

# Public Sector **Equality Duty**

OPCC annual report

2025/2026

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### 1. Introduction

This is the Public Sector Equality Duty annual report 2025/26 of the Office of the Police and Crime Commissioner (OPCC) for Devon, Cornwall and the Isles of Scilly.

This report details how the OPCC has fulfilled its obligations under the Public Sector Equality Duty ('PSED' or 'the Duty'), in line with Section 149 of the Equality Act 2010. The reporting period covers the year 2025/26 and year one of the Police and Crime Plan 2024 to 2028.

Throughout 2025/26, the OPCC has led and supported a wide range of actions and activity to eliminate unlawful discrimination, advance equality of opportunity and foster good relations. This has included both OPCC-internal initiatives, and scrutiny and oversight of the services provided by Devon and Cornwall Police.

The OPCC has maintained its commitment to inclusive recruitment, accessible services and meaningful engagement with harder to reach communities, while holding the Chief Constable to account on equality matters, including delivery of the force's Race and Equality Plan.

The report draws on evidence from community engagement, workforce data, scrutiny activity and partnership working. It also identifies key challenges and actions for 2026/27. The OPCC remains committed to continuous improvement, transparency and ensuring that all communities in Devon, Cornwall and the Isles of Scilly are supported and treated both equitably and fairly.

### 2. Context and legal framework

The OPCC is subject to the Public Sector Equality Duty under the Equality Act 2010.

This requires public bodies to have due regard of the need to:

1. Eliminate unlawful discrimination, harassment and victimisation
2. Advance equality of opportunity between people who share a protected characteristic and those who do not
3. Foster good relations between people who share a protected characteristic and those who do not

These duties apply to nine characteristics protected by law:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

### 3. The OPCC mission and Commissioner's equality objectives

#### 3.1 Mission

The OPCC's mission is to get the best for the public from the police and supporting others to keep communities safe across Devon, Cornwall and the Isles of Scilly.

#### 3.2 The Commissioner's equality objectives

The Commissioner has committed to:

1. Always demonstrating a personal commitment to upholding equality.
2. Always acting in line with the Nolan Principles of Public Life.
3. Ensuring matters of diversity, equality and inclusivity are given appropriate consideration and weight in everything that her office does.
4. Holding the Chief Constable of Devon and Cornwall Police to account on equality issues within Devon and Cornwall Police, both internally and in external engagements with partners, stakeholders and most importantly, the public.
5. Ensuring services provided, funded, contracted or commissioned by the OPCC strive to meet the needs of everyone in Devon, Cornwall and the Isles of Scilly, and that these services are accessible to all.

#### 3.3 Strategic alignment

The OPCC's approach supports and reflects:

- The Equality Act 2010 and Public Sector Equality Duty
- The Police Reform and Social Responsibility Act 2011
- Police and Crime Plan 2025–29
- The Association of Police and Crime Commissioners' (APCC) Race Disparity Toolkit 2026 revision
- The National Police Race Action Plan
- Devon and Cornwall Police Race and Equality Plan
- Devon and Cornwall Police Hate Crime Action Plan
- Local authority equality frameworks and health and wellbeing strategies

## 4. Progress against the Duty's aims

The OPCC's activities during 2025/26 demonstrate progress across all three aims of the Public Sector Equality Duty.

Work in this area has included internal operations, community engagement, commissioned services, and oversight and scrutiny of Devon and Cornwall Police. Also, the OPCC continues to influence and strengthen multi-agency/partnership/stakeholder approaches and ensures that inclusivity and equality are embedded within shared delivery arrangements across the force area.

