



Equality, Diversity, Inclusion

Annual Report
2021



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POLICE & CRIME
COMMISSIONER

CONTENTS

3.	Foreword
4.	Highlights & achievements
5-6.	Our vision & equality objectives
7-10.	Working with our communities
11-12.	Our workforce
13-17.	Data & insights
18-20.	Working with partners
21.	Looking forward to 2022





FOREWORD

As your Police & Crime Commissioner (PCC), I am delighted to present the annual report which highlights our work in tackling inequalities and demonstrates how we are meeting our equality responsibilities.

Equality, Diversity and Inclusion (EDI) is at the heart of all that we do and I want people in Northumbria to feel safe and protected. There should be space for everyone to be themselves and not feel discriminated against and I will continue to work with the Chief Constable to make sure everyone is shown dignity and respect.

This report highlights the good work that has been undertaken to deliver the priorities set out in our EDI Business Plan to meet our equality objectives. Engaging with communities is central to our work, especially giving a voice to individuals and community groups that are least heard as it enables us to better understand their needs and to provide services that help address their issues.

It is also really important to me that we have a diverse workforce that makes the best use of their talents and where everyone can be themselves and flourish. Through their Performance Development Reviews I will ensure they have training and development opportunities which will enable them to work well with diverse communities in Northumberland, Tyne and Wear.

The pandemic has impacted some groups more than others, this has provided additional challenges in how we address vulnerability and tackle violence, but we will continue to work with the police and our partners to fight and prevent crime and improve the lives of all residents in Northumberland, Tyne and Wear. I am committed to continuing to work together to achieve the best we can for our communities.

Kim McGuinness

HIGHLIGHTS

&

ACHIEVEMENTS

- Ongoing engagement with our communities, ensuring their needs are understood and met.
- Funded local projects that brought diverse communities together, breaking down barriers and enabling different groups of people to get on well together.
- Established an Police Powers External Scrutiny Panel that enables community representatives to provide challenge on the use of police powers such as stop and search and use of force.
- Achieved the Disability Confident Committed level demonstrating our drive to improve how we recruit, retain and develop disabled people.
- Made excellent use of flexible working arrangements and reasonable adjustments to enable our workforce to achieve their full potential, removing possible barriers that may have arisen.
- Targeted recruitment initiatives to encourage greater diversity in our workforce and volunteer schemes such as Independent Custody Visitors and Dog Welfare Visitors.
- Trained all staff in the Office of the Police and Crime Commissioner (OPCC) in EDI, enabling them to develop their skills and understanding in tackling inequalities and discrimination.
- Completed a Victim Needs Assessment, strengthening the provision of disabled, ethnic, LGBTQ+ and gender specific commissioned services.
- Introduced more 'Ask Me' Ambassadors in diverse communities, supporting those experiencing domestic abuse, through targeted work with ethnic minority communities.
- Provided an 'easy read' version of the Police & Crime Plan, to improve access for people with learning difficulties.
- Funded 17 additional Independent Domestic Violence Advisor/Independent Sexual Violence Advisors to support those who face additional barriers to access criminal justice and services to cope and recover.

1

OUR VISION & EQUALITY OBJECTIVES

The role of the Police and Crime Commissioner for Northumbria is to be the voice of the people; improving community engagement to bring communities, local partners and the police closer together whilst holding the police to account and ensuring an efficient and effective police service.

The Office of the Police and Crime Commissioner for Northumbria is made up of 4 teams who support the PCC to carry out her role – Commissioning and Policy, Development and Delivery, Standards and Complaints, and a Violence Reduction Unit (VRU).

The public sector equality duty places a legal duty on public authorities to tackle unlawful discrimination, promote equal opportunities and encourage good relations between everyone. Delivering this duty is at the core of our business and our vision for equality.

1.1 Our Vision

Our vision for equality, diversity and inclusion is one where everyone, whether a member of the public or staff is treated fairly and with respect, and has the right to the same opportunities, freedom and equal access to services.

We value and celebrate the differences of individuals and communities by embracing people's different perspectives, ideas, knowledge and culture to strengthen communities. By recognising the benefits of a diverse workforce, people can use their unique talents to provide services that meet the needs of diverse communities across Northumberland, Tyne and Wear.

1.2 Equality Objectives

We aim to achieve our vision by delivering our joint equality objectives with Northumbria Police. We have listened to our communities, workforce and partners to inform and tailor the objectives to make them relevant to policing in Northumberland, Tyne and Wear, which are summarised below.

