



College of  
Policing

[college.police.uk](http://college.police.uk)

# Valuing difference

College of Policing workforce summary

October 2017

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## **Foreword**

The College of Policing is a strong advocate for diversity and inclusion. Equality and diversity play a critical role in the context in which we work, supporting our model of policing by consent. As the professional body for those working in policing, we want to lead by example and develop a workforce that reflects the public and policing communities we serve. We also want to take advantage of the different insights and understanding that diversity can bring. A diverse workforce and inclusive practices can enhance our ability to think creatively and address our work appropriately and sensitively to all communities.

Publishing our workforce profile and practices and promoting diversity and inclusion more broadly can help us to attract, retain and motivate talented staff from every part of the UK. It will help us understand our workforce and how we can ensure people in our organisation are confident to be themselves, express different opinions and contribute fully to our work.

While the College has been establishing itself as an organisation, we have not had a stable workforce picture. This report provides us with a snapshot of our organisation in 2017 and a clearer view of our workforce diversity profile. In the future, we will continue to gather data to track trends and measure our progress in this area. I am committed to ensuring that all those working in the College feel supported and that we value difference and diversity.

**Rachel Tuffin**

**Interim Chief Executive Officer**

College of Policing

## Introduction

This report provides information on how the College of Policing is meeting its responsibilities under the Equality Act 2010 Equality Duty. It is published with regard to the specific duty to publish equality information to demonstrate compliance with the three aims of the Equality Duty and to make this information publicly available.

As a public sector organisation, the College has duties under the Equality Act 2010 to promote equality. The Equality Duty requires that the College has due regard in carrying out its activities of the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- advance equality of opportunity between people from different groups by considering the need to:
  - remove or minimise disadvantages suffered by people due to their protected characteristics
  - meet the needs of people with protected characteristics
  - encourage people with protected characteristics to participate in public life or other activities where their participation is low
- foster good relations between people from different groups.

Having due regard means that we must take account of these three aims as part of our decision-making processes in:

- how we act as an employer
- how we develop, evaluate and review policy
- how we design, deliver and evaluate services
- how we commission and buy services from others.

The general duty is also underpinned by a number of specific duties which include the need for us to:

- set specific, measurable equality objectives and measure our performance against them
- analyse the effect of our policies and practices on equality and consider how they further the equality aims
- publish sufficient information to demonstrate we have complied with the general equality duty on an annual basis.

## Caveats

This paper is a summary of workforce data which can be used to comply with the requirement to publish equality information. The report uses Home Office counting rules to ensure consistency with other organisations and census information. It does not include other areas that we would normally monitor internally, such as applications, promotions, other recognition and development.

## **Data gaps**

While the level of data completion has greatly increased, due to the nature of the College and its reliance on secondees, there remain a number of gaps in recording personal data, particularly around disability, sexual orientation, religion and faith. We are working to improve the level of data completion, but these gaps should be taken into consideration when making any inferences based on the information contained in this report. Blank data is mainly associated with seconded police officers who are more likely to be white males. Because of this, throughout this report proportionate values are provided from the entire group and not only given as a proportion where the information is known.

## **Protecting individuals**

In most cases, breaking indicators down into protected characteristics other than gender and aggregated ethnic group may inadvertently identify individuals or suggest inferences which cannot be made owing to small numbers, breaking data protection legislation. Because of this, in most cases the sections in this report, other than representation, generally focus on gender and ethnicity only.

## Representation

This section looks at the general representation of the organisation. According to the data, as of 30 June 2017, College of Policing workforce strength (which comprises permanently employed staff, those on fixed term contracts, contractor and agency staff and secondees – police, police staff and government) stood at 585 which represents a drop of 5.5 per cent from 619 at the same point in time last financial year (2016).

The following sections break this down by various groups of people by protected characteristic groups. At the current point in time, these groups include:

- ethnicity
- gender
- age
- disability
- religion and belief
- sexual orientation.

