

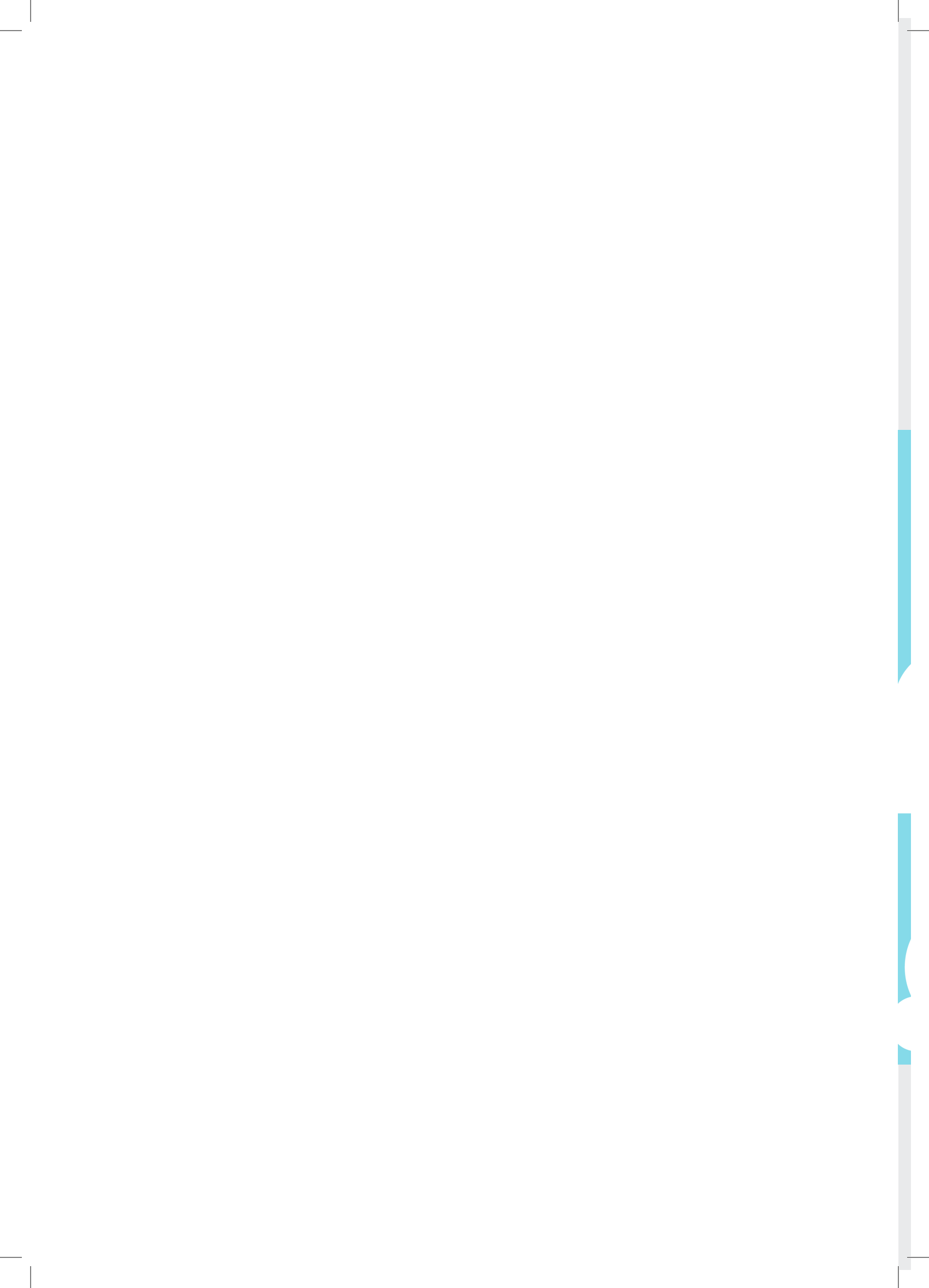
# 2018 - 2025

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NPCC

Diversity,  
Equality &  
Inclusion  
Strategy







# 2025 VISION

**Our vision is that by 2025 policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements.**





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# FOREWORD

**Chief Constable Gareth Wilson**  
Chair of the NPCC Diversity, Equality  
and Inclusion Coordination Committee



**Policing by consent is the most fundamental building block in the provision of policing services. This can only be achieved by retaining legitimacy within the communities we serve through transparency, engagement and an ethical and fair application of the law by a workforce that reflects the people it serves.**

Policing has undergone a transformation over recent years responding to changes in demand, rising public expectations, increasingly diverse communities and alongside the impact of globalisation, technology and international terrorism on the nature of crime. We now have a more diverse workforce across a variety of roles and with a strong culture that focuses on outcomes. Policing is vitally important to all our lives and it is central to protecting the rights and freedoms that underpin our society.

