Public sector equality duty report 2022

Our workforce data as of 31 March 2022.

First published 10 May 2023

Our progress against equality objectives

Our objectives are taken from our diversity, equality and inclusion (DEI) strategy, which covers the period 2021-2024.

Objective one

We will reflect the different communities in the working population and tackle underrepresentation at all roles and levels of our workforce.

Target	Target date – year one of strategy (2021/22)	Progress against objective as at March 2022	Date of update
Target one – our regular reporting cycle set up to further our understanding of our workforce composition, identify changes, analysis of trends and risks.	December 2021	Achieved in full. We have a new reporting system which enables us to report in more detail on our workforce. We have been using the system since March 2021 and have a full year on which to base our interventions and understanding of staff.	March 2022

Target	Target date – year one of strategy (2021/22)	Progress against objective as atMarch 2022	Date of update
Target two – our representation of new staff, including secondees, from underrepresented groups increases. development.	March 2022	The data showing the diversity of our new starters in 2021/22 shows we have recruited disabled, LGBT and staff under 30 at a higher percentage than in our previous total working population across those characteristics.	March 2022

Objective two

Encourage the development and progression of all our staff and implement a positive action approach to provide equity of opportunity.

Target	Target date – year one of strategy (2021/22)	Progress against objective as at March 2022	Date of update

Target one – our DEI training provision is assessed to enable staff to understand their responsibilities, recognise and address bias and is part of our ongoing learning.	March 2022	We have set out a comprehensive schedule of training events available to staff. Our staff networks also contribute to this, enabling us to celebrate a diverse range of events and a range of activities for staff to raise awareness and provide a thematic overview of DEI issues.	January 2022
Target two – launch of a new pilot internal mentoring scheme with clear process identified for staff from underrepresented groups (ethnicity, initially) to be matched with coaches/mentors to support development.	January 2022	We have a pilot cohort of accredited coaches who are supporting specifically staff from our most underrepresented groups with development. We are also increasing the diversity of our coaching pool with additional coaches being trained during 2022.	March 2022

Objective three

We will live our values, ensuring our behaviours enable all staff to be their true selves at work.

Target	Target date – year one of strategy (2021/22)	Progress against objective as at March 2022	Date of update
Target one – Record and use feedback from our networks on policy, products to improve inclusivity and diverse opinion.	December 2021	Consulting with network leads on policy is now an embedded way of working. We have extended this to include input into our approach and content for line management training, our leadership behaviours and our approach to hybrid working. We have also achieved Disability Confident 'Employer' status, a recognition of our improvement to policies in this area.	March 2022

Target	Target date – year one of strategy (2021/22)	Progress against objective as atMarch 2022	Date of update
Target two – DEI survey results assessed against the 2020/21 baseline to identify improvements, external Employers Network for Equality and Inclusion (ENEI) Talent Inclusion and Diversity Evaluation (TIDE).	March 2022	TIDE survey will be available in March. It is a self-assessment tool to measure approach and progress on diversity and inclusion across eight areas. We have introduced a DEI strategy and implementation plan for the College which sets out activities and owners College wide. We have improved our workforce data and now have a clear evidence base which we are using to develop our approach to positive action and targeted opportunities.	March 2022

Objective four

We will ensure our processes, policies and procedures are inclusive and we have diverse representation on our decision-making bodies

Target	Target date – year one of strategy (2021/22)	Progress against objective as at March 2022	Date of update
Diverse panels are used in all recruitment, with biographies held for panel members to help recruiting managers select panels.	December 2021	Completed. We now have 165 staff trained to sit on our recruitment panels. Our minority ethnic staff make up a larger percentage of the trained panel than they do in the workforce: 10% of workforce and 15% of panel members.	March 2022

Target	Target date – year one of strategy (2021/22)	Progress against objective as atMarch 2022	Date of update
Continue to develop and support the network chair membership on the senior management team meeting.	March 2022	We have supported our Chairs of Networks to engage stakeholders and develop their influencing through personal development sessions to managing conflict and building their understanding of style and impact. Our networks continue to have a seat within our Senior Management Team Meeting and on decision-making panels such as those for Reward and Recognition.	January 2022

Objective five

We will ensure that diversity and inclusion 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.

