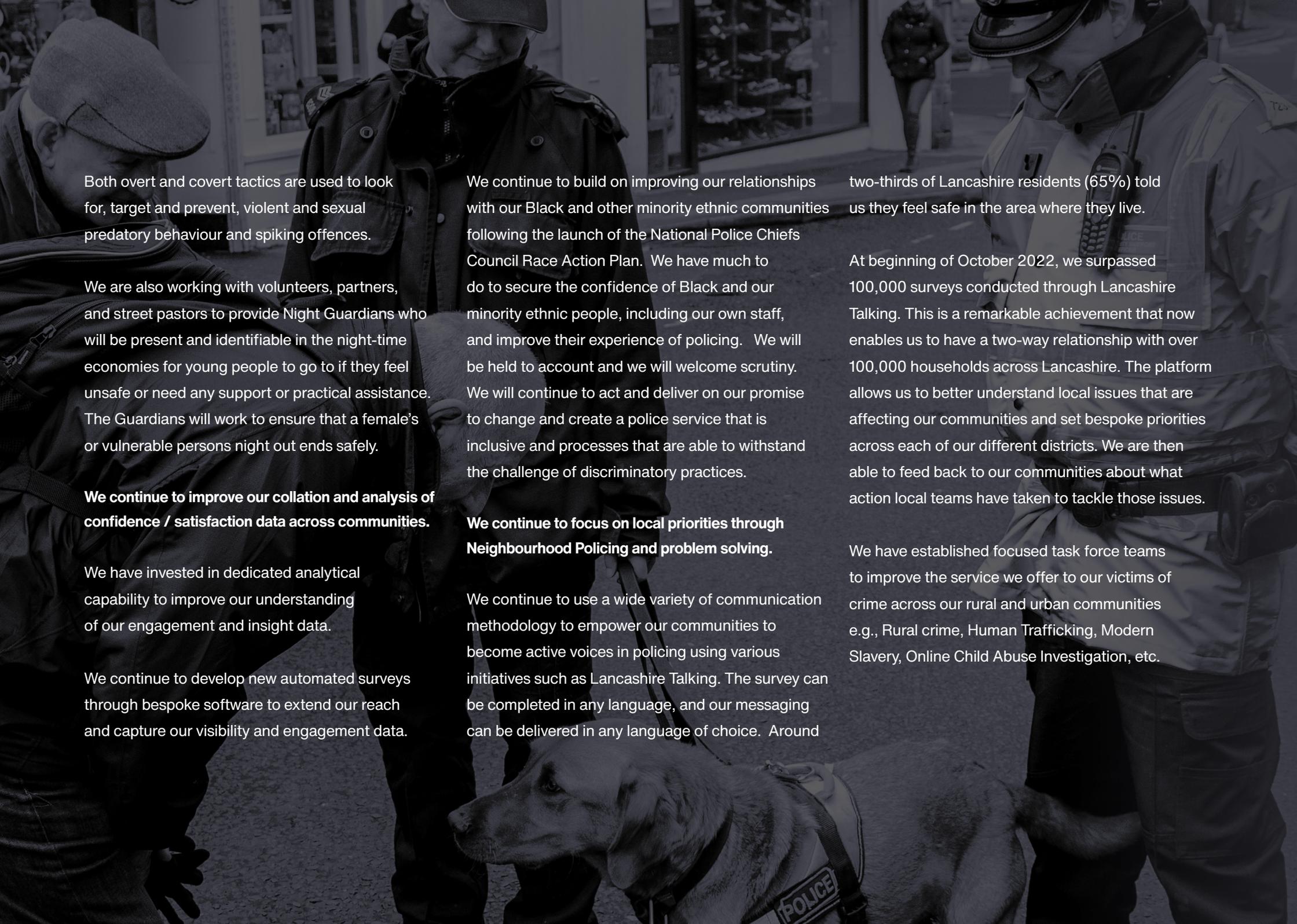
**We continue to improve our understanding of the demographics of victims to reduce victimisation.**

In 2020, we attained White Ribbon Accreditation status, an initiative that aims to end violence against women. We are working towards establishing further in-depth analytical activity to improve our understanding and prioritise our response to addressing Violence against Women and Girls.

We have invested in specialist classification software to generate a detailed understanding of our people and places, as well as identification of vulnerable groups through crime data modelling.

