



# Diversity, equality and inclusion strategy 2021-2024

Action on inclusion for the College workforce



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## Context

Diversity is designated as one of our top strategic priorities. The Black Lives Matters protests and the death of George Floyd have heightened our focus on this work, particularly in relation to ethnicity. The moral obligation and imperative to address injustices experienced by individuals from ethnic minority backgrounds in this country is now very much in the spotlight.

Policing, in particular, is facing demands to improve. As the professional body for the service, we need to take a leading role in securing rapid and tangible progress. We can only claim to hold a leadership position if we can demonstrate that we are taking action ourselves to become a beacon for others.

We are committed to meeting our legal obligations and to promoting equality and diversity, in both our work and our workforce. By proving to everyone in policing that we understand their needs, we will strengthen our connection with the profession and our legitimacy as a professional body. This includes bringing members of the police workforce into the College on secondment, who challenge

us to be relevant and provide us with technical and current expertise in operational policing.

Within the College, we have taken action to improve our inclusion and diversity practices. We have established staff networks and an internal inclusion and diversity programme, which has reviewed our ways of working and further embedded inclusion and diversity into our culture, aligned with our new values.

However, there is much work still to be done. Our colleagues, including members of our Diverse Ethnic Action Network, have given feedback that our intent is still not reflected in their lived experience. As a result, we have developed this strategy with our workforce and while this strategy applies to our internal workforce there are many other materials that refer to our approach to Diversity, Equality and Inclusion (DEI) for the profession.

We are working hand in hand with other stakeholders, including the policing profession, as well as our partners and suppliers. We aim to make the best use of evidence-based inclusion and diversity practice, learning from our work with the NPCC Plan of Action for inclusion and race

equality in policing, and using wider NPCC-led diversity practice. We are moving beyond delivery and compliance to assess the impact and value of the work we do.

The Chief Executive and the Senior Management Team are committed to leading this from the front, by challenging ourselves about what we are doing personally and in our teams. We all share a collective responsibility to own the aims of our strategy, to deepen our knowledge and understanding, and to implement the actions to make it happen.

## Our vision

By recognising, understanding and respecting our differences, we are creating an inclusive culture where we can all thrive. Our leaders welcome the innovation and challenge that different perspectives bring. Our decision-making and policies are evidence-based, and make use of the talents and perspectives of our employees and secondees. Inclusion and diversity is at the heart of our product and service development, and it guides all of our interactions.

## Aims

Our focus over the next three years will be on the five following areas. These areas will help us to support the achievement of our vision and meet the needs of our workforce, the policing profession and other stakeholders.

- We will reflect and understand the different communities in the working population of England and Wales. We will tackle under-representation at all roles and levels of our workforce, including in relation to age, disability, gender and gender expression, ethnicity, religion and belief, sex, and sexual orientation.
- We will encourage and enable the development and progression of all of our staff, and we will implement positive action to provide equity of opportunity.
- We will live our values (collaborative, open, inclusive and innovative), ensuring that our attitudes and behaviours enable all staff to be their true selves at work.

- We will ensure that our processes, policies and procedures are fully inclusive, and that we have diverse representation on our key decision-making bodies.
- We will ensure that DEI is central to the development of our new products and services, which we will assess for equality impact. We will also systematically review and redevelop our existing products and services.

## What do we mean by diversity, equality and inclusion?

Every individual has a unique perspective and set of work and life experiences. When we talk about diversity, we generally refer to characteristics that differentiate groups and people from one another. These include the nine protected characteristics under the Equality Act 2010:

- disability
- gender reassignment
- marriage and civil partnership

- pregnancy and maternity
- race
- religion or belief
- sex and sexual orientation

In addition, people also differ in things such as socio-economic background and political beliefs. The term ‘intersectionality’ refers to the way in which each individual’s identity is made up of a mixture of these characteristics.

Equality means ensuring equity of access to opportunities within our organisation and inclusion means removing barriers and creating a culture where people feel comfortable and confident to be themselves.

‘Diversity is being invited to the party, inclusion is being asked to dance.’

**Verna Myers**

## Where we are now?

We've analysed our progress against the actions contained within our Key Performance Questions, staff surveys, workforce data, and performance against existing objectives and targets. Consultations with our stakeholders in our staff networks and with our partners have supplemented this evidence.

