

# Public sector equality duty report 2023

Our workforce data as of 31 March 2023.

First published 29 December 2023

## Our progress against equality objectives

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

### Objective one

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

| Aim  | Aim date             | Progress against objective as at March 2023   |
|--|----------------------|---|
| <p>Aim one – our regular reporting cycle set up to further our understanding of our workforce composition, identify changes, analysis of trends and risks.</p> | <p>December 2021</p> | <p>We continue to use the reporting system to analyse our data every six months and compare to the previous year. We have adapted our approach to provide a more in-depth look, including intersectionality, and have developed a suite of four products in relation to our workforce DEI data.</p> |

| Aim  | Aim date          | Progress against objective as at March 2023   |
|--|-------------------|---|
| <p>Aim two – our representation of new staff, including secondees, from underrepresented groups increases.</p> | <p>March 2022</p> | <p>The data showing the diversity of our new starters in 2022/23 shows we have recruited disabled, ethnic minority, LGBT+ and staff under 30 at a higher percentage than in our previous total working population across those characteristics and at a higher rate than 2021/22. This is also true for new starter secondees, where there has been an increase in the representation of ethnic minority, LGBT+, female and under 29 staff, as well as increased completion of diversity data by secondees. We have established a Black Heritage Advisory Group, made up of officers and staff with lived experience, to advise on our work on the Police Race Action Plan.</p> |

- [See our progress against objective one in 2022](#)

## Objective two

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

| Aim   | Aim date          | Progress against objective as at March 2023  |
|---|-------------------|--|
| <p>Aim 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.</p>   | <p>March 2023</p> | <p>We have developed the chairs of staff networks using a leadership development programme, which has involved their sponsors (our senior leaders). For wider staff we have delivered a series of active bystander training sessions to foster a ‘speak up’ culture in the organisation.</p>   |
| <p>Aim 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.</p> | <p>March 2023</p> | <p>Our coaching pilot has been evaluated and become a business-as-usual offering, with those from underrepresented groups being given priority access to coaches. We have also offered two positive action development schemes to our most underrepresented groups, to develop the potential of our existing talent and encourage progression.</p> |

- [See our progress against objective two in 2022](#)

## Objective three

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

| Aim  | Aim date          | Progress against objective as at March 2023  |
|--|-------------------|--|
| <p>Aim one – Record and use feedback from our networks on policy, products to improve inclusivity and diverse opinion.</p> | <p>March 2023</p> | <p>This year we achieved Disability Confident ‘Leader’ status, consolidating our earlier work in this area. Our review of pay policy has included staff network and wider representation on its working group. This wider representation is also embedded into our reward and recognition panel and all reviews and development of new policy.</p> |

| Aim  | Aim date          | Progress against objective as at March 2023   |
|--|-------------------|---|
| <p>Aim 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).</p> | <p>March 2023</p> | <p>We achieved a ‘silver’ TIDE award in June 2023, showing us at ‘embed’ level against the actions required to deliver long-term strategic change in becoming inclusive. We can analyse our data to diagnose issues, have a high-level business case and objectives and are measuring the impact of our work. We understand where we need to do more: leadership and accountability, training and development, and procurement.</p> |

- [See our progress against objective three in 2022](#)

## Objective four

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

| Aim | Aim date | Progress against objective as at March 2022 |
|-----|----------|---|
|-----|----------|---|

|   |                   |  |
|---|-------------------|--|
| <p>Aim one – diverse panels are used in all recruitment, with biographies held for panel members to help recruiting managers select panels.</p> | <p>March 2023</p> | <p>Completed. We continue to deliver training for new panel members and mandate diverse panels for sift and interview.</p>   |
| <p>Aim one – continue to develop and support the network chair membership on the senior management team meeting.</p>                            | <p>March 2023</p> | <p>This year we have reviewed the network chair membership of our senior management meeting, sought feedback and strengthened the support provided before and during the meeting. Staff networks have collaborated to prepare a joint paper to support the allowance of time for their work on policy consultation. Staff network chairs have completed a leadership programme with their executive sponsors to enhance their leadership and communication skills.</p> |

- [See our progress against objective four in 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.