In response to the National Police Chiefs Council response to Violence Against Women and Girls, Lancashire Constabulary undertook a survey with women and girls to understand how we could improve our service to this vulnerable group. The Your Voice Matters survey took place between 17th November and 10th December 2021 aimed at collecting the thoughts, feelings, and experiences of personal safety of women and girls living in Lancashire. Women and girls aged 13+ who live in Lancashire (including Blackpool and Blackburn with Darwen) were invited to take part. A total of 7054 respondents completed the survey, 98% were women and girls; the rest identified as men or other identities. The results of this survey will be critical in informing our policing response to end violence against women and girls in Lancashire.

Last year we ran Operation Night Guardian which will be running every year for the foreseeable future. The aim of the operation is to target offenders and predatory behaviour in the night-time economies to prevent violence against women and girls and indeed keep all our young and vulnerable people safe during their night out.



Both overt and covert tactics are used to look for, target and prevent, violent and sexual predatory behaviour and spiking offences.

We are also working with volunteers, partners, and street pastors to provide Night Guardians who will be present and identifiable in the night-time economies for young people to go to if they feel unsafe or need any support or practical assistance. The Guardians will work to ensure that a female's or vulnerable persons night out ends safely.

**We continue to improve our collation and analysis of confidence / satisfaction data across communities.**

We have invested in dedicated analytical capability to improve our understanding of our engagement and insight data.

We continue to develop new automated surveys through bespoke software to extend our reach and capture our visibility and engagement data.

We continue to build on improving our relationships with our Black and other minority ethnic communities following the launch of the National Police Chiefs Council Race Action Plan. We have much to do to secure the confidence of Black and our minority ethnic people, including our own staff, and improve their experience of policing. We will be held to account and we will welcome scrutiny. We will continue to act and deliver on our promise to change and create a police service that is inclusive and processes that are able to withstand the challenge of discriminatory practices.

**We continue to focus on local priorities through Neighbourhood Policing and problem solving.**

We continue to use a wide variety of communication methodology to empower our communities to become active voices in policing using various initiatives such as Lancashire Talking. The survey can be completed in any language, and our messaging can be delivered in any language of choice. Around

two-thirds of Lancashire residents (65%) told us they feel safe in the area where they live.

At beginning of October 2022, we surpassed 100,000 surveys conducted through Lancashire Talking. This is a remarkable achievement that now enables us to have a two-way relationship with over 100,000 households across Lancashire. The platform allows us to better understand local issues that are affecting our communities and set bespoke priorities across each of our different districts. We are then able to feed back to our communities about what action local teams have taken to tackle those issues.

We have established focused task force teams to improve the service we offer to our victims of crime across our rural and urban communities e.g., Rural crime, Human Trafficking, Modern Slavery, Online Child Abuse Investigation, etc.

## Objective 2

**We will develop a diverse workforce which is reflective of our communities, where all staff feel valued, can thrive as individuals, and achieve their full potential irrespective of background, culture or protected characteristics.**

**We continue to recruit and retain a workforce that is reflective of the local communities we serve receiving recognition through awards.**

Through supportive Positive Action and targeted approaches, the force currently delivers the highest pass rate regionally for the College of Policing National Assessment Centre for our minority ethnic communities.

We deliver police fitness programmes in diverse communities and local venues to attract more females to consider policing as a career and offer ride along schemes to offer additional insight into policing for all our communities.

The launch of our Police Constable Degree Apprenticeship (PCDA), Degree Holder Entry Programme (DHEP), Policing Education Qualifications Framework (PEQF) and Initial Police Learning and Development Programme (IPLDP) has enabled us to create various entry routes into policing for our diverse communities across the county, further reinforced by the huge variety of police staff roles that the force is able to offer.

At the end of July 2021, due to our work with the Public Services department at Runshaw College, 20 students undertook an extra-curricular programme during their lunch break which was named the 'Police Horizons' project. Subsequently 13 candidates became successful in the application process and started a career as Police Officers in Lancashire Police. As a result of this success, 93 students have now signed up for the 2022-2023 Police Horizons course and we continue with the roll out of this

scheme across other colleges in Lancashire as we continue to invest in improving our engagement with our future generations.