Against the Duty's three aims of eliminating unlawful discrimination, advancing equality of opportunity, and fostering good relations:

### 4.1 Aim one: Eliminating unlawful discrimination

The OPCC actively supports the elimination of discrimination and the promotion of fairness. Key actions in 2025-26 included:

- Updating the equality objectives, ensuring alignment with the Police and Crime Plan and wider statutory duties.
- Delivering training to OPCC staff on Equality Impact Assessments, equipping them to identify and mitigate potential discriminatory impacts in both decision-making and activities.
- Monitoring and supporting implementation of Devon and Cornwall Police's Race and Equality Plan, including OPCC attendance at the force's Strategic Legitimacy Board, and via other formal holding-to-account mechanisms, such as the Commissioner's Accountability Board.
- Undertaking formal scrutiny of detainee welfare services in custody centres.
- Undertaking a wide range of scrutiny activities both on behalf of both the OPCC and the Local Criminal Justice Board (LCJB), including scrutiny of the police's use of Out of Court Disposals.
- Continuing to support the hosting of the national Modern Slavery Programme for England and Wales Policing including Organised Immigration Crime, reinforcing the Commissioner's commitment to ethical practice across both internal operations and commissioned partner organisations.
- Ensuring OPCC (police) complaint review officers are competent in identifying discrimination, with clear outcomes and formal recommendations made to Devon and Cornwall Police in cases involving perceived bias related to protected characteristics.

### ***Inclusive partnership work***

The OPCC engages with a wide variety of statutory, voluntary and community sector stakeholders and partners, taking a leadership role where appropriate in promoting and enabling anti-discriminatory practice within partnership boards and delivery agreements and structures. This includes Community Safety Partnerships, Domestic Abuse and Sexual Assault Partnerships arrangements, the Combatting Drugs Partnership, the Youth Justice system, Serious Violence Partnership Board, and the Local Criminal Justice Board.

The OPCC works with partners, and commissions providers across a range of services and specialist areas, and works to ensure they are inclusive of all victims, including:

- Men and boys
- Victims from ethnic minority communities
- LGBT+ survivors
- Disabled victims, including those with communication or cognitive needs
- Children and young people
- Older people

### ***Victims***

This has resulted in a more trauma-informed, culturally aware and gender-responsive approaches across safeguarding and criminal justice pathways and encouraging services to consider intersectional needs where individuals may experience multiple barriers to accessing support.

Through partnership working and commissioning oversight, the OPCC has sought assurances that services are adapting provision, improving accessibility and reducing barriers to reporting and engagement. This has contributed to a stronger and more consistent focus on equity of access within wider safeguarding processes and the victim support system.

### **4.2 Aim two: Advancing equality of opportunity**

Throughout 2025-26, the OPCC worked to advance equality of opportunity for protected groups (and vulnerable people), ensuring equity was embedded in strategic planning, commissioning and service delivery. Highlights included:

- Engagement with underrepresented communities in consultation activity for the Police and Crime Plan and the budget-related decisions; through structured approaches to ensure representative numbers from protected groups where possible.
- Embedding equality into the development of the new Police and Crime Plan, supported by an Equality Impact Assessment.
- Requiring equality compliance from all commissioned and contracted services.
- Sustaining workforce diversity and inclusive recruitment.
- Providing accessible communications, including Easy Read publications and ensuring the OPCC website is accessible to those with different needs. All documents produced in print and digitally by the Communications and Public Affairs team have been designed to meet Web Content Accessibility Guidelines, including being written in simple language and structure, in accessible format such as HTML. Where formatted in non-HTML, documents are created using headings compatible with screen readers, with large font size and high colour contrast appropriate for those with impaired vision.
- The OPCC website was redesigned in 2024 to improve accessibility, and work has been commissioned to ensure the website meets requirements under the Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018.
- Sourcing multi-faith training for OPCC staff to be delivered by a local community champion.
- Requesting equality, diversity and inclusivity information from all new staff joining the OPCC.

- Delivering training to OPCC staff on Equality Impact Assessments, equipping them to identify and mitigate potential discriminatory impacts in both decision-making and activities.