| Aim | Aim update | Progress against objective as at March 2023 |
|-----|------------|---|
|-----|------------|---|

|  |                   |   |
|--|-------------------|---|
| <p>Aim one – staff identify impacts and benefits of their work on all groups of people conducting EIA and building DEI into their development process.</p> | <p>March 2023</p> | <p>We continue to offer workshops on the use of EIA and have streamlined the process for advice and support. We have a library of EIAs to use as best practice. Work continues this year to pilot a new approach to strengthen accountability for EIA in business units and professional communities.</p>   |
| <p>Aim two – regular DEI Coordination Board identifies common areas, lessons learnt and shares expertise on internal and external inclusion work.</p>      | <p>March 2023</p> | <p>Our governance structure has been strengthened with an integrated DEI Portfolio bringing together the work we do for the service with the internal work for the College workforce. A DEI Portfolio oversight meeting measures performance and impact. We have dedicated DEI advisors to support our flagship projects, ensuring DEI is a key consideration in our work on leadership and entry routes into policing.</p> |

- [See our progress against objective five in 2022](#)

## Our workforce data

## Total numbers by professional community and business units

As of 31 March 2023, the College employed 770 people across 12 professional communities (PC) and business units (BU).

### Headcount by PC/BU as of 31 March 2023

The total includes all payroll, secondees, agency/contractors and apprentices but excludes service providers.

| Professional community or business unit | Number of staff |
|---|-----------------|
| Business Services                       | 119             |
| CEO and Directors                       | 8               |
| Communications                          | 35              |
| Corp. Governance and Corp. Development  | 32              |
| DDaT                                    | 77              |
| Engagement and Implementation           | 147             |
| Finance and Commercial                  | 36              |
| Occupational Psychology                 | 69              |
| People and OD                           | 33              |
| PPPM                                    | 22              |
| Professional Development                | 142             |

| Professional community or business unit | Number of staff |
|---|-----------------|
| Research and knowledge sharing          | 50              |
| <b>Total</b>                            | <b>770</b>      |

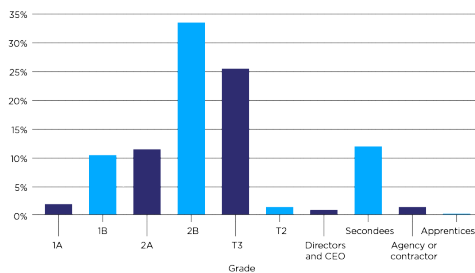
## Observations

There has been a 2.2% increase in headcount this reporting period, with an increase of 17 staff compared with 31 March 2022.

## Workforce by grade

| Grade as of 31 March 2023 | Number of staff | Percentage of grand total | Grade grouping |
|---------------------------|-----------------|---------------------------|----------------|
| Apprentices               | 2               | 0.3                       | Junior grades  |
| 1A                        | 17              | 2.2                       |                |
| 1B                        | 82              | 10.6                      |                |
| 2A                        | 89              | 11.6                      | Middle grades  |
| 2B                        | 258             | 33.5                      |                |
| T3 (17)                   | 100             | 13                        |                |
| T3 (18)                   | 66              | 8.6                       |                |
| T3 (19)                   | 31              | 4                         |                |
| T2                        | 13              | 1.7                       | Senior grades  |

| Grade as of 31 March 2023 | Number of staff | Percentage of grand total | Grade grouping                   |
|---------------------------|-----------------|---------------------------|----------------------------------|
| Directors and CEO         | 8               | 1                         |                                  |
| Secondees                 | 93              | 12.1                      | Secondees, agency or contractors |
| Agency or contractor      | 11              | 1.4                       |                                  |
| <b>Total</b>              | <b>770</b>      | <b>100</b>                |                                  |



