

Public sector equality duty report 2021

Update on progress against objectives between March 2020 and March 2021

First published 14 January 2022

Equality objectives

Objective one – Improve data quality and regular monitoring

- We have improved our analytical capacity by developing a new reporting tool. This allows us to interrogate workforce data, build our evidence base and monitor trends.
- In spring 2021, our annual diversity survey provided perceptions about data confidence and staff experience of the College, as well as our approach to diversity, equality and inclusion (DEI), support and development. We collaborated with staff networks and key stakeholders to develop the content.
- At the end of 2020, our Diverse Ethnic Action Network (DEAN) survey captured views and experiences specifically on racial equality and inclusion. Both survey findings will inform our work for 2021/22.

Objective two – Pay and grading

- Our [gender pay gap report](#) (March 2020) shows that when comparing median hourly pay, women's median hourly pay is 5.8% lower than men's. When comparing mean (average) hourly pay, women's mean hourly pay is 8.2% lower than men's.
- Reward and recognition is one of our strategic objectives and is included in our People Strategy, published in 2021.
- We have addressed the historical difference between national and London contracted hours. We have reduced the disparity by aligning hours to 37 hours.
- 55% of our staff are homeworkers. A trial of hybrid working during 2021/22 will provide us with greater flexibility to recruit from a more diverse workforce and may help fill skills gaps. The pandemic has demonstrated that we do not have geographical dependencies and we do not need to restrict our talent pool by recruiting staff who are local to current office sites. We can build our talent and skill sets. Increasing the number of staff on national contracts has potential to reduce

the disparity in salary gaps.

Objective three – Offer targeted development opportunities for under-represented groups

- We introduced diverse interview panels during 2020, supported by improved training. During 2021, we mandated visible difference on all panels. This has provided development opportunities for under-represented groups, in particular in junior grades, including within our Board recruitment.
- Our Aspire programme is aimed at future leaders from groups that are under-represented in the police service and the College. We have supported three internal cohorts over 2020/21. The course is now more accessible to staff due to its delivery.
- Our ten staff networks are growing their membership and experience. They are based on, but not limited to, protected characteristics, with a senior leader as sponsor. We collaborate with the networks for views on policy, guidance and ways to improve inclusivity.
- Each network chair takes a seat at our monthly senior management team by rotation. This offers different perspectives, increasing diversity in decision making.

Other activities

- We have developed a new DEI Strategy and implementation plan (2021-2024), to set out our vision and aims for our workforce. We have also developed a specific Recruitment and Attraction Strategy, which sets out our plan to attract, retain and develop a more diverse workforce.
- We engaged with staff networks extensively as we developed new ways of working during the pandemic. DEAN, the Carers network and the Parenting network provided invaluable insight and feedback on guidance. Our networks provided support to staff and helped us to communicate new guidance and information across the College.
- We have seen an increase in use and awareness of the 'workplace adjustment passport'. This sets out specific needs for the individual and is shared with the line manager.
- We are developing expertise for staff in completing equality impact assessments (EIAs) for policies and projects. We have been rolling out our EIA workshop training for staff.

Our workforce data

Total numbers by directorate

As at 31 March 2021, we employed 708 people across five directorates. This total includes the full-time and part-time workforce, including those on fixed-term contracts, and all workforce on secondment.

Directorate	Number of staff
CEO	43
Enabling services	303
Knowledge and innovation	140
Policing standards	67
Workforce development	155
Total	708

Observations

There has been a 1.4% increase in headcount this reporting period, with an increase of 10 from 31 March 2020.

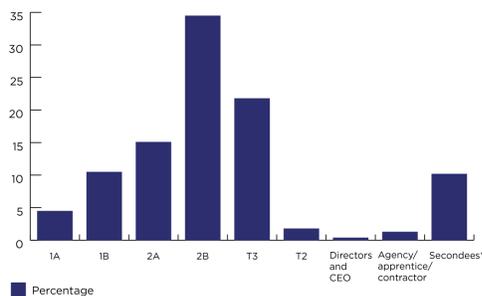
Workforce by pay band

Grade at 31 March 2021	Percentage	Total
1A	4.5%	32
1B	10.5%	74
2A	15.1%	107
2B	34.5%	244
T3	21.8%	154

Grade at 31 March 2021	Percentage	Total
T2	1.8%	13
Directors and CEO	0.4%	3
Agency and contractor	1.3%	9
Secondees (all types)	10.2%	72
Total	100%	708

Observations

The proportion of workforce at each grade has remained similar to the 2020 reporting period. However, the proportion of those graded 1A has increased from 4.5% to 6.5% since March 2020. The proportion of those employed as secondees, agency or contractors has increased from 11.4% to 14.6% since March 2020.