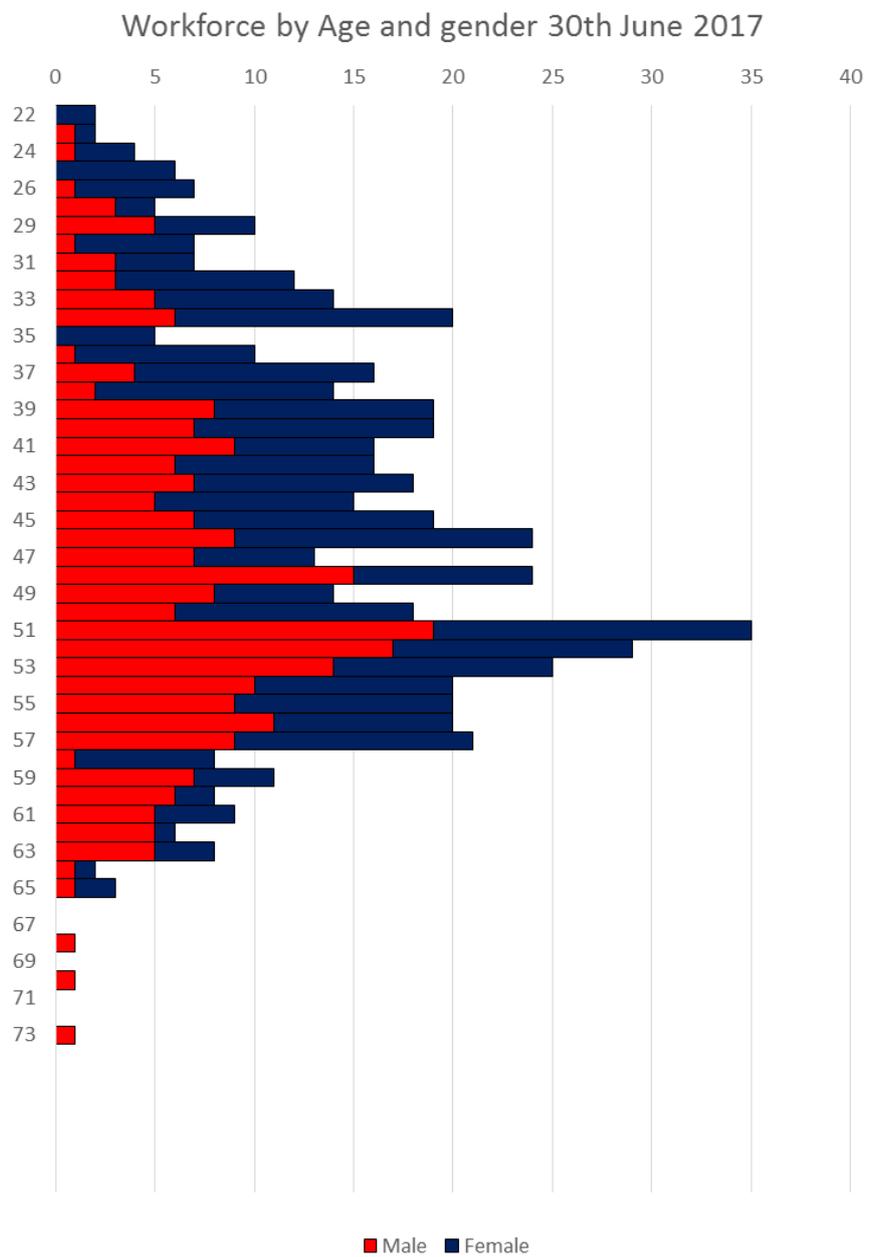
Not all data on protected characteristics is held on the College's internal HR system. For example, 36 per cent of the records do not hold disability data, 14 per cent do not hold religion data and 13 per cent do not hold sexual orientation data. Because of this, caution must be applied when interpreting the information. This is discussed further in the equality objectives section of this paper.

## Age

The table below shows the College of Policing workforce by age group, as at 30 June 2017.