In response to the Home Affairs Select Committee Report on Diversity in Policing, the Government restated its view that a diverse workforce representing people of all backgrounds and groups goes right to the heart of this country's historic principle of policing by consent. Not only does this ensure we can make much better use of the talents and skills of people from all backgrounds, but also better understand all communities enhancing our abilities to tackle crimes that affect them.

An understanding of the context of policing as part of the whole public system is essential and has been examined by both The Lammy Review

that studied the treatment and outcomes for Black, Asian and Minority Ethnic individuals within the Criminal Justice System, and the Race Disparity Audit, published in October 2017, which evidenced race disparity across the public sector.

It is clear that sometimes the police service creates disparity but also that it has to deal with the consequences of disparity from other parts of the public sector. Policing must play its part to work with partners to reduce and ultimately seek to eliminate disparity wherever it lies.

The NPCC Diversity, Equality and Inclusion (DEI) Committee utilised a grant from the Police Transformation Fund (PTF) to develop a national strategic response and worked with The National Centre for Social Research (NatCen) to provide an evidence base to enable greater workforce diversity and effective service delivery across communities.

This strategy gives clarity of leadership and action that is required by the police service across three categories; our organisation, our communities and our partners.

**Embedding diversity, equality and inclusion into all that we do is an essential ingredient for success and fundamental to this is an effective co-ordination committee that influence our work within the NPCC and through into individual organisations. The Diversity, Equality and Inclusion Co-ordination Committee will own, develop and deliver this strategy on behalf of the NPCC.**

# NATIONAL POLICE CHIEFS COUNCIL PLEDGE

**As Chief Constables both individually and as a collective, we recognise the significant work that has been undertaken to embed diversity, equality and inclusion into our workforce and into the services we provide to our communities. However, we recognise there is still significantly more to be done and we do not underestimate the effort needed to truly embed it within all that we do.**

**1.** We are committed to ensure we better understand the composition of our communities and that having a truly diverse workforce that reflects those communities not only has great benefits for the organisation but also for the public we serve.

**2.** We agree there is not a 'one size fits all' approach to diversity, equality and inclusion and the local response needs to be tailor made to ensure local needs are addressed. A truly diverse workforce and service provision is one that reflects the nine protected characteristics and goes beyond to value difference.

**3.** We recognise and support the priority Government has given to tackling race disparity and commit to ensuring we address those issues in line with that agenda.

**4.** We aspire to be an employer of choice for people across our communities.

**5.** We will create an inclusive culture where people feel confident to provide information about themselves.

**6.** We recognise the legal obligations we have as leaders and are committed to ensuring these are met.

**7.** We also recognise the moral basis for diversity, equality and inclusion and how delivery of this strategy and associated toolkits strengthens both the legitimacy of policing and our operational outcomes.

**8.** We recognise the importance of having a strong evidence base for our decision making and will continually improve our approach based upon the research undertaken.

**9.** We agree that as a police service we sometimes create disparity but also have to deal with the consequence of disparity within other parts of the public sector system. We are committed to understanding disparity within policing and to explaining that disparity. If we cannot, we will reform. Furthermore, we are committed to working with partners to develop a whole system response that will help reduce and ultimately seek to eliminate disparity and create a truly diverse and inclusive service.

# THE STRATEGY





**The strategy** has three key elements that enable success centred on the personal leadership of all Chief Constables and their chief officer teams.

These elements are;

**Our Organisation**

**Our Communities**

**Our Partners**

They provide a framework to accelerate progress on diversity, equality and inclusion, the delivery of positive equality outcomes and to ensure legal compliance. In so doing, we will deliver a fair and responsive service that engages effectively with our staff, our partners and our communities and builds on our organisational values and culture.

## LEADERSHIP

Chief officers will provide visible leadership to ensure our staff, our partners and our communities witness our personal commitment to diversity, equality and inclusion.

# Our Organisation

## Transparency & Scrutiny

We will maximise the transparency of our organisations to ensure our activities can be scrutinised to enable explanation or give evidence to enable reform.

## Developing our Workforce

We will develop our staff to better understand diversity, equality, and inclusion and the positive outcomes that will be delivered if we truly embed our response within our organisations.

We will create an inclusive culture where people, no matter their background, feel confident to disclose their characteristics.

## Understanding our Workforce

We will better understand the composition of our workforce by ensuring we put in place systems that enable the collection, collation and analysis of workforce data across the nine strands of diversity.