**We continue to develop all our staff to understand what contribution they can personally make to diversity and inclusion. We will invite challenge from our staff.**

We have a history of effective and open staff engagement across the force using internal open chat forums on our intranet and annual staff surveys which tell us what our staff are thinking and want from us. 84% of our staff feel that they are treated with respect by their colleagues and 75% of our staff feel they are treated fairly at work. 70% of our staff feel that the organisation respects individual differences.

As an organisation, we recognise that inclusion and wellbeing are intrinsically linked.

Our nationally recognised Wellbeing strategy is firmly linked to our approach to inclusion and is built upon the identified key drivers for wellbeing, work/life balance, mutual respect, feeling valued and inclusion.

We continually strive to create a working environment where all our staff feel valued, can thrive as individuals and achieve their full potential irrespective of their background, culture or protected characteristics.

Our commitment to diversity, equality and inclusion comes from the very top of our organisations and is embedded throughout the organisation as a golden thread in all our policies and processes.

Through blogs and webinars, we articulate personal journeys to ensure that we are delivering Diversity, Equality & Inclusion using credible voices and through “lived experiences”.

**We continue to review our internal policies and practices to assess equality impact and to ensure this supports our diversity, equality and inclusion principles and objectives.**

We have ensured that all our decision-making processes and policies both internally and externally are underpinned by a mandated Equality Impact Assessment which allows the force to consider and mitigate against any organisational changes or decision making that may have a detrimental impact on our staff or communities.

To ensure fairness in our promotion processes, we offer all our staff interview questions an hour before promotion interviews allowing us to eliminate any form of discrimination during the assessment process for internal progression for all our staff. We have progressed this further allowing our staff to disclose any conditions such as neurodiverse conditions, dyslexia, etc. to the panel to ensure that they receive fairness in the promotion process.

We continue to build on this work by ensuring all our staff have training around neurodiversity conditions such as Autism that may impact on our staff as well as our communities.

**We continue to support our staff networks and support groups**

We continue to support and grow our staff networks and support groups as we believe that these networks are critical to building a sense of community across geographic and cultural barriers and act as a collective voice for peer support, employee engagement, influencing change, challenging discrimination and promoting equality

Our staff networks and support groups amplify current day societal issues and are representative of the wide breadth of the protected characteristics within the organisation. The groups have an active role in terms of holding the force accountable through a robust governance process.