	Total College of Policing
Volume Aged 30 or under	43
Volume Aged 31 to 40	136
Volume Aged 41 to 50	178
Volume Aged 51 to 60	197
Volume Aged 61 and over	31
% Aged 30 or under	7.4%
% Aged 31 to 40	23.2%
% Aged 41 to 50	30.4%
% Aged 51 to 60	33.7%
% Aged 61 and over	5.3%

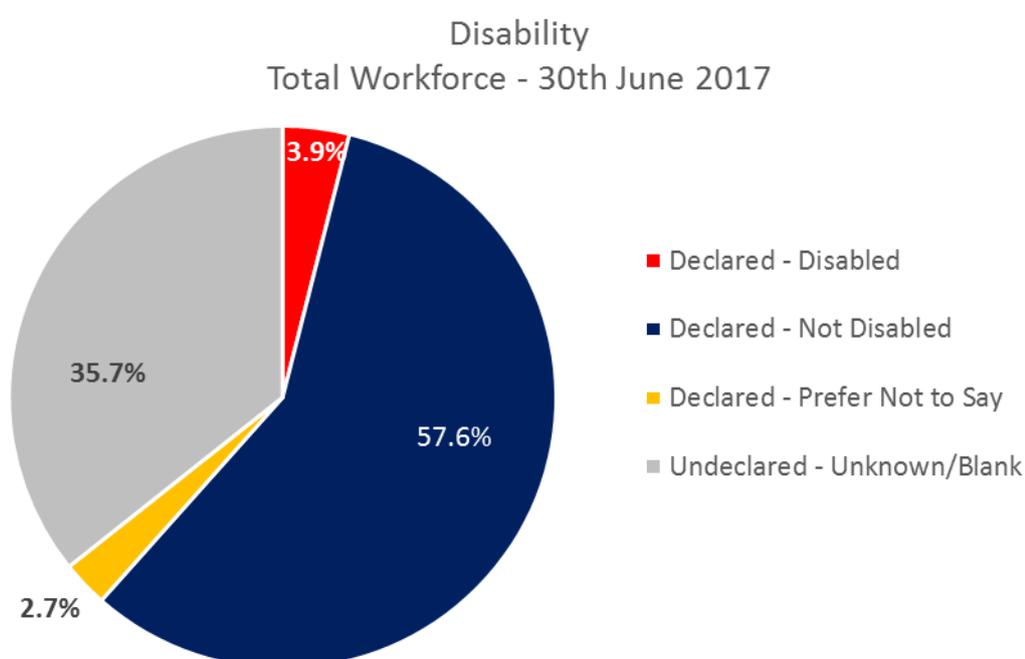
The following chart shows the College workforce as at 30 June 2017 by age and gender.



## Disability

You are disabled under the Equality Act 2010 if you have a physical or mental impairment that has a substantial and long-term negative effect on your ability to do normal daily activities. Based on the definition, some people with similar illnesses (diabetes, for example) will declare themselves as disabled when others will not.

The chart below shows the proportion of the workforce who have declared a disability under this definition, those who have declared that they are not disabled under this definition, those who have preferred not to state either way and those where the record is blank or an answer has not been provided. The following chart shows the College workforce declaring a disability as at 30 June 2017.



As at 30 June 2017, 3.9 per cent (23 of 585) of the workforce have declared a disability. As a comparator, the figure for England and Wales police officers and police staff as at 31 March 2013 (latest available) was 2.3 per cent declaring a disability. It is widely accepted that higher completion rates are an indicator of greater confidence of individuals to declare a disability.

Just over a third (35.7 per cent) have not declared either way as to whether they are disabled or not, with a further 2.7 per cent declaring that they'd prefer not to say. 209 HR records hold blank data for this question, an issue which the College is addressing.

The table below breaks down the workforce declaring a disability by disability type.

Challenge Group	Volume
Hearing	4
Learn or Understand	2
Mental ill health	1
Mobility	8
Phys.Coordination	0
Progressive Cond.	2
Other	3
Vision	3
<b>Total</b>	<b>23</b>