### ***Targeted support and commissioned services***

In 2025-26, more than £9 million was invested in services supporting victims and people facing additional barriers to support, aligning with the Duty's aim of advancing equality of opportunity and eliminating discrimination. These services were specifically designed or adapted to meet the needs of individuals sharing one or more protected characteristics, ensuring equitable access, reducing barriers and tailoring interventions appropriately. This includes both universal service available to all victims and targeted provision designed to meet the needs of specific groups, including specialist by and for services led by and for communities who may face additional barriers to accessing mainstream provision.

These services play an important role in building trust, improving engagement and ensuring culturally competent and trauma informed support.

- ***General victim support services:***  
Offered universally, these services provide help to any victim irrespective of their protected characteristics. This approach supports equity of access and ensures compliance with the PSED by treating each victim as an individual while avoiding indirect discrimination.
- ***Restorative Justice services:***  
Designed to be inclusive across all protected characteristics, these services enable victims to engage with the justice system in a way that respects diverse communication needs, trauma experiences and cultural backgrounds. This includes specific adjustments for victims with disabilities, neurodivergence, or language needs.
- ***Sexual violence support services:***  
These include trauma-informed, mental health-aware interventions for all victims of sexual violence, with particular support women and girls, LGBT+ individuals, and people with disability. Tailored responses address barriers to reporting and accessing justice, including stigma, accessibility needs and cultural barriers.
- ***Domestic abuse services:***  
Commissioned provision included services targeted specifically at men and boys, and Black, Asian and Minority Ethnic communities, recognising that domestic abuse may be underreported or culturally stigmatised in some communities. This approach supports improved access to support and more equitable outcomes.
- ***Sexual Assault Referral Centre (SARC) services:***  
Provided for both adults and children, these services ensure age-appropriate support and account for the needs of individuals with disabilities or gender identity-related vulnerabilities. These services help reduce the risk of further harm and support recovery.

- **Modern slavery:**  
 As the UK's host force for the Modern Slavery and Organised Immigration Crime Coordination for Policing, Devon and Cornwall's OPCC leads support across England and Wales in addressing matters of modern slavery by ensuring protection for those who are being exploited and may face racial discrimination, language barriers, immigration status vulnerabilities, or intersectional abuse. The OPCC promotes and enables work to address systemic inequality and ensure ethical practice across partnership work.
- **Substance misuse support:**  
 Targeted at individuals at risk of reoffending, many of whom face mental health challenges, homelessness or belong to groups at higher risk of criminalisation, such as young adults or people from ethnic minorities. This work contributes to both improving life outcomes and reducing inequality.
- **Road trauma support:**  
 Through the OPCC, road safety charity Brake provide specialist road victim support services via a three-year contract (to June 2026) established to provide high quality support for people affected by road death or serious collision in Devon, Cornwall and the Isles of Scilly. The service delivers trauma-informed advocacy and bereavement support for all regardless of status or background helping contribute to the PSED aim of advancing equality of opportunity.
- **Commissioning and contract oversight:**  
 Through commissioning, contract management and partnership oversight, in 2025-26 the OPCC has sought assurance that services are accessible, inclusive and responsive to the needs of diverse communities, and that providers are working to reduce barriers to reporting, engagement and recovery.

### ***Criminal Justice and Safeguarding***

The OPCC actively supported work within the criminal justice system to eliminate discrimination, improve outcomes for people with protected characteristics, and ensure fair and inclusive safeguarding arrangements. These actions closely aligned with all three PSED aims: eliminating discrimination, advancing equality, and fostering good relations.

- **Prisoners Building Homes (PBH):**  
 An award-winning, nationally recognised programme, Prisoners Building Homes supports the delivery of affordable housing, with the understanding that minority groups are disproportionately affected by housing shortages and high rents. PBH also provides paid employment and training opportunities for serving and post releases prisoners, many of whom are from disadvantaged backgrounds and who are furthest from the labour market. This is proven to reduce reoffending which creates safer communities for all.
- **South West Reducing Reoffending Partnership (SWRRP):**  
 The South West Reducing Reoffending Partnership is a partnership that works together 'with goodwill and shared goals' to reducing reoffending. The SWRRP has created a sub-group focused on Women in Criminal Justice Systems, chaired by the Probation service, with the aim "To reduce the numbers of women coming

through the criminal justice system, reduce reoffending and address criminogenic need through taking a whole system, trauma informed approach. Focusing on local leadership, partnership working and firm evidence base including, exploring options for trauma-informed services which can best meet the needs of vulnerable women, and families, affected by Adverse Childhood Experiences (ACEs)".