Target	Target date – year one of strategy (2021/22)	Progress against objective as at March 2022	Date of update

Target one – staff identify impacts and benefits of their work on all groups of people conducting EIA and building DEI into their development process.	March 2022	Our policy and product owners are using our EIA toolkit and consult with our staff networks for their valuable insight and experiences, including developing our approach to our recruitment and attraction strategy and the support provided to course delegates, reviewing documentation, in person and virtual support.	January 2022
Target two – regular DEI Coordination Board identifies common areas, lessons learnt and shares expertise on internal and external inclusion work.	March 2022	Our DEI Board continues to meet bi-monthly and brings about opportunities for collaboration between our work with our internal workforce and our work with the profession.	Ongoing

Total numbers by directorate

As of 31 March 2022, we employed 752 people across five directorates. This total includes full-time and part-time staff, including those on secondment or fixed-term contracts.

Chart showing total workforce numbers by directorate 2021/2022

Workforce total numbers by directorate as of 31 March 2022

Directorate	Number of staff	Percentage
Enabling Services	274	36.4%
Workforce Development	158	21%
Knowledge & Innovation	158	21%
CEO	86	11.4%
Operational Standards	76	10.1%
Total	752	100%

Observations

There has been a 5.9% increase in headcount over this reporting period, with an increase of 44 from 31 March 2021.

Workforce by pay band

Bar chart showing workforce by pay band 2021/2022

Workforce by pay band as of March 2022

Grade	Number of staff	Percentage

1A	28	3.7%
1B	82	10.9%
2A	108	14.4%
2B	253	33.6%
T3	165	21.9%
T2	14	1.9%
Directors and CEO	3	0.4%
Agency or contractor	5	0.7%
Secondees	89	11.8%
Apprentices	5	0.7%
Total	**752**	**100%**

Observations

The proportion of the workforce at each grade has remained similar to the 2021 reporting period. However, the proportion of those graded 1A has decreased from 4.5% to 3.7% since March 2021. The proportion of those employed as secondees, agency or contractors has also decreased from 14.6% to 12.5% since March 2021. The level of distribution in all other grades has remained relatively consistent.

Workforce pay band by sex

Bar chart showing workforce pay band by sex 2021/2022

Workforce pay band by sex as of 31 March 2022

Chart showing senior managers by sex 2021/2022

Senior managers by sex as of 31 March 2022

Grade	Number of female staff	Percentage of female staff	Number of male staff	Percentage of male staff
1A	21	4.8%	7	2.2%
1B	63	14.5%	19	6%
2A	75	17.3%	33	10.3%
2B	128	29.6%	125	39.2%
T3	99	22.9%	66	20.7%
T2	5	1.2%	9	2.8%
Directors	2	0.5%	1	0.3%
Agency or contractor	6	1.4%	4	1.3%
Secondees	34	7.9%	55	17.2%
Total	**433**	**100%**	**319**	**100%**

We consider senior managers to be T2 level or above. This equates to 17 posts, or 2.3% of the workforce.

Observations

Over half our workforce are recorded as female (57.6%) and 42.4% as male. This is similar to the split in 2021, when 58.5% of our staff were recorded as female and 42.5% as male. Over half of the

civil service workforce are female (53%).

A greater proportion of our female workforce (36.7%) are in the more junior grades 1A to 2A, compared to 18.5% of our male workforce. A greater proportion of our managers are male (59% male, compared to 41% female).

Workforce by age compared alongside senior managers

Bar chart showing workforce by age compared alongside senior managers 2021/2022

Workforce by age compared alongside senior managers as of 31 March 2022

Age range	Number of total workforce	Percentage of total workforce	Number of senior managers	Percentage of senior managers
18–29	77	10.2%	0	0%
30–44	228	30.3%	4	23.5%
45–59	359	47.8%	11	64.7%
60 and over	88	11.7%	2	11.8%
Total	**708**	**100%**	**17**	**100%**

Observations

Over half (59.4%) of our workforce are aged over 45, with 10.2% of our workforce aged under 30.