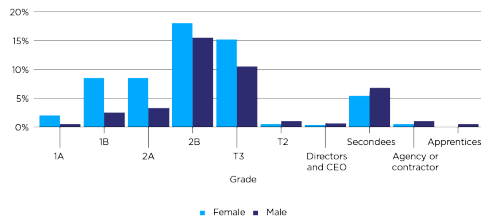
### Workforce by grade – 31 March 2023

## Observations

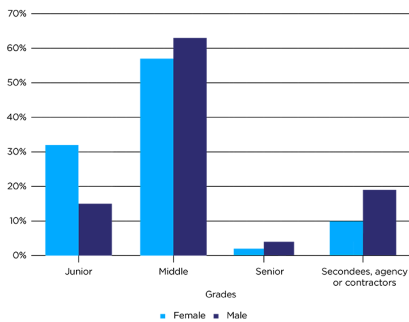
Though the proportion of the workforce at each grade has remained similar to the 2022 reporting period, there was a decrease in numbers at the junior grades (1A to 2A, including apprentices), with the largest decrease at grade 2A of 2.1%. There was an increase in numbers at the middle grades (2B to T3 (19)), with the largest increase at grade T3 (17) of 1.7%. There was a small decrease of 0.2% at T2 and agency/contractor staff increased by 0.7%.

## Workforce grade by sex

| Grade as of 31 March 2023 | Female staff | Male staff | Grade grouping                   |
|---------------------------|--------------|------------|----------------------------------|
| Apprentices               | 0            | 2          | Junior grades                    |
| 1A                        | 15           | 2          |                                  |
| 1B                        | 64           | 18         |                                  |
| 2A                        | 65           | 24         |                                  |
| 2B                        | 140          | 118        | Middle grades                    |
| T3 (17)                   | 54           | 46         |                                  |
| T3 (18)                   | 45           | 21         |                                  |
| T3 (19)                   | 18           | 13         |                                  |
| T2                        | 5            | 8          | Senior grades                    |
| Directors and CEO         | 3            | 5          | Secondees, agency or contractors |
| Secondees                 | 41           | 52         |                                  |
| Agency or contractor      | 4            | 7          |                                  |
| <b>Total</b>              | <b>454</b>   | <b>316</b> |                                  |



Grade distribution by sex – 31 March 2023



Grade groupings by sex – 31 March 2023



Senior managers by sex – 31 March 2023

## Observations

As with 2022 and 2021, over half of the College’s workforce is female, with women making up 58.7% and men making up 41% of the workforce. It remains the case that over half of the overall Civil Service workforce is female.

The grade with the highest population of the workforce is 2B, which is true for both women and men. Similarly, the majority of the workforce sit in the middle grades of 2B to T3 (19).

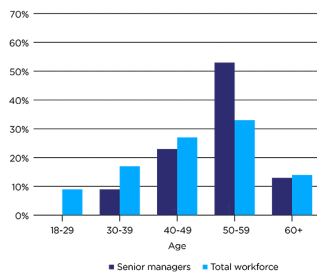
However, nearly a third of the female workforce – 31.7% – sit in the junior grades of 1A to 2A (there are currently no female apprentices) compared to just 14.6% of the male workforce, which includes apprentices.

A greater proportion of the College's male workforce sit in middle or senior grades compared with the female workforce – 66.8% vs 58.4% respectively.

Senior managers are considered to be grades T2 and above at the College. As of 31 March 2023, 21 staff were in these senior grades. In terms of gender, 38.1% were female and 61.9% male.

## Workforce by age compared with senior managers

| Age groups as of 31 March 2023 | Number of all staff | Senior managers |
|--------------------------------|---------------------|-----------------|
| Less than 29                   | 71                  | 0               |
| 30 to 39                       | 128                 | 2               |
| 40 to 49                       | 212                 | 5               |
| 50 to 59                       | 253                 | 11              |
| 60 and over                    | 106                 | 3               |
| <b>Total</b>                   | <b>770</b>          | <b>21</b>       |



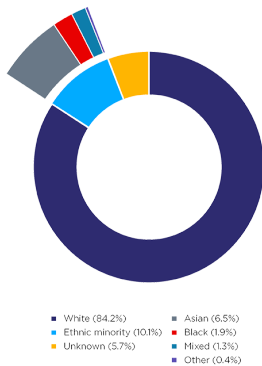
Age groups of total workforce and senior managers – 31 March 2023

### Observations

Almost three quarters (74.2%) of the College’s workforce are aged over 40, which is similar to the 2022 reporting period.