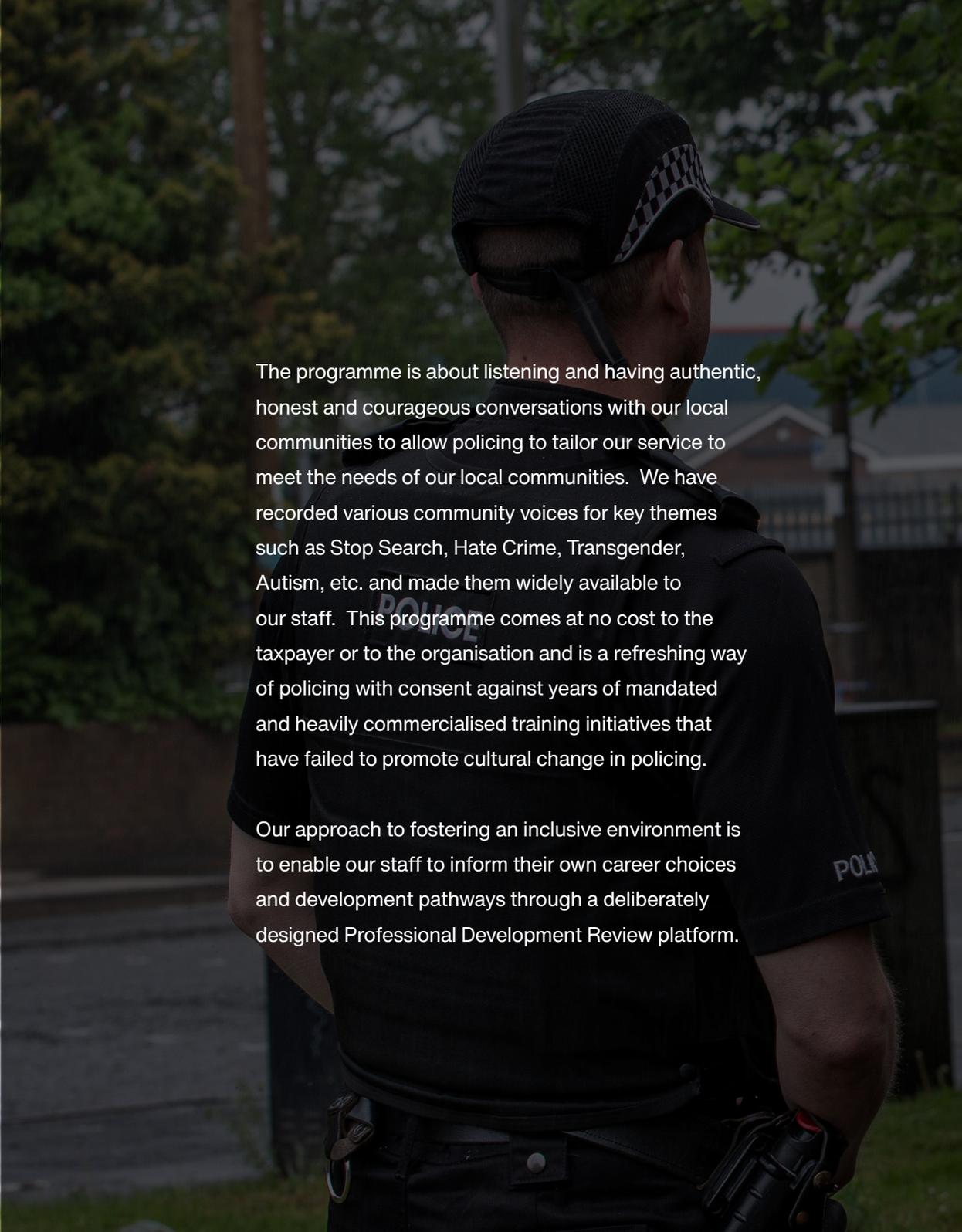
## OUR ORGANISATION

**We continue to develop our staff through training and raising awareness.**

It is well evidenced that the biggest influences on the workforce are wellbeing, resilience, clarity of purpose and confidence in immediate line management. These have been key priorities in our approach to modernising our training methodology for our line managers. We have developed initiatives such as Leading the Way training enabling staff to identify concerns and issues and for supervisors to respond quickly to address them.

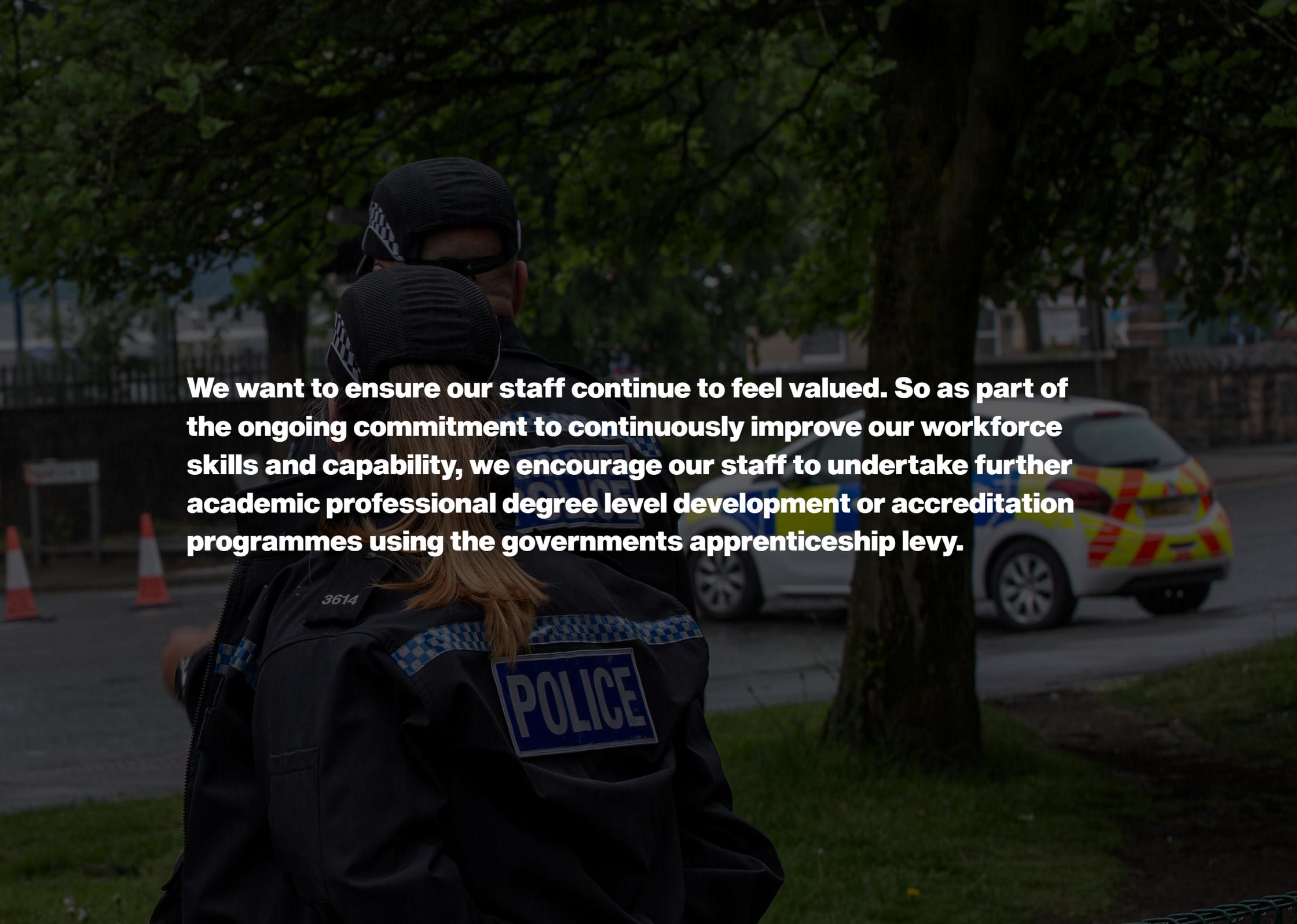
This not only improves improved capability and performance, but this also creates a sense of teamwork and improves psychological safety for the workforce. Over 800 supervisors across the force have now received this training.