Workforce by ethnicity

Chart showing senior managers by ethnicity 2021/2022

Bar chart showing workforce by pay band and ethnic group 2021/2022

Grade	Ethnic minority – number	Ethnic minority – percentage	White – number	White – percentage	Unknown ethnicity – number	Unknown ethnicity – percentage
1A	0	0	31	4.4	0	0
1B	6	8.1	67	11.6	3	6.3
2A	12	16.2	91	15.1	1	2.1
2B	29	39.2	200	33.5	13	27.1
T3	19	25.7	135	22.4	5	10.4
T2	0	0	12	2.1	1	2.1
Directors	0	0	2	0.3	1	2.1
Agency or contractor	2	2.7	5	1.1	1	2.1
Secondees	6	8.1	43	9.5	23	47.9
Total	**74**	**100**	**586**	**100**	**48**	**100**

Observations

We record self-defined ethnicity using the 18+1 Home Office code scheme, which is also used by forces. It is worth noting that the White category may contain people from minority groups.

The majority of our workforce self-report as White (83.8%), with 9.8% self-reporting as from ethnic minority groups (Asian, Black, Mixed or Other), compared to 9.9% for the previous 2021 reporting period. The remaining 6.4% of the workforce have not shared their ethnicity, which is an improvement from 7.3% for the previous 2021 reporting period. The figure includes people in the 'prefer not to say' and 'unknown' categories. The level of completion is much greater for permanent members of the workforce than it is for secondees.

There were no senior managers who described themselves as being from an ethnic minority background.

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

Chart showing workforce by disability 2021/2022

Workforce by disability status as of 31 March 2022

Chart showing senior managers by disability 2021/2022

Senior managers by disability status as of 31 March 2022

Disability status	Number of workforce	Percentage of workforce	Number of senior managers	Percentage of senior managers
Disabled	39	5.2%	0	0%
Not disabled	606	80.6%	14	82.4%
Prefer not to say	25	3.3%	2	11.8%
Unknown	82	10.9%	1	5.9%
Total	**752**	**100%**	**17**	**100%**

Observations

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

https://production.copweb.aws.college.police.uk/about/equality-and-diversity/public-sector-equality-duty-report-2022

We now have 85.8% of our workforce providing disability information, compared with 83.6% of staff in 2021 and 81.5% of staff in 2020.

The proportion of the workforce with a disability (5.2%) is lower than the national working population (13%) and civil service average (12%). This is something we will monitor. 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

Chart showing workforce by sexual orientation 2021/2022

Workforce by sexual orientation as of 31 March 2022

Sexual orientation	Number of staff	Percentage of staff
Heterosexual	639	85%
LGBT+	45	6%
Prefer not to say	35	4.7%
Unknown	33	4.4%

Observations

In March 2022, 91% of our workforce provided information on sexual orientation, compared with 89.8% in 2021 and 88.8% in 2020. From 2019, we have included an option to self-describe in the data collection.

Representation of LGBT+ staff is 6% across the organisation.

Workforce by religion

We have used Office for National Statistics (ONS) religion and belief coding.

Chart showing workforce by religion 2021/2022

Workforce by religion as of 31 March 2022

Religion or belief	Number of staff	Percentage of staff
Atheist	1	0.1%
Buddhism	4	0.5%
Christianity	336	44.7%
Hinduism	13	1.7%
Judaism	2	0.3%
Muslim	7	0.9%
No religion	300	39.9%
Other	8	1.1%
Sikhism	14	1.9%
Unknown	67	8.9%

Observations

In March 2022, 91.1% of our workforce provided information on their religion or belief, compared with 89.3% in 2021 and 89.7% in 2020.

Disclosure rates across all protected characteristics

Chart showing disclosure rates across all protected characteristics 2021/2022

Disclosure rates across all protected characteristics as of 31 March 2022

Characteristic	Disclosure rate (percentage)
Ethnicity	93.6%
Sex	100%
Sexual orientation	91%
Religion or belief	91.1%
Disability or long-term condition	85.8%
Age	100%

Observations

Information on age and sex is required for our security vetting process, which gives us 100% completion. All other information is optional, so people can choose to leave it blank or respond with 'prefer not to say'. It should be noted that the level of completion 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