There was a decrease in numbers of 0.9% for both the under 29 and 30 to 39 age groups, whereas there was an increase of 1.2% for the 50 to 59 age group and a 1.8% increase for the over 60 age group.

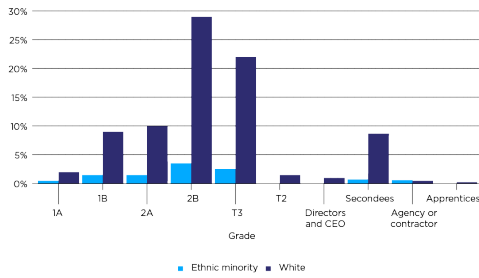
### Workforce by ethnicity compared with senior managers



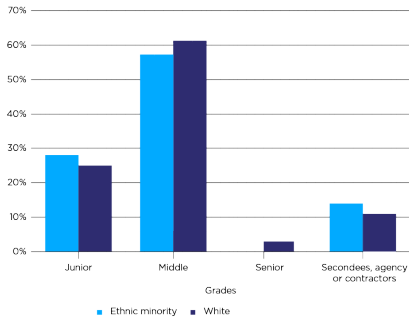
Workforce by ethnicity – 31 March 2023

| Grade as of 31 March 2023 | Ethnic minority | White | Unknown ethnicity | Grade grouping |
|---------------------------|-----------------|-------|-------------------|----------------|
| Apprentices               | 0               | 2     | 0                 | Junior grades  |

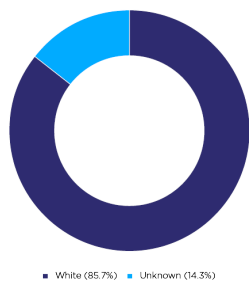
| Grade as of 31 March 2023 | Ethnic minority | White      | Unknown ethnicity | Grade grouping                  |
|---------------------------|-----------------|------------|-------------------|---------------------------------|
| 1A                        | 1               | 16         | 0                 |                                 |
| 1B                        | 10              | 70         | 2                 |                                 |
| 2A                        | 11              | 76         | 2                 |                                 |
| 2B                        | 26              | 224        | 8                 | Middle grades                   |
| T3                        | 9               | 85         | 6                 |                                 |
| T3                        | 5               | 59         | 2                 |                                 |
| T3                        | 5               | 26         | 0                 |                                 |
| T2                        | 0               | 12         | 1                 | Senior grades                   |
| Directors and CEO         | 0               | 6          | 2                 |                                 |
| Secondees                 | 6               | 68         | 19                | Secondees, agency or contractor |
| Agency or contractor      | 5               | 4          | 2                 |                                 |
| <b>Total</b>              | <b>78</b>       | <b>648</b> | <b>44</b>         |                                 |



### Grade distribution by ethnicity – 31 March 2023



### Grade groupings by ethnicity – 31 March 2023



### Senior managers by ethnicity – 31 March 2023

## Observations

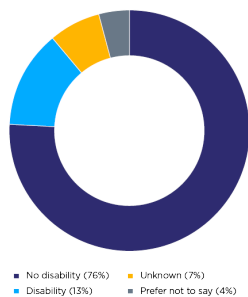
The College records self-defined ethnicity using the Home Office ‘18+1’ code scheme, which is also used by forces. The white category may contain staff from ethnic minority groups, such as those with nationalities other than British.

The majority of the College’s workforce self-report as white (84.2%), with 10.1% self-reporting as from an ethnic minority background. There was an increase in numbers for both groups of 0.4% and 0.3% respectively, compared with the 2022 reporting period.

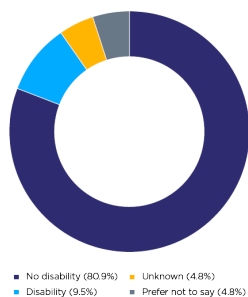
In this reporting period, 5.7% of the workforce did not declare their ethnicity, which is an increase of 0.7% from the 2022 reporting period. This figure includes staff in both the ‘prefer not to say’ and ‘unknown’ categories. As with 2022, the level of completion is much greater among permanent staff members than for secondees, with only 3.4% of permanent staff compared with 20.7% of secondees not declaring their ethnicity.