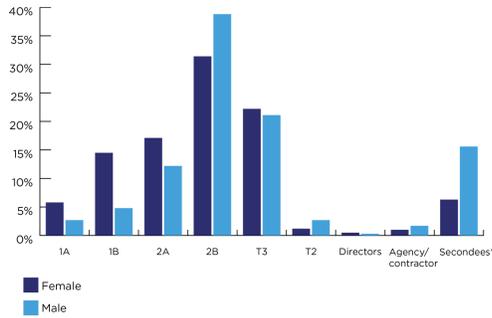


March 2021 workforce by pay band

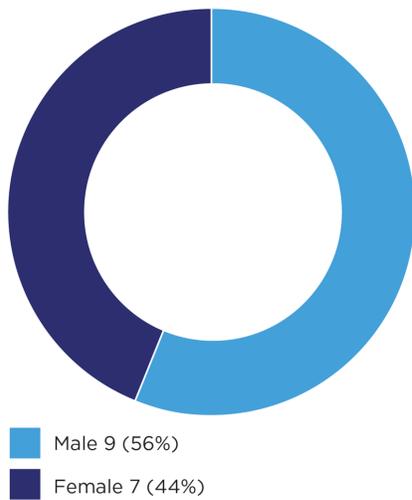
Workforce pay band by sex

Grade at 31 March 2021	Female	Male
1A	24	8
1B	60	14
2A	71	36
2B	130	114
T3	92	62
T2	5	8
Directors	2	1
Agency or contractor	4	5
Secondees	26	46
Total	414	294

We consider senior managers to be our T2 level or above. This equates to 16 posts, or 2.3% of the workforce.



March 2021 workforce by pay band and sex



March 2021 senior managers by sex

Observations

Over half our staff are female (58.5%) and 41.5% are male. This is similar to the gender split in 2020, when 60.1% of our staff were female and 39.9% were male. Over half of the Civil Service workforce is female (53%).

A greater proportion of our female staff (37.4%) are in the more junior grades 1A to 2A, compared to 19.7% of our male workforce. A greater proportion of our managers are male (56%).

Workforce by age compared alongside senior managers

Age range at 31 March 2021	Total workforce	Senior managers
18–29	68	0
30–44	230	3
45–59	329	11
60+	80	2
Unknown	1	0
Total	708	16

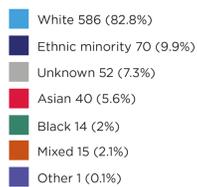
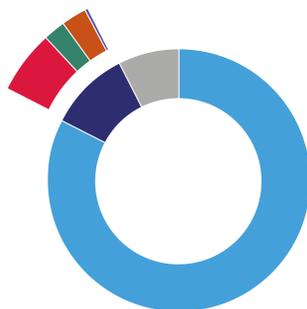
Observations

Over two-thirds (70.2%) of our workforce are aged over 40. This compares to 66% of civil servants aged over 40.

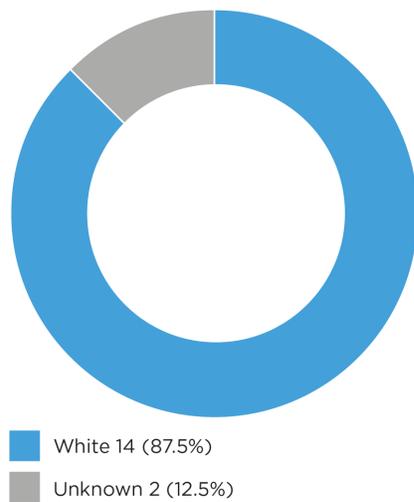
Workforce by ethnicity compared alongside senior managers

Grade at 31 March 2021	Ethnic minority	White	Unknown ethnicity
1A	0	31	1
1B	5	67	2
2A	14	91	2

Grade at 31 March 2021	Ethnic minority	White	Unknown ethnicity
2B	30	200	14
T3	15	135	4
T2	0	12	1
Directors	0	2	1
Agency or contractor	2	5	2
Secondees	4	43	25
Total	70	586	52



March 2021 workforce by ethnicity



March 2021 senior managers by ethnicity

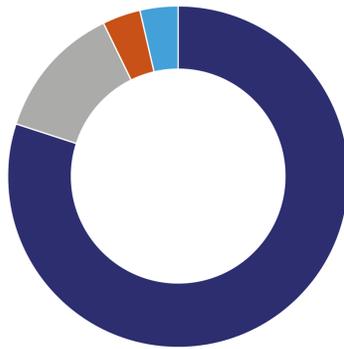
Observations

We record self-defined ethnicity using the 18+1 Home Office code scheme, which is also used by forces. It is worth noting the White category may also contain people from under-represented minority groups, as well as people with nationalities other than British.