We continue the roll out our nationally acclaimed Peoples Voice programme that allows our staff to learn directly from a wide range of our communities who share their personal lived experiences and the impact of policing on them.



The programme is about listening and having authentic, honest and courageous conversations with our local communities to allow policing to tailor our service to meet the needs of our local communities. We have recorded various community voices for key themes such as Stop Search, Hate Crime, Transgender, Autism, etc. and made them widely available to our staff. This programme comes at no cost to the taxpayer or to the organisation and is a refreshing way of policing with consent against years of mandated and heavily commercialised training initiatives that have failed to promote cultural change in policing.

Our approach to fostering an inclusive environment is to enable our staff to inform their own career choices and development pathways through a deliberately designed Professional Development Review platform.

The image shows two police officers from behind, standing on a grassy area. They are wearing dark uniforms with blue and white checkered reflective stripes. The officer in the foreground has a 'POLICE' patch on their back and the number '3614' on their shoulder. The officer behind them also has a 'POLICE' patch. In the background, there is a white police car with blue and yellow markings, and several trees. The scene is outdoors and appears to be a parking lot or a similar area.

**We want to ensure our staff continue to feel valued. So as part of the ongoing commitment to continuously improve our workforce skills and capability, we encourage our staff to undertake further academic professional degree level development or accreditation programmes using the governments apprenticeship levy.**

## Objective 3

We will work with our partners to develop joint strategies which enable a more tailored, effective and equitable approach to public service provision in all Lancashire communities.

**We continue to work with our partners to develop multi-agency strategies to effectively address the priorities identified by local communities.**

We have introduced and established the Lancashire Violence Reduction Network (LVRN). The LVRN is working with schools, colleges and hospital emergency departments through the Emergency Department Navigators Programme, and police custody suites and beyond with the roll-out of the Champions Programme. Through the LVRN we have integrated public health approaches including Primary, Secondary and Tertiary intervention. This focuses on dealing with ‘the causes of the causes’ and widening the remit of policing beyond crime prevention and addressing vulnerability.

**We continue to work with key local partners to ensure that our engagement strategies are continuously informed by the needs of emerging and marginalised communities.**

We have introduced Peer Support Workers (PSW) in custody suites. This allows for people with lived experience to support those leaving custody with accessing appropriate support services, providing hope that recovery is possible.