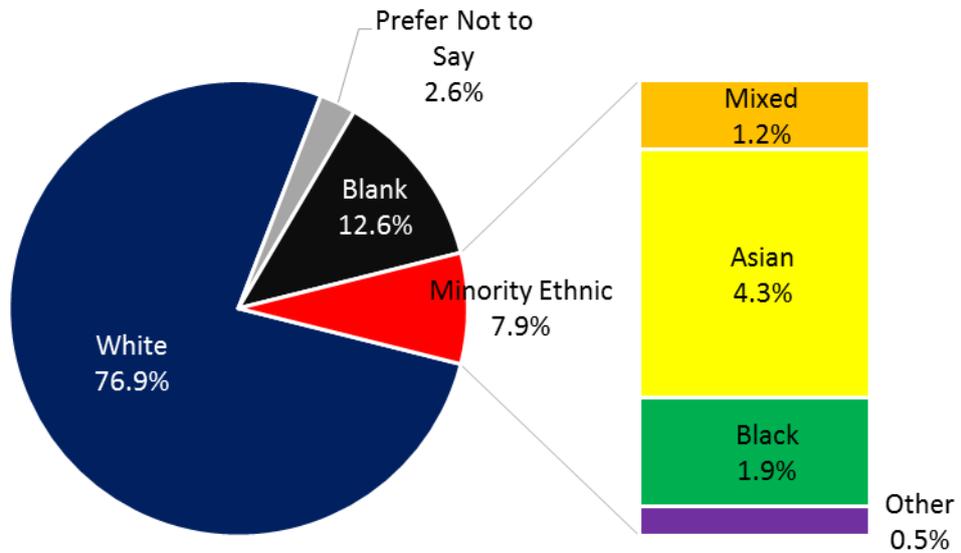
## Ethnicity

The College records self-defined ethnicity using the recognised Home Office 18+1 schema. The 18+1 ethnicity code schema is the list of ethnicity codes generally used by forces and the Home Office. For the purposes of this report, the 18+1 codes have been aggregated to the 5+1 coding schema, using recognised aggregation tables. The white category may well contain people from minority groups, such as those with nationalities other than British. Minority ethnic in this report is the aggregation of all those self-defining as mixed, Asian, black or other ethnic groups.

The table and chart below shows the current workforce by aggregated 5+1 ethnic group.

Ethnicity	TOTAL College of Policing
Volume - White	450
Volume - Total Minority Ethnic (sum of Mixed, Asian, Black and Other Ethnicity groups below)	46
Volume - Mixed	7
Volume - Asian	25
Volume - Black	11
Volume - Other	3
Volume - Prefer Not to Say	15
Volume - Unknown/Blank Ethnicity	74
% Representation - White	76.9%
% Minority Ethnic Representation (Aggregated)	7.9%
% Representation - Prefer Not to Say	2.6%
% Representation - Blank/Unknown	12.6%

### Ethnicity Total Workforce - 30th June 2017

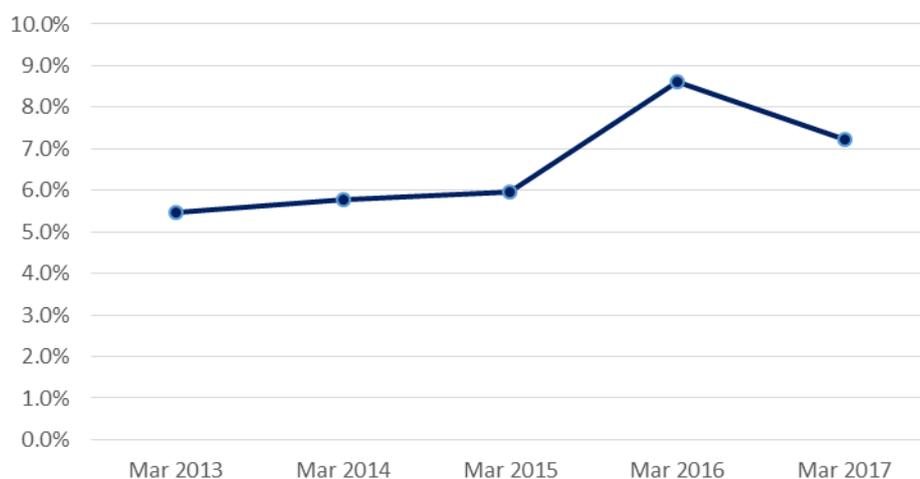


The chart below shows how the percentage

of minority ethnic workforce representation at The College of Policing has changed over the last five years. The data is provided as at the end of each financial year.

	Mar-13	Mar-14	Mar-15	Mar-16	Mar-17
<b>% Representation - Minority Ethnic</b>	5.5%	5.8%	6.0%	8.6%	7.2%

#### % Minority Ethnic Workforce Representation



As at 30 June 2017, 46 of 585 people were recorded as minority ethnic, making up a representation of 7.9 per cent. This is a slight decrease from the 8.1 per cent for the same period in 2016.