Working with communities

- Objective 1: We will provide services, which embrace diversity, providing fair and responsive services to the communities we serve.

Our workforce

- Objective 2: We will commit to have a workforce that is representative of the communities we serve, provide an inclusive working environment and ensure all staff have similar opportunities to develop their potential.

Data and insights

- Objective 3: We will continually review our efforts through targeted intelligence gathering and analysis to promote a culture of continuous improvement to deliver better services to our communities.

Working with partners

- Objective 4: We will ensure a coherent vision of equality which sits within the wider business framework and is shared and owned by us, our leaders, our workforce and partners.

1.3 Strategic Fit

Following extensive consultation with communities and local partners, the Police and Crime Plan was refreshed that focuses on the priorities of preventing crime, fighting crime and improving lives. The equality objectives sit within the wider context of the Police and Crime Plan.

The Association of Police and Crime Commissioner's (APCC) have developed an Equality Framework for PCCs and their Offices which focuses on four key areas:

- Understanding and Working with your Communities
- Leadership and Organisational Commitment
- Responsive Services
- Diverse and Engaged Workforce.

Following a mapping exercise, the OPCC have ensured that the key priorities in our EDI Business Plan match with those in the Equality Framework so we are confident that we are addressing all areas that have been highlighted by the APCC.

Vision 2025 sets out Northumbria Police's road map for policing in the coming years. It is helping shape decisions around transformation and ensures EDI is truly embedded into the Police's workforce and into the services they provide. Whilst there is a commitment to understand disparity within policing, there is a strong desire to work with partners to eliminate it and create a truly diverse and inclusive service.

The following section of the report provides a wide range of examples of our work over the last year.

2

WORKING WITH COMMUNITIES

Working with and understanding our communities helps inform the PCC'S equality objectives and other priorities, as outlined in the Police and Crime Plan, as the examples below demonstrate.

2.1 Connecting with our communities

By engaging with and listening to our communities, a Communications and Engagement Plan was developed to ensure the OPCC supports and delivers services that meet the needs of our diverse communities. The PCC will continue to meet with different groups regularly to build trust and confidence so that open and honest conversations can take place, leading to last change.

In her commitment to independent scrutiny, the PCC invited members of diverse communities with lived experience of being stopped and searched to join the Police Powers External Scrutiny Panel. This has ensured panel members provide robust challenge and oversight to the disproportionate use of police powers, on stop and search and use of force.

The VRU focus their engagement in areas most in need, where there are high levels of crime and anti-social behaviour. They work with individuals with 'lived experience' to better connect with communities and improve their access to services and support at the earliest opportunity. By funding community hubs such as Thrive in Beacon Lough East in Gateshead, the VRU engages with families on matters such as debt, accessing education, domestic abuse support, mental health concerns and much more.

An easy read version of the Police and Crime Plan was produced to ensure people with additional needs can access it and the policy on the police complaints process is being converted into easy read with the help of Skills for People, a user led voluntary organisation supporting disabled people.

2.2 Community cohesion & preventing extremism

In the Police and Crime Plan, the PCC has committed to support all efforts to work with partners to strengthen relations, understand issues and improve cohesion. She awarded funding to the West End Women and Girls Centre to deliver its Edible Elswick Garden Neighbours' project, which brought together different groups of people, by providing gardening activities. This resulted in increased pride in the local area, breaking down barriers, reducing the impact of crime and increasing resilience and community cohesion.

As well as actively tackling extremism, Northumbria Police continues to build on collective efforts to prevent vulnerable people from being drawn into extremist activity. The Northern Vulnerability Support Hub has specialist mental health professionals and continues to operate remotely to provide valuable advice on how best to work with those who need the necessary help and support.

2.3 Hate crime

In line with the national picture, unfortunately we have seen hate crime rise in recent years. In 2021, Northumbria Police recorded 2,885 hate crimes and 1,709 hate incidents, in both sets of data, racially motivated hate crimes and racially motivated incidents are in the majority although there has also been an increase in homophobic and disability hate crime. 78% of hate crime victims surveyed by the Public Insight team at Northumbria Police were satisfied with their whole experience of the service.