We will put in place effective strategies that enable formal and informal engagement with our staff and support networks to ensure we better understand how we can continue to develop an inclusive organisational culture that promotes and embeds diversity and equality.

## Workforce Toolkit

The workforce tool kit sets out the key components to successfully achieving the vision of creating a representative workforce free from discrimination by focusing on specific actions within the following work streams:

- Leadership and Culture
- Attraction/Recruitment
- Retention
- Progression
- Wellbeing and fulfilment
- Exit from service with dignity

# Our Communities

## Understanding our Communities

We will better understand the composition of our communities by ensuring we put in place systems that enable the collection, collation and analysis of community data and information across the nine strands of diversity.

## Engagement and Good Relations

We will develop effective engagement strategies that enable interaction with all communities, fostering strong relationships that build trust and confidence.

## Increasing Confidence

We will deal effectively with all reported hate crimes and incidents, recognising that failure to do so has a detrimental impact on the confidence those communities have in the police.

We will ensure the code of ethics is embedded in all we do and is pivotal in our interactions with those we come into contact with.

## Community Toolkit

We will develop a toolkit to enhance our approach to diversity, equality and inclusion within our communities.

# Our Partners

## Understanding the Partnership Landscape

We will work with partners to put in place systems that enable the collection, collation and analysis of data and information that identifies disparity in service delivery across the nine strands of diversity.

## Tackling Disparity

We will work with partners to implement whole system strategies to explain, where necessary reduce, and where possible eliminate disparity and enhance public service.

## Joint Service Delivery

We will work with our partners to develop strategies that enable more effective public service provision across our communities.

## Partnership Toolkit

We will develop a toolkit to enable the police service to work more effectively with our partners to develop joint strategies that enable a whole system approach towards service provision and tackling disparity.

# THE NPCC DIVERSITY, EQUALITY AND INCLUSION COMMITTEE

The DEI Co-ordination Committee is chaired by an appointed chief officer whose role is to own, develop and deliver this strategy, report progress against the NPCC annual delivery Plan and to direct and coordinate work of individual portfolios that cover all nine protected characteristics.

The DEI Co-ordination Committee will ensure that individual portfolio owners, together with representatives from the Association of Police and Crime Commissioners, College of Policing, Staff Associations, Unions and the Home Office develop the strategic direction for Diversity, Equality and Inclusion on behalf of the NPCC. It will enable a cross cutting response that takes account of individual protected characteristics and the intersection between each of them.

The DEI Co-ordination Committee will provide strategic oversight of the development of the evidence base in this area working in close partnership with the College of Policing.

The DEI Co-ordination Committee has a guardianship role. To fulfil this, a DEI Co-ordination Committee member will sit on each remaining co-ordination committee. Known as a 'link member', their role will be to inform

those committees of relevant work being developed within DEI, allow a two-way flow of information to enable strategic development and provide support to embed DEI across the NPCC committees, portfolio and working group structure.

The DEI Co-ordination Committee will not have its own work plan but will have a composite plan that incorporates relevant objectives from the remaining co-ordination committees. Relevant objectives will be agreed by the co-ordination committees' chairs and the purpose of the composite plan will be to enable a strategic oversight of relevant work being undertaken that is relevant to DEI and enable signposting of specialist support that will help ensure diversity, equality and inclusion is embedded within all that we do.

SEX

RACE

DISABILITY

AGE

SEXUAL ORIENTATION

RELIGION AND BELIEF

PREGNANCY AND MATERNITY

MARRIAGE AND CIVIL PARTNERSHIP

GENDER REASSIGNMENT

Protected Characteristics

Diversity, Equality & Inclusion Coordination Committee

Operational Governance

# COORDINATION COMMITTEES

# STATUTORY OBLIGATIONS

The Equality Act 2010 legally protects people from discrimination in the workplace and in wider society. It replaced previous anti-discrimination laws with a single Act, making the law easier to understand and strengthening protection in some situations. It sets out the different ways in which it is unlawful to treat someone.

The Public Sector Equality Duty came into force across Great Britain on 5 April 2011. The PSED duty applies to public bodies and others carrying out public functions. It supports good decision-making by ensuring public bodies consider how different people will be affected by their activities, helping them to deliver policies and services which are efficient and effective; accessible to all; and which meet different people's needs.

It also requires that public bodies have due regard to the need to:

- eliminate discrimination
- advance equality of opportunity
- foster good relations between different people when carrying out their activities

The Equality duty is supported by specific duties which require public bodies to publish relevant proportionate information demonstrating their compliance with the Equality Duty; and to set themselves specific, measureable equality objectives.



## SCRUTINY

We will work with Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) to enable effective scrutiny of progress against this strategy and the associated toolkits.