While the majority of both ethnic minority background and white staff sat in junior and middle grades – 84.9% and 86.1% respectively – as with the 2022 reporting period, no senior managers (grades T2 and above) self-reported as being from an ethnic minority background.

## Workforce by disability or long-term condition compared with senior managers



Workforce disability – 31 March 2023



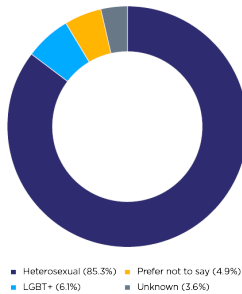
### Senior managers disability – 31 March 2023

## Observations

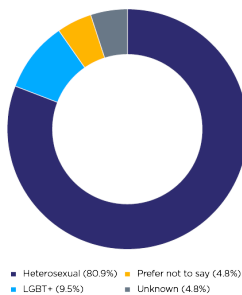
Since the 2022 reporting period, the number of staff whose disability status is unknown has decreased by 2%. In all other categories (disability, no disability and prefer not to say) there has been a cumulative increase of 2%, with those self-reporting as having a disability increasing by 0.9%. The second largest increase was the ‘prefer not to say’ category of 0.7%.

The proportion of the College’s workforce self-reporting as having a disability is below the national working population of 17.7%, and is 0.6% lower than the Civil Service’s 13.6%.

## Workforce by sexual orientation compared with senior managers



### Workforce sexual orientation – 31 March 2023



### Senior managers sexual orientation – 31 March 2023

## Observations

There has been a 0.8% increase in the number of the College's workforce providing information on sexual orientation compared with the 2022 reporting period. Though the workforce has increased in this time, the percentage of those staff who identify as heterosexual has remained consistent at 85.3%, while the number of staff identifying as LGBT+ has increased by 0.4%. The number of staff who prefer not to provide their sexual orientation has also increased by 0.3%, however there has been a 0.8% decrease in the number of staff whose sexual orientation is not known in this reporting period.

Since the 2022 reporting period, the number of senior managers who identify as heterosexual has increased by 3.6% whereas the number of senior managers who identify as LGBT+ has decreased by 4.1%.

## Workforce diversity by religion

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

| Religion or belief* of workforce | Percentage of staff |
|----------------------------------|---------------------|
| Buddhism                         | 0.4                 |
| Christianity                     | 43.9                |
| Hinduism                         | 1.4                 |
| Judaism                          | 0.4                 |
| Muslim                           | 1.2                 |
| No religion                      | 41.7                |
| Other                            | 1.3                 |
| Prefer not to say                | 4.2                 |
| Sikhism                          | 1.7                 |
| Unknown                          | 3.9                 |

\*We have used the ONS religion and belief coding.

| Religion or belief* of senior managers | Percentage of staff |
|--|---------------------|
| Christianity                           | 42.9                |
| No religion                            | 47.6                |
| Prefer not to say                      | 4.8                 |
| Unknown                                | 4.8                 |

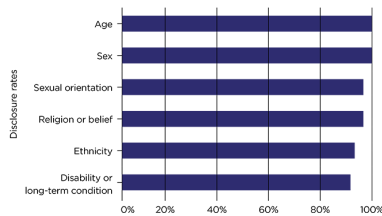
## Observations

This reporting period there was a 0.6% increase in the number of the College's workforce who provided information on their religion or belief (96.1%).

There was a slight decrease of 0.3% in the number of senior staff who provided information on their religion or beliefs (95.2% in 2022/23 vs 95.5% in 2021/22).

## Completion rates across all protected characteristics

| Characteristic                    | Disclosure rate |
|-----------------------------------|-----------------|
| Ethnicity                         | 94.3            |
| Sex                               | 100             |
| Sexual orientation                | 96.4            |
| Religion or belief                | 96.1            |
| Disability or long term condition | 93              |
| Age                               | 100             |



### Completion rates across protected characteristics

## 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 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 and agency/contractors being less likely to complete or return monitoring forms.

## Tags

Equality Diversity and inclusion