- *Contribution to revised multi-agency safeguarding arrangements:*  
The OPCC ensured that safeguarding processes accounted for the diverse needs of children (age), older people, disabled individuals, and those affected by domestic or sexual abuse. This work strengthens inclusive protection frameworks and helps eliminate discriminatory practice within safeguarding.
- *Support for implementation of the Victims and Prisoners Act 2024 through the Victim and Witness Forum:*  
This supported improvements in service access, quality and victim rights across protected groups, including disabled people, ethnic minorities, and LGBT+ communities. The forum enabled strategic oversight to ensure compliance with victims' rights and equitable access to support.
- *Duty to collaborate:*  
The 'duty to collaborate' is intended to support in the collaboration and commissioning of community support services in England for victims of domestic abuse, sexual abuse, and serious violence and brings duty holders together to take a collaborative approach to local commissioning. The aim is to streamline a victim's entire journey between relevant victim support services from the initial point of disclosure (no matter who they disclose to) and reporting (if they choose to do so) through to recovery. The Duty is intended to remove barriers to those seeking to access victim support that allows for a more holistic victim journey.
- *Statutory guidance:*  
The statutory guidance provides support to duty holders in carrying out these activities by providing information and recommendations on themes including partnership working models, strategy development, consultation, and engagement. It provides information about assessing local need including best practice on considering the particular needs of children and those with protected characteristics. The guidance also sets out arrangements for local monitoring of strategies to encourage continued local improvement in commissioning, and national oversight and scrutiny of compliance with the Duty.
- *Criminal Justice and You:*  
The OPCC has funded and overseen the development and implementation of the Criminal Justice and You (CJ & You) resource, a multimedia tool designed to transform the experience of victims and witnesses in the criminal justice system. It features videos from various stakeholders and partners across the criminal justice system, explaining in clear, understandable detail what to expect at each stage of the process, from reporting a crime through to the conclusion of the case. The resource includes a British Sign Language (BSL) translator and transcripts in plain text for those who may have difficulty with video format, or who require the information in a different language. This resource is invaluable for ensuring

transparency and understanding, and in providing victims and witnesses with the support they need to understand their experience at their own pace.

### 4.3 Aim three: Fostering good relations

The OPCC promoted respect, understanding and collaboration between communities, aligning with the Public Sector Equality Duty (PSED) aim of fostering good relations between people who share a protected characteristic and those who do not. Activity in this area focused on building trust, reducing prejudice and celebrating diversity through active participation, inclusive events, and platforming underrepresented voices.

- *Participation in community events:*  
The OPCC supported the Cornwall Blue Light Day 2025 which offered adults and young people with learning disabilities or additional needs the opportunity to engage with emergency services and other organisations working within the public safety and victim support sector, helping to increase understanding and trust among a seldom heard section of society. The OPCC promoted its Victim Care website to attendees, providing individuals and those supporting with key information about services available to help them recover from crime.
- *Engagement with young people and diverse communities:*  
The OPCC has undertaken several engagement events that contribute to its continued commitment to listening to the voice of seldom heard sections of society. This has included supporting the Cadet Celebration Day in 2025 and engaged with and presented at a group meeting in Newton Abbot in 2025. This partnership celebrates age-related inclusion and empowerment and enabled the OPCC to both harness views of young people and break down barriers between this age group and this office.  
The OPCC continued to promote its Young Voice in Policing survey, which asks people aged 16-25 for their experience of crime and public safety. This is a demographic that has been traditionally hard to reach using traditional means of communication. The survey was promoted on age-appropriate social media platforms as well as in person at Cornwall College Camborne where staff were successful in speaking to more than 100 students from a wide range of background about their experience of crime.  
In Bodmin, Plymouth and North Devon, the has OPCC engaged with economically disadvantaged families, young people both with neurodiversity and from the LGBTQIA+ community, and members of the Muslim faith.
- *Public surveys:*  
The OPCC continues to run its Your Safety, Your Say survey which has been promoted on a wide range of social media platforms and at in-person public engagement events. Since January 1, 2025, 39% of those surveyed said they considered themselves as having a disability or long-term health condition. 2.5% said their ethnicity was other than White English/other.
- *Diverse representation on senior appointment panels:*  
For key appointments—such as the Chief Constable—the OPCC ensures balanced stakeholder panels including young people, women, and individuals from minority ethnic backgrounds and disability groups. This not only increases transparency and representation in leadership decisions but also improves trust in