The PCC is proud to have funded Connected Voice Advocacy Service since 2017 to provide support to victims of hate crime, as it was the first service of its kind in the country. Their innovative approach is impressive and their collaboration with other voluntary sector organisations is extremely strong. They continue to give some of the most vulnerable and marginalised people in our communities a voice, provide invaluable support and guide them through the complex Criminal Justice System. There is clear evidence of the positive impact of the service on victims of hate crime and they campaign tirelessly for policy change that will better meet the needs of victims.

Our fight against hate continues and we are determined to bring about positive change. Northumbria Police works with partners through Hate Crime Tension Monitoring groups, where local issues are identified and partners working together, intervene to prevent and reduce further incidents.

During the pandemic, there has been an increase in online hate. The police are improving their knowledge and understanding of technical issues involved in finding out who is responsible for hate sites and proving who is responsible for hate material.

The OPCC has worked with Northumbria Police, third sector partners and communities on a range of activities such as the promotion of the Hate Crime Champions Scheme, to challenge intolerance and hate, promoting diversity and inclusion - Hate Crime Champions continue to be recruited.

Digital Voice for Communities received funding from the OPCC to produce two short films on Disability and Race Hate Crime which highlighted the experience of people who had been victims of hate crime. The films which are on You-Tube help to identify what help and support is available to victims of hate crime.

The PCC scrutinises performance data on satisfaction levels of victims of hate crime and the work undertaken by the police to support victims. Improved levels of reporting reflects increasing confidence of victims to come forward, testament of the strong partnerships that exist between the OPCC, Northumbria Police, partners and community groups.

The Law Commission reviewed the hate crime legislative framework and my office contributed to the public consultation on the proposals to extend legislative protection for further groups including women, sex workers and homeless people. Whilst the Commission has recommended that they should not be added as a protected characteristic, we are committed to improving the lives of those most impacted by hate crime.

2.4 Commissioning of services

Supporting Victims Fund

Supporting victims of crime to recover from their experience to get their lives back on track. Service providers are reporting improved outcomes for the victims they are supporting, such as:

- Increase in mental health support which could be due to difficulties people face in getting the right mental health support or because there is a lack of services.
- A large number of services are continuing to reach out to ethnic minority victims and are targeting their promotion to diverse communities.

Connected Voice has been commissioned to deliver direct advocacy casework and emotional support to people who have experienced, are at risk of or are affected by hate crime.

We are challenging our services through grant monitoring and grant surgeries to ensure that they are proactively promoting their services in face to face meetings and on social media to extend their reach into diverse communities.

Specialist support for Domestic Abuse/Sexual Violence victims

We undertook a needs assessment and found there were gaps in service provision for those facing additional barriers to accessing criminal justice and/or accessing specialist support to cope and recover including children and young people and victims living in rural communities and those with learning disabilities and LGBT+ victims. Funding from the Ministry of Justice Independent Domestic Violence Advisor/Independent Sexual Violence Advisor (IDVA/ISVA) Fund has enabled us to create 17 additional posts, with 297 victims benefitting.

This fund has enabled the Angelou Centre to employ an IDVA who provides multi-lingual and trauma informed support to ethnic minority domestic abuse victims and an ISVA is funded to provide multi-lingual and needs based support to high risk ethnic minority survivors of sexual violence. They work closely with the Police and the Crown Prosecution Service to increase sexual violence disclosures.

Uplift fund for domestic abuse and sexual violence services

Using the Ministry of Justice Uplift Fund, Being Woman, a Northumberland based charity working with refugees, asylum seekers and ethnic minority victims, has helped survivors of abuse by providing them with digital and Wi-Fi devices to enable them to receive and engage with support.

Apna Ghar in South Tyneside has used the funding to increase its capacity to support women from ethnic minority backgrounds, lacking in confidence to engage with the police, courts, social services and other agencies, by providing culturally sensitive services.

3 OUR WORKFORCE

The OPCC has a diverse and engaged workforce which has opportunities for learning and development, ensuring staff are knowledgeable about the diverse needs of our local communities and are well trained in key aspects of equality and diversity, as the examples below demonstrate.

3.1 Recruitment and retention

OPCC Workforce development

The OPCC has produced a Workforce Development Plan which ensures the way we recruit is supportive and open to all. The plan includes a training programme which is improving the staff's knowledge and awareness of diverse cultures and EDI issues and a formalised approach to Performance Development Reviews is developing our staff

Northumbria Police Uplift

The Commissioner serves as the Association of Police and Crime Commissioner's (APCC) portfolio lead on workforce and is a fierce advocate for the Uplift programme which, in Northumbria Police has resulted in 267 additional police officers, an increase of 8.5% from 3,145 officer to 3,412.

