

### **Objective 1**

		<b>Sou</b>		
	<b>Action</b>	<b>EDHR</b>	<b>PS</b>	<b>CFH</b>
<b>1.1</b>	To undertake a 'community mapping' exercise for the force area considering relevant demographic information with the aim of identifying the community social and ethnic mix.	2, 4 & 6		Understanding People 2
<b>1.2</b>	To improve diversity data capture to enable the development of accurate workforce profile data against which gaps to achieving a workforce representative of the community can be achieved.	2, 4 & 6		Understanding People 2
<b>1.3</b>	To establish local targets for the Recruitment, Retention and Progress of underrepresented groups based on the data captured as a result of 1.1 & 1.2.	2, 4 & 6		2
<b>1.4</b>	To further improve data capture to enable the impact of key HR activities on the 6 strands of diversity to be accurately assessed.	2 & 6	5 & 7	Designing Services
<b>1.5</b>	To implement a cultural values assessment and staff survey to evaluate staff engagement, motivation and organisational culture.		2	Understanding People 7
<b>1.6</b>	To develop a clear internal engagement framework		2	Designing Services 7
<b>1.7</b>	To implement the Equality Standard for the Police Service		6	Understanding Services

### **Objective 2**

		<b>Sou</b>		
	<b>Action</b>	<b>EDHR</b>	<b>PS</b>	<b>CFH</b>

<b>2.1</b>	To professionalise the marketing of Northumbria Police and build links with community groups to increase applications from high quality candidates from diverse groups.	4	2	
<b>2.2</b>	To revise the approach used at the recruitment and selection stage for officers and staff to ensure individuals are appointed with the appropriate behaviours and value the needs of individuals, groups and communities.	1,2 & 4	2 & 4	Understanding Services
<b>2.3</b>	To increase the proportion of BME and female Special Constables with a longer term aim to develop career pathway into police officer role.	4 & 6	2	

### **Objective 3**

		<b>Sou</b>		
	<b>Action</b>	<b>EDHR</b>	<b>PS</b>	<b>CFH</b>
<b>3.1</b>	To improve the effectiveness of the Colleague Support Network	2 & 4	2 & 7	Understanding People
<b>3.2</b>	To promote the internal support network available to Northumbria Police staff	2 & 4	2 & 7	Understanding People
<b>3.3</b>	To increase the participation rate in exit de-briefs	2 & 6	2 & 7	Understanding People
<b>3.4</b>	To implement a Reward and Recognition Strategy which can be applied fairly, flexibly and efficiently to individual, departmental and organisational needs.	4	6	

<b>3.5</b>	To formalise the lessons learnt process from Employment tribunals and internal disciplinary/misconduct and grievance cases relating to discrimination, unfair treatment and bully and harassment to help continually improve policies, procedures and the management of cases.	2 & 6	7	Understanding People
<b>3.6</b>	Maximise the use of police officer and police staff diversity skills to support community focus and officer/staff retention.	2 & 4	3	Delivering Services
<b>3.7</b>	To refine the process of delivering learning and development solutions in relation to equality, diversity and human rights	4	3	

#### **Objective 4**

		<b>Sou</b>		
<b>Action</b>	<b>EDHR</b>	<b>PS</b>	<b>CFH</b>	
<b>4.1</b>	To review the Promotion Procedure for police officers with a view to increasing flexibility in the promotions process	4	2	
<b>4.2</b>	To implement and develop the Positive Pathways approach to support female and BME staff to realise their potential and increase representation at senior levels within the force.	4	2	
<b>4.3</b>	To consider the introduction of Study Days in preparation for OSPRE exams	4	2	
<b>4.4</b>	To improve the implementation and take up of Flexible Working Procedures within the Force	1,3 & 4	2	
<b>4.5</b>	To promote and encourage lateral and promotion opportunities for all diverse groups within the force.	4	2 & 3	

irce		
Additional	Owner	Timescales
Green Paper & Police Authority Circular 01/2009 – Setting Local Targets for Underrepresented Groups		
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Additional	Owner	Timescales

Actions from MESMAC meeting 1 May 2009		
		31-Mar-10

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<b>Additional</b>	<b>Owner</b>	<b>Timescales</b>


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Additional	Owner	Timescales
<a href="#">CDD Survey April 2009</a>		
CDD Survey April 2009		
CDD Survey April 2009		

**Equality Strand**

R	G	D	SO	RB	A
✓	✓	✓	✓	✓	✓
✓	✓	✓	✓	✓	✓
✓	✓	✓			
✓	✓	✓	✓	✓	✓
✓	✓	✓	✓	✓	✓
✓	✓	✓	✓	✓	✓
✓	✓	✓	✓	✓	✓
✓	✓	✓	✓	✓	✓

**Equality Strand**

R	G	D	SO	RB	A
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✓	✓	✓	✓	✓	✓
✓	✓	✓	✓	✓	✓
✓	✓				

**Equality Strand**

<b>R</b>	<b>G</b>	<b>D</b>	<b>SO</b>	<b>RB</b>	<b>A</b>
✓	✓	✓	✓	✓	✓
✓	✓	✓	✓		
✓	✓	✓	✓	✓	✓
✓	✓	✓	✓	✓	✓

✓	✓	✓	✓	✓	✓
	✓	✓	✓	✓	✓
✓	✓	✓	✓	✓	✓

**Equality Strand**

R	G	D	SO	RB	A
	✓	✓			
✓	✓				
	✓				
	✓	✓			
✓	✓	✓			