the legitimacy and fairness of the process. It fosters greater public confidence across protected groups who may feel historically excluded from such decision-making forums.

- *Collaborative working through Community Safety Partnerships and the Local Criminal Justice Board:*  
These multi-agency arrangements support joint approaches to community cohesion, hate crime reduction, and prevention activity. By actively supporting these structures, the OPCC contributed to building local networks of trust and understanding, particularly for groups who have historically experienced over-policing or under-protection.
- *Crest Advisory:*  
The OPCC have funded Crest Advisory to undertake an independent review of the disproportionality data held across the criminal justice system to inform the Local Criminal Justice Board and improve understanding.
- *Attendance at national and local equality networks and conferences:*  
OPCC representatives attended policing-led Equality, Diversity and Inclusion (EDI) conferences, both locally and nationally. This promoted the sharing of best practice, deepened understanding of intersectionality, and informed the OPCC's own strategic approach. Topics often included intersectional discrimination, cultural awareness, and practical strategies to foster community unity.
- *Grassroots engagement:*  
The OPCC supported smaller-scale events and informal conversations with seldom-heard groups, including LGBTQIA+ youth, disabled residents, and ethnically diverse communities in rural areas. These efforts helped surface underreported issues, challenged cultural barriers to participation, and improved two-way dialogue.

## 5. Oversight of Devon and Cornwall Police's PSED compliance

### 5.1 Compliance

The Police and Crime Commissioner and her office plays a vital statutory role in holding the Chief Constable to account for ensuring Devon and Cornwall Police complies with its legal obligations, including those under the Public Sector Equality Duty (PSED).

This oversight work addresses all three PSED aims: eliminating discrimination, advancing equality of opportunity, and fostering good relations.

Throughout 2025/26, the OPCC used a variety of oversight tools to scrutinise operational practices, workforce culture, and community outcomes, and both through the work of the office, and through the wider work of the Commissioner-chaired Local Criminal Justice Board (LCJB), held a strong focus on matters of disproportionality and community cohesion. These mechanisms enabled the Commissioner to challenge and support the Force in improving equity, legitimacy and public trust in policing.