Some key achievements to date are that we've:

- launched staff networks – we now have 11 networks that provide space for discussion and community, highlight the lived experience of colleagues, and contribute to policy development and decision-making in the College
- shown senior leaders' visible commitment to inclusion and diversity, through their personal sponsorship of staff network groups and active participation in Perspectives sessions
- reduced the gender pay gap by 2.4% since 2019

- implemented a mandatory inclusion and diversity objective within our professional development review (PDR) system
- reserved a seat at our Senior Management Team meetings for our staff networks to increase the diversity of perspectives in decision-making
- developed and implemented training for all staff on recruitment panels
- improved representation of people from under-represented groups on recruitment and promotion selection panels, especially for senior roles

However, we know that we need to improve our performance both in our ways of working and in the composition of our workforce.

## Our ways of working

- Our inclusion and diversity data recording, reporting and analysis need to be strengthened so that our data provides the right level of insight and informs our future approach. There are currently gaps in our data recording for some stages of our attraction and recruitment processes, and for staff training and development.
- We need to improve our approach to equality impact assessment and review for existing products and services, to identify benefits and mitigate any adverse impact.
- We need to improve the ways in which we use diverse thinking and perspectives in our product and service development.

## Our workforce

- Women are twice as likely as men to be within our junior grades. Representation of women in our secondee group is below that reflected across our organisation as a whole. In our senior grades, only 36.8% are women.
- Our ethnic minority representation is 11.5%, showing an increasing upward trend. However, we have no people from an ethnic minority background on our senior management team.
- Our disability representation is low across all staff grades compared to the wider Civil Service. Currently, 17.6% of our staff records have no disability data recorded.
- Only 10% of our workforce are from the 18-30 age range, although 30% of applications are from candidates in that group.

## How well do we represent the communities we serve?

Community group	College workforce (%)		UK working population
Ethnic minority groups	12%	■	14%*
Disability	2%	■	16%**
Men	41%	■	49%*
LGBT+	5%	■	2%***
Age	69% aged 41 or over	■	51%*

\* 2011 Census population figures

\*\* UK Government Family Resources Survey 2011/12

\*\*\* Office for National Statistics Annual Population Survey 2017

## Next steps

Achieving the aims of our strategy is a responsibility of everyone in the College. Our Senior Management Team will build actions to implement it into the business plans of our individual units.

The following table highlights areas of focus for the first year. We plan to review progress on an annual basis via the Senior Management Team and Board.

Area	Aim	Focus
<b>Workforce</b>	We will reflect and understand the different communities in the working population of England and Wales. We will tackle under-representation at all roles and levels of our workforce.	<ul style="list-style-type: none"> <li>■ Improve data capture and recording to establish the baseline and monitor performance</li> <li>■ Improve our attraction and recruitment processes, with a focus on secondees, especially from under-represented groups (including women). We need to attract younger secondees who are earlier in service and view working in the College as an important stepping-stone in their career.</li> </ul>
	We will encourage and enable the development and progression of all of our staff, and we will implement positive action to provide equity of opportunity.	<ul style="list-style-type: none"> <li>■ Use data to identify areas of disparity and implement action to address any disparity.</li> <li>■ Invest in our current workforce and provide specific opportunities for development and progression for staff from under-represented groups through short-term secondments, as well as formal development programmes, such as Aspire.</li> </ul>
	We will live our values (collaborative, open, inclusive and innovative), ensuring that our attitudes and behaviours enable all staff to be their true selves at work.	<ul style="list-style-type: none"> <li>■ Led by effective leaders, who own action plans to implement our strategy for their business units.</li> <li>■ Listen and respond to our workforce through regular pulse surveys and engagement with the employee forum and staff networks.</li> </ul>

Area	Aim	Focus
<b>Ways of working</b>	We will ensure that our processes, policies and procedures are fully inclusive, and that we have diverse representation on our key decision-making bodies.	<ul style="list-style-type: none"> <li>■ Increase the diversity of perspectives contributing to key decisions and policy-making by inviting staff network and secondee participation in decision-making bodies.</li> <li>■ Be transparent in our policies and processes by communicating what we are doing.</li> </ul>
	We will ensure that inclusion and diversity is central to the development of our new products and services, which we will assess for equality impact. We will also systematically review and redevelop our existing products and services.	<ul style="list-style-type: none"> <li>■ Build equality impact assessments (EIAs) into the product development process.</li> <li>■ Improve monitoring of impact as part of continuous improvement.</li> <li>■ Share what's working in terms of inclusion and diversity in the College with the wider policing profession.</li> </ul>

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## About the College

We're the professional body for the police service in England and Wales.

Working together with everyone in policing, we share the skills and knowledge officers and staff need to prevent crime and keep people safe.

We set the standards in policing to build and preserve public trust and we help those in policing develop the expertise needed to meet the demands of today and prepare for the challenges of the future.

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