A Positive Action Programme which was developed to increase the representation of people from ethnic minority backgrounds has proved very positive. As of September 2021, a total of 3.12% declared their ethnicity as being from an ethnic minority background, which is an increase from 2.11% in September 2020.

The APCC have included this example of Northumbria Police's Positive Action Programme onto their Notable Practice and Knowledge Share Platform, citing this as an example of best practice for Police and Crime Commissioners and their offices to consider.

3.2 Our volunteers

A targeted recruitment drive through advertising with our local universities, voluntary and community groups has increased the diverse make up of our Independent Custody Visitors and Dog Welfare Visitors. This has helped to broaden the range of skills and experience of the volunteers.

3.3 The Disability Confident Scheme

The OPCC has been accredited as a Disability Confident Committed Employer as we have committed to and are taking action to improve how we recruit, retain and develop disabled people. We are developing an action plan which will enable us to achieve the next level, which is a Disability Confident Employer.

3.4 Flexible working & reasonable adjustments

The OPCC have made excellent use of flexible working arrangements and reasonable adjustments to enable our workforce to achieve their full potential, removing potential barriers that may have arisen. During the pandemic, managers have carried out regular reviews with their staff to ensure they are able to work from home and have also focused on health and wellbeing issues.

4

DATA & INSIGHTS

The OPCC uses monitoring data and public feedback to improve access to services and to ensure the diverse needs of our residents are met, as demonstrated below.

4.1 Holding Northumbria Police to account

The PCC has strengthened and ensured effective governance and accountability of Northumbria Police. She has undertaken a review of the scrutiny programme to tackle disparity in policing and reported to communities, what action is being taken to address inequalities.

4.2 Police Powers - Stop & Search and Use of Force

For Stop and Search, the performance data for Northumbria Police up to September 2021 highlighting:

- A reduction in stop and searches compared to the same period in 2020, including a decrease in stop and searched against black and Asian subjects.
- An increase in the percentage of searches having sufficient grounds (91%) compared to the same period in 2020 (87%).
- A decrease in the stop and searches disparity ratio of ethnic minority individuals (from 1.9 to 1.4) compared to white individuals for the same period in 2020.

For Use of Force, the performance data up to 2021 highlighting:

- An increase in the proportion of black people that were more likely to have force used on them than white people compared to the same period in 2020 (2.7 to 3.4).
- Black people are 2.5 times more likely to have tasers used on them compared to white people (compared to 2020/, this has reduced from 5 times more likely).
- A decrease in the number of black individuals (2.7%) injured or hospitalised compared to white subjects (4.2%)

4.3 Police Powers External Scrutiny Panel

In July 2021, the OPCC established our Police Powers External Scrutiny Panel comprising a diverse mix of people who represent communities within Northumberland, Tyne and Wear, to provide constructive oversight, discussion and challenge to stop and search and use of force.

Through the contribution of panel members, the force have reviewed their training for officers to make sure it includes an input on cultural competency; they have also improved the recording of stop and search and use of force encounters to address disparity.

The APCC have included Northumbria Police's scrutiny of stop and search and use of force onto their Notable Practice and Knowledge Share Platform, citing the development of the Police Powers External Scrutiny Panel and the internal arrangements for addressing trends and disparity as examples of good practice.

4.4 Violence Reduction Unit Strategic Needs Assessment

The Violence Reduction Unit (VRU) continually review and develop our Strategic Needs Assessment which brings together partnership data which enables us to identify areas that most need our attention and to shape how actions are delivered. To support continuous improvement, the VRU have also developed a Public Health Action Plan which aims to increase the contribution of community representatives and service users in shaping how future actions will be delivered.

4.5 Theory of Change

The VRU have used the Theory of Change initiative to improve daily practice by reflecting on what we do, how to measure success and to consider what works and how. This approach was taken to work with HM Prisons, the Probation Service, Department of Work and Pensions and Housing to improve the experience of prison leavers, resulting in partners working together to ensure future work centres on the needs of, and will benefit prison leavers.

4.6 OPCC Data and insights collection

The OPCC worked with Northern Pride to understand issues facing the LGBTQ+ community and the findings from the consultation resulted in the following recommendations which the force are now working to deliver:

1. Improving confidence in the community that the police will respond effectively to a report of hate crime or incident
2. Police and partners to work with the community to increase the reporting of hate crime and incidents
3. The need to raise awareness of local support services available for victims of crime.