## 5.2 Key scrutiny & holding-to-account activities

- *The Commissioner's Accountability Board (CAB):*  
Monthly meetings chaired by the Commissioner that provide a formal setting for structured challenge and assurance, attended by the Chief Constable and his executive team, the CAB undertakes 'deep dive' discussions into matters identified for scrutiny by the Commissioner herself. Matters of diversity, equality and inclusivity or considered, and issues are scrutinised from the public's perspective. Equality-relevant areas scrutinised during 2025 included:
  - Force governance of youth justice
  - Serious violence, which included a focus on tackling violence against women and girls (VAWG), domestic abuse and child sexual abuse
  - Repeat victimisation, which included a focus on repeat victims of domestic abuse, VAWG offences and victims with ongoing vulnerabilities.
- *Police Conduct Oversight Board (PCOB):*  
The Commissioner chairs the Police Conduct Oversight Board, at which matters of police misconduct and public complaints against the police are scrutinised. This scrutiny includes a breakdown of relevant data to ensure proportionality and equality of decision-making and impact.
- *Police Officer pension revocation:*  
As part of her oversight of police misconduct, the Commissioner has the opportunity to consider applying to the Home Secretary for the revocation of individual police officer pensions. Although only used in exceptional cases, this legal power allows the Commissioner to consider cases where wrongdoing has been proven in court, and is particularly powerful in cases that include discriminatory or predatory behaviour, or sexual offending.
- *OPCC attendance at key force meetings:*  
To provide appropriate oversight, the OPCC attends the force's Strategic Legitimacy Board and the Force Performance Board, at which diversity, equality and inclusivity matters are reviewed by the force's senior and executive leaders.
- *Custody scrutiny:*  
In 2025, the OPCC undertook formal scrutiny of the police's custody provision, looking at the legal and welfare services provided to detainees across the six custody centres in Devon and Cornwall. This scrutiny included services related to legal services, healthcare, mental healthcare, appropriate adult provision for children and vulnerable adults, translation services, drug and alcohol support and access to appropriate faith support (and faith items). The final report of this scrutiny was published on the OPCC website, with recommendations being made to the police which will be revisited and scrutinised at the Commissioner's Accountability Board (CAB).
- *Independent Custody Visiting (ICV) scheme:*  
The OPCC manage the ICV scheme, in which independent scrutiny of the force's custody provision is undertaken by selected volunteers. Our ICVs use standardised reporting tools that capture indicators relevant to protected

characteristics, such as language needs (race, nationality), pregnancy and maternity, and disability-related adjustments. The findings and feedback are shared with Devon and Cornwall Police for consideration and improvements where required. This promotes transparency and supports public confidence in policing by ensuring the treatment of detainees is fair, legal and equitable.

ICVs continue to prioritise visiting children, women, and other detainees who could be considered more vulnerable. ICVs also routinely take care to monitor access to religious items, halal and kosher food, menstrual products, healthcare and mental healthcare, appropriate adults, and any other areas which may specifically impact detainees with vulnerabilities or protected characteristics. A significant recruitment campaign was also undertaken this year to increase the number of ICVs and to improve the diversity of volunteers. During the recruitment and onboarding process, questions including diversity are included, and initial ICV training covers equality and diversity.

- *Police Complaint Review process:*  
In 2025-26, the OPCC have received 151 requests for reviews of police complaint outcomes, with 89 concluded and 31 upheld with formal recommendations made to the police. In effect, this statutory process enables members of the public who are dissatisfied with the outcome of their police complaint to ‘appeal’ against that outcome, and enables them to raise concerns about matters such as discriminatory behaviour or procedural bias. This mechanism promotes individual redress, service learning and organisational improvement.
- *Balanced scorecard:*  
As part of its routine oversight of Devon and Cornwall police performance, the OPCC maintains a performance framework, covering selected business performance areas of the force. These include monitoring the percentage of police staff with a diverse background, the service provided to women and girls who are victims of crime, and the number of young victims of crime.
- *Public engagement and community feedback:*  
As the voice of the people, the Commissioner and her office secures insights and feedback from a wide variety of sources, to inform the OPCC’s understanding of how different communities perceive and experience policing. This intelligence is validated with operational and other data, and used where appropriate, to hold the force to account on issues including fairness, visibility, and accessibility of service delivery.

## 6. Challenges and forward actions

The OPCC remains committed to continuously improving its equality performance, both internally and through its scrutiny, oversight and commissioning functions. During 2025/26, several cross-cutting challenges were identified that may affect the organisation’s ability to fully realise the aims of the Public Sector Equality Duty (PSED).

These challenges predominantly relate to the quality of equality data, organisational readiness, and community reach:

- *Inconsistent equality data from commissioned services:*

While equality monitoring is embedded within the OPCC's commissioning, grant funding and contract management processes, there is variability in the capacity of commissioned service providers to collect and report consistent, disaggregated equality data, such as breakdowns by race, disability, sex, sexual orientation, and age. This can limit the OPCC's ability to fully assess the reach and impact of services on individuals with protected characteristics, and to take data-driven decisions to advance equality of opportunity.