We have embedded a Speech and Language Therapist (SaLT) in our custody teams. Lancashire is only the third county nationally to have a SaLT on the team. The role of a SaLT is to identify speech, language and communication difficulties at the earliest opportunity. They also support the individual, interviewing officers and, if necessary, the courts in implementing communication plans which helps people along the CJ pathway.

We continue to develop our approach to female detainees. Working in partnership with the Lancashire Women’s Centre (LWC) we refer all females who come into custody to their support services whether this be through a crime disposal or self-referral. We will continue to promote this approach as a way of supporting female detainees in a bid to offer them exit strategies to offending through appropriate wraparound support packages. Not only does this have a positive impact on the person concerned, but this also reduces reoffending and demand on policing and partner agencies.

Recognising the impact of neurodiversity on detainees, all our custody risk assessments have now been adjusted to include neurodiverse questions. Statistics from the autism network suggest that 20% of detainees have a hidden condition. Data from 2019 showed that 406 detainees declared they had an autism spectrum condition, which rose to 915 in 2020.



# OUR PARTNERS



Research suggests that people living with autism are much more likely to have a negative encounter with police. If their personal needs are not acknowledged, they are much more likely to come into conflict with authority.

**We continue to develop joint local engagement and problem-solving strategies.**

We have invested heavily to develop innovative schemes to deliver effective community support. These schemes, such as the Lancashire Volunteer Partnership (LVP) and Lancashire Partnership Against Crime (LANPAC), have embedded the role of social prescribing (offering support in the community) in enhancing opportunity, funding and improving services through locally designed initiatives. LVP integrates the volunteer offer of multiple public service organisations, providing one gateway into public service volunteering in Lancashire. The number of volunteers supported by LVP continues to rise.

**We continue to share training and development opportunities with our partners**

The Lancashire Violence Reduction Network (LVRN) has developed a co-created Trauma Informed Approach (TIA) training resource, currently being delivered across all agencies. Over 4000 staff across all our partner agencies have received trauma informed awareness training to address our most vulnerable communities.

We work in partnership with DFN Project SEARCH, Lancashire County Council, Preston College, Hft (A Supported Employment Agency) and the Department for Work and Pensions, to create a supported internship opportunity for young people in the area who have learning disability and/or an autism spectrum condition. The program aims to bridge the gap between leaving education and employment through work-based placements.

The internship is designed to equip these young people with competitive, marketable, and transferable skills to prepare them for full time employment.

Lancashire is the first police force to undertake this initiative, with Humberside and West Yorkshire following suit for a September 2023 start. The project provides a new and unique opportunity for our officers and staff to develop their skills and understanding and work towards the Constabulary's vision of creating an inclusive and understanding workforce, truly representative of the communities we serve.



Based on our success, we have now collaborated with Inclusive Companies and have been appointed as an ambassador organisation and are represented on their Judging Panel.

**We have recruited** **575** police cadets

police cadets enabling us to give young people in our county a chance to be heard, support their community, and develop skills to become fantastic citizens in a fun, friendly and exciting way.



HMICFRS Peel Inspection 2022 specifically mentioned that Lancashire Constabulary works well with partner organisations to keep communities safe and engages well with its communities.



We are on target to meet our uplift numbers and will have recruited 509 additional officers by the end of March 2023.



In October 2022, the National Black Police Association awarded Superintendent

Abid Khan with the Sislin Faye Lifetime Achievement award for his 30 years policing service to the communities of Lancashire and a National Community Champion Award to one of our Community Ambassadors. Lancashire was the only force in the country to receive two national awards.

**Over 40 young people** have completed an apprenticeship with Lancashire Constabulary and over 50% of those have successfully gained permanent employment.

# WHERE WE ARE AS AN ORGANISATION



We continue to develop our staff capability and over 114 staff in our force have benefited from further academic development and attained academic qualifications up to degree level using the governments apprenticeship levy.



We pride ourselves on our multilingual capability and have staff who can converse in a wide variety of languages including Polish, Spanish, Russian, Mandarin, Urdu, British Sign Language, etc.



We continue to work proactively with our Armed Forces to offer military personnel exiting the army an opportunity to join Lancashire Police, and have now achieved Gold Award in the defence employer Recognition Scheme, and have signed the Armed Forces Covenant, reaffirming our ongoing status as a forces-friendly employer.



Two of our Police Community Support Officers from West Lancashire have been chosen to represent Lancashire Constabulary at the National Problem Oriented Policing Awards.



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