A similar exercise was conducted to understand issues facing our communities' senior citizens which our office and Northumbria Police are now working towards delivering.

1. The respondents' feelings of safety was higher than those reported within other sample groups that we had surveyed.
2. Residents, in the main, have trust that the police will deliver on their priorities which include increased visibility, tackling anti-social behaviour and dangerous driving.
3. Residents would like more local support services or organisations for older members of the community although the majority would know how to get help should they be a victim of crime.

The OPCC also conducted some research into the state of youth services, with 111 organisations responding to the survey which found:

1. 71% of youth organisations have seen their funding cut or reduced since 2011.
2. Majority of organisations rely on grants from alternative funders as their main source of funding as local authority funding has been reduced significantly.
3. Short term funding creates problems in recruiting and retaining quality staff.
4. 57% of the organisations are supporting more young people than 5 years ago
5. 78% of organisations are working with more young people with poor mental health.
6. Most organisations are aware of young people who are vulnerable to County Lines.

The PCC is using the key findings of the survey to lobby government to get more funding for youth services and to secure long term commitment for VRUs.

4.7 Victims Needs Assessment

The PCC felt it was timely to carry out a revised regional needs assessment to further help improve our understanding of victims' needs and to provide an up to date picture of how victim services are performing across the region, in order to enhance delivery of services.

4.8 Victims satisfaction & victims experience insights

In her scrutiny role, the PCC has committed to achieving better outcomes for victims. Northumbria Police's victims satisfaction data has remained stable, with data (in September 2021) showing that 84% of crime victims recorded being satisfied with their services as a whole.

To get an independent understanding and advice on these areas, the OPCC has established a Victims and Witness Service Improvement Board and a Focus Group, represented by victims and witnesses from different crime types and thematic specialists from across the Criminal Justice Service. This new model of engaging and updating victims, will include bespoke engagement to meet specific needs and a self-service portal for victims to access formation as well as focusing on how services delivered to victims of crime can be improved.

4.9 The PCCs response to Police Super-Complaints

A super-complaint is made by a designated body that a feature of policing may be harming the interests of the public.

Police data sharing for immigration purposes

A Task and Finish group was established between the PCC, Northumbria Police and the Angelou Centre to address recommendations from Liberty and South Black Sisters' super-complaint that victims of crime, with an insecure immigration status, were afraid of reporting crime to the police in case their information is shared with the Home Office. The group have produced a guidance document on the rights and entitlements of migrant survivors of violence and abuse and identified specialist services who support victims with insecure immigration status.

Police response to victims of modern slavery

Hestia raised concerns regarding how police identify, deal with and support victims of modern slavery, and how modern slavery crimes are investigated. In some circumstances, officers are not able to recognise signs of modern slavery, victims can be treated as criminals and investigations are not adequate. The Liberty Project, provided by Changing Lives which offers support to victims of modern slavery, is based within the Northumbria Police Exploitation Hub, alongside Northumbria Police, local authorities and health services. The Hub is recognised as a model of national best practice, addressing all forms exploitation and helping victims to recover.

5

WORKING WITH PARTNERS

The OPCC works with partners in the public, private, community and voluntary sectors to drive progress on the equality objectives, as demonstrated below.

5.1 Domestic abuse - Ask Me Ambassadors

Due to the significant increase in domestic abuse during the pandemic, the VRU targeted work to increase 'Ask Me' Ambassadors in diverse communities, supporting those experiencing domestic abuse which has proved successful. In total, 115 ambassadors have been recruited, which includes disabled and those from ethnic minority backgrounds.

5.2 Local Criminal Justice Board (LCJB)

The LCJB, chaired by the PCC have committed to address EDI as a partnership and to consider EDI issues specifically in relation to service delivery interventions within their business plan.

The LCJB carried out an assessment to understand which partner organisations collect what data and have concluded that whilst good progress has been made, a more comprehensive approach is needed to the collection and analysis of other protected characteristics to ensure ongoing EDI issues are identified and addressed. This will enable them to:

1. Understand the profile of the cohorts involved, in terms of protected characteristics
2. Compare the cohorts against other relevant populations to assess if any disparity appears to exist and if it does,
3. Support the partner agency concerned to address this.