The challenge lies in building capacity and embedding data collection systems within smaller or specialist providers, while ensuring requirements remain proportionate and achievable, however from 2026/27 the OPCC has begun strengthening expectations around equality monitoring within new grant agreements, contract monitoring and providers returns to improve the quality and consistency of demographic data.

- *Inconsistent recording of data by Devon and Cornwall Police:*  
Effective scrutiny of Devon and Cornwall Police relies on the quality and reliability of operational and workforce data. At a national and governmental level, there is a recognition that significant work is required to improve the quality and reliability of policing data. Resultantly, the inconsistency in recording key demographic characteristics, such as ethnicity, disability, and gender identity, can affect the monitoring of disproportionality in areas such as stop and search, use of force, complaints, and custody practices. While this can limit progress on addressing discriminatory practices and promoting fairness in policing, this is mitigated within the scrutiny work of the OPCC through validation of evidence, achieved by selecting a number of different information sources and wherever possible, triangulating findings (ie using three separate sources) before use or publication.

### **Actions for 2026 and beyond**

To address challenges and strengthen compliance with the Equality Act 2010 and the Public Sector Equality Duty, the OPCC has committed to a programme of work:

- *Strengthened internal EDI lead:*  
The OPCC will strengthen its delivery of and commitment to Equality, Diversity and Inclusion by increasing the visibility and prominence of its work with the OPCC's Head of Performance and Scrutiny leading on EDI matters, working alongside the OPCC HR manager to champion equality across the organisation. This role will support strategic alignment with the PSED, coordinate delivery of the Equality Strategy, and oversee progress on embedding inclusive practice across all functions.
- *Increased visibility and prominence*  
Through a review of both the OPCC's Executive Leadership Board (ELB) and Senior Leader Team (SLT) meetings content, the OPCC will ensure that matters of equality, diversity and inclusivity embedded in agendas to ensure appropriate consideration.
- *Delivery of targeted training on EDI and Equality Impact Assessments:*  
All OPCC staff will receive training on the principles and application of EDI and Equality Impact Assessments (EIAs). This will ensure staff can assess the potential impact of decisions on protected groups and mitigate risks of indirect

discrimination. The training will include case studies relating to race, sex, disability, and faith, and will support decision-making in policy, commissioning, and engagement activity.

The need for and development of EIAs will be subject to internal governance via the OPCC's Senior Leadership Team weekly meeting structure.

- *Development of a more inclusive commissioning framework:*  
Throughout 2026 the OPCC will strengthen its commissioning approach to ensure equality considerations are continually embedded more consistently throughout service design, procurement, grant and contract funding and contract management. The revised approach will set clear expectations on equality performance, accessibility and the collection and use of demographic data. This will help identify barriers to support and ensure services are responsive to people with protected characteristics and those from underrepresented communities. This information will be used to inform commissioning decisions, identify gaps in provision and support the development of services to improve equitable access and outcomes. The OPCC will provide guidance and support to help providers, especially smaller voluntary sector organisations, meet these expectations and improve the quality and consistency of equality monitoring and reporting. Overall, this strengthened approach will help ensure commissioned and contracted services are better able to reach underrepresented communities, and demonstrate their impact in reducing inequalities and improving access to support.
- *Ensure key publications are accessible and inclusive:*  
The OPCC will continue to produce core publications, including the Annual Report and Police and Crime Plan, in accessible formats such as Easy Read, with attention to digital accessibility standards, plain English, and visual inclusion as set out in paragraph 3.2 above. As the voice of the people, it is critical that everybody can have access to and understand what the Commissioner is saying. This approach to key publications helps achieve this, by supporting communication with residents who have learning disabilities, language barriers, and/or visual impairments, and by ensuring full transparency and participation.

**Report end**