The majority of our workforce self-report as White (82.8%), with 9.9% self-reporting as from an ethnic minority group (Asian, Black, Mixed or Other), compared to 8.9% for the previous 2020 reporting period. The remaining 7.3% of the workforce have not shared their ethnicity, which is an improvement, against 8.3% of the workforce in 2020 reporting period. The figure includes people in the 'prefer not to say' and 'unknown' categories.

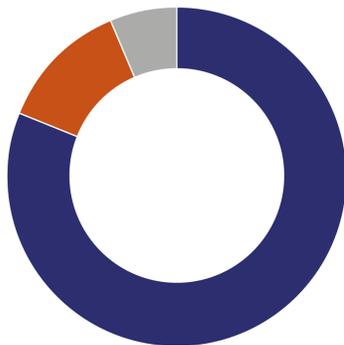
There were no senior managers who self-reported as being from an ethnic minority background, although 12.5% chose 'prefer not to say'.

Workforce who consider themselves to have a disability or long-term condition compared alongside senior managers



Not with disability	567	(80%)
Unknown	90	(13%)
Prefer not to say	26	(4%)
With disability	25	(3%)

March 2021 workforce by disability



Not with disability	13	(81%)
Prefer not to say	2	(13%)
Unknown	1	(6%)
With disability	0	(0%)

March 2021 senior managers by disability

Observations

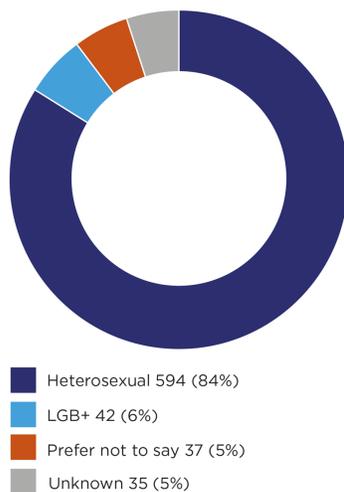
Following consultation with the National Police Chiefs' Council and the Disabled Police Association, we have updated our definition of disability to be more inclusive.

We now have 83.6% of workforce providing disability information, compared to 81.5% in 2020.

The proportion of the workforce with a disability (3.5%) is lower than the national working population (13%) and the average for the Civil Service (12%). This is something we will monitor.

To address the gap, we are launching a disability data survey in autumn 2021, with the full support of our staff disability network. We are keen to support staff and, where notified, have made reasonable adjustments to allow people to remain in, and at, work. Greater awareness will help us to improve our estate accessibility and working environment, and to create more inclusive products and services.

Workforce by sexual orientation



March 2021 workforce by sexual orientation

Observations

In March 2021, 89.8% of our workforce provided information on sexual orientation, compared to 88.8% in 2020. From 2019, we have included an option to self-describe in the data collection.

Representation of LGB+ staff is 5.9% across the organisation.

Workforce diversity by religion

Religion or belief at 31 March 2021	Percentage	Total
Atheist	0.3%	2
Buddhism	0.7%	5
Christianity	45.1%	319
Hinduism	1.4%	10
Judaism	0.3%	2
Muslim	1.0%	7
No religion	38.8%	275
Other	1.1%	8
Sikhism	1.8%	13
Unknown	9.5%	67
Total	100%	708

We have used the Office for National Statistics religion and belief coding.

Observations

In March 2021, 89.3% of our workforce provided information on their religion or belief, compared to 89.7% of in 2020.

Disclosure rates across all protected characteristics

Characteristic at 31 March 2021	Disclosure rate
Age	100%

Characteristic at 31 March 2021	Disclosure rate
Sex	100%
Ethnicity	92.7%
Sexual orientation	89.8%
Religion or belief	89.3%
Disability or long-term condition	83.6%

Observations

Information on age and sex is required for our security vetting process, which gives us 100% declaration. All other information is optional, so people can choose to leave blank or respond with 'prefer not to say'.

It should be noted that the level of disclosure for our permanent workforce is greater than indicated in the table above. This is due to secondees, agencies and contractors being less likely to complete or return monitoring forms.

Tags

Equality Diversity and inclusion