The work is being undertaken by the Prevention and Rehabilitation Sub Group and the Victim and Witness Sub Group of the LCJB, with each priority having an identified owner. The Recovery Group of the LCJB is overseeing this work.

5.3 Safer Streets Fund and Safer Nights for Women

The OPCC secured over £1 million from the Home Office for a series of projects that focus specifically on helping women and girls and people from marginalised groups right across Northumberland, Tyne and Wear to feel, and be, safer in public spaces such as public transport, parks and the night-time economy via a range of interventions.

Safer Transport Northumbria

The OPCC are working in partnership with Northumbria Police, transport providers, Violence against Women organisations, Street Pastors and youth groups to improve safety for women on public transport.

The media campaign for this project focused on ending unwanted attention on public transport, calling for active bystander interventions and making it everyone's responsibly to end this. The project has developed a one stop shop' app to simply reporting, an education resource for schools and a training package for transport provider staff on vulnerability and how to be an active bystander.

Safer Parks Northumbria

The project involves the OPCC working with Northumbria Police, Local Authorities, Park Operators, Violence against Women Organisations and community and voluntary groups to make parks and public spaces, safer and more inclusive for women and girls and marginalised groups.

We want to understand the issues in more detail, encourage earlier reporting and we are making adaptations to parks by installing Help Points and Safe Spaces, reviewing lighting and the environment to make sure they are inclusive places for everyone to enjoy.

We are working with Newcastle University and local charities to listen to the views of local people, to take a Public Health Approach to attitudinal change, finding out what works and using the information to roll this out across our region in the development of a Northumbria Safer Parks Standard.

Safer Nights for Women

Operation Cloak is a partnership between the OPCC, Northumbria Police, Local Authorities, Violence against Women and Girls and Street Pastors focusing on averting and preventing the recurrence of sexual violence through early intervention. It will make sure women and girls receive appropriate support and will challenge attitudes and behaviours of would-be offenders of sexual violence.

Interventions will also include training night time economy staff to recognise and respond to vulnerability and referral to a Brief Intervention Programme for potential perpetrators to challenge attitudes and support behavioural change.

5.4 Anti-Social Behaviour Strategic Board

A new Strategic Anti-Social Behaviour (ASB) Board chaired by the PCC and consisting of senior strategic officers and cabinet members from each local authority and senior officers from Northumbria Police was set up to ensure a consistent approach is taken to tackle ASB and that victims receive a quality service.

The OPCC has also supported Northumbria Police in a multi-agency review and redevelopment of the Community Trigger process, working closely with all six of our local authorities. A new process and threshold has been developed that will make it easier for vulnerable people or people who have experienced persistent ASB to activate a trigger and request a review of their ASB case.

The OPCC has agreed to act as the single point of contact for the new process and will be working closely with all agencies to try and find a resolution that works for everyone. This new process is due to be launched in early 2022; careful consideration will be given to ensure we raise awareness of Community Trigger with our diverse communities.

In order to make sure we continue to deliver the key priorities of the OPCC Equality, Diversity and Inclusion Plan which focus on the equality objectives, we will concentrate our activities on Year 2 of the plan as follows:

Working with communities

- Identify and deliver community cohesion activities across the region, breaking down barriers and enabling different groups of people to get on well together.
- Continue to deliver the activities within the Communication and Engagement Plan, meeting the needs of our diverse communities.
- Explore the opportunity of establishing a hate crime scrutiny panel, involving members of the community to provide oversight and challenges to the police's work on tackling hate crime.

Our workforce

- All staff will receive training on cultural competency and neurodiversity to ensure they are aware and sensitive to cultural and equality issues.
- Equality objectives will be included in Performance Development Reviews to enable all staff to have a role in tackling inequalities.

Data and insights

- The OPCC will work with the 6 Community Safety Partnerships to share information to better understand the needs of our diverse communities and provide response services.
- Collecting and understanding monitoring data to improve access and delivery of services that meet the needs of our communities.
- We will continue to strengthen scrutiny of the police and share what is being achieved with the public to improve community confidence.

Working with Partners

- Our work with Commissioned Services will show they understand why equality is important and that they deliver services that are fair and meet the needs of our communities.
- Continue to strengthen our work with partners to ensure there is a collective effort in tackling inequalities and delivering against our equality objectives.
- The LCJB will ensure the robust collection, analysis and reporting of protected characteristics against comparator groups will become routine practice within their sub group reports, also addressing any disparity.



Breaking Silence



Equality, Diversity, Inclusion

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