Of the 46 minority ethnic workforce, the majority (54.3 per cent or 25 people) were recorded as Asian, eleven were recorded as black, seven mixed and three as any other ethnic group.

The College has a greater level of minority ethnic representation (7.9 per cent) than total police staff in England and Wales (7.2 per cent) as at 31 March 2016.

A notable proportion (12.6 per cent or 74 records) of workforce records holds no ethnicity data. Caution should therefore be applied when making inferences based on this data. The data gap is discussed later in the equality objectives section. This is an improvement on the same period last year, where 94 of 619, or 15.2 per cent, of records held blank data.

Blank ethnicity data is linked to seconded police officers where data is captured by the officer's force and not captured through our systems. As only 6 per cent of England and Wales officers are recorded as minority ethnic, excluding them from the above calculation (and providing only figures based on those where the ethnicity is known) would artificially increase the level of minority ethnic workforce at the College of Policing and be potentially misleading. If we were to calculate the proportion of minority ethnic workforce based on data only where the ethnicity is recorded, however, the figure would be 9.3 per cent.

### Gender

For the purpose of this report, gender is how someone identifies and may not necessarily be the same as the sex they were born with.

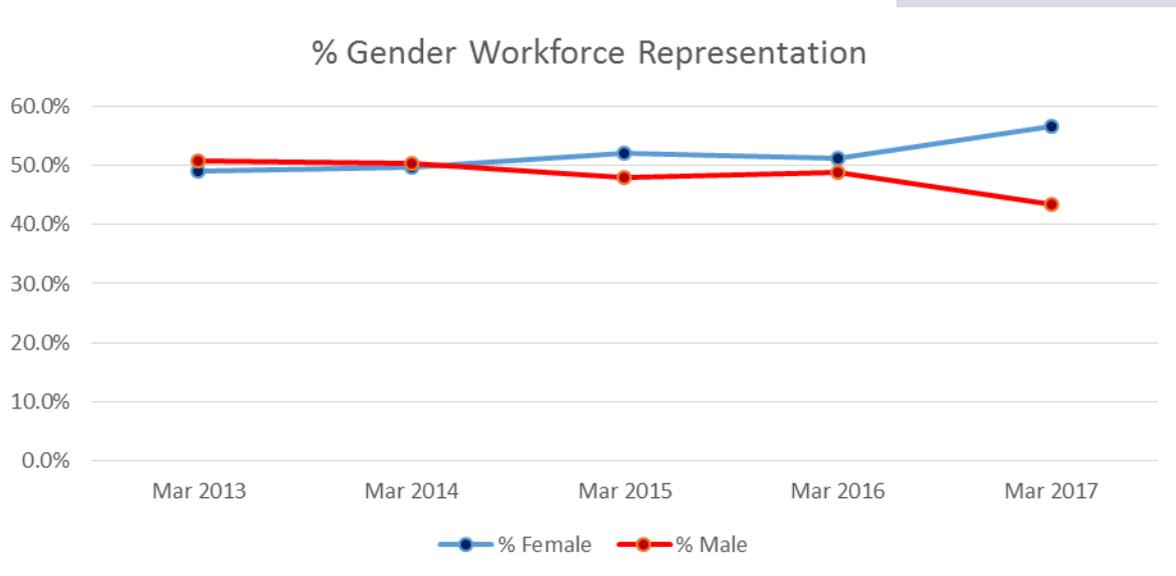
The chart below shows gender representation for the College of Policing as at 30 June 2017.

Gender	TOTAL College of Policing
Volume - Female	331
Volume - Male	254
% - Female	56.6%
% - Male	43.4%

As at 30 June 2017, 56.6 per cent of the workforce is recorded as female and 43.4 per cent as male. The workforce split remains consistent with the same period last year (54 per cent female and 46 per cent male).

Female representation at The College (56.6 per cent) is slightly less than that for total England and Wales police staff (including traffic wardens) as at 31 March 2017 (61.6 per cent).

The chart below shows the change in gender representation over the last five years.



The data show that over the last five years, the College workforce has shifted from predominantly male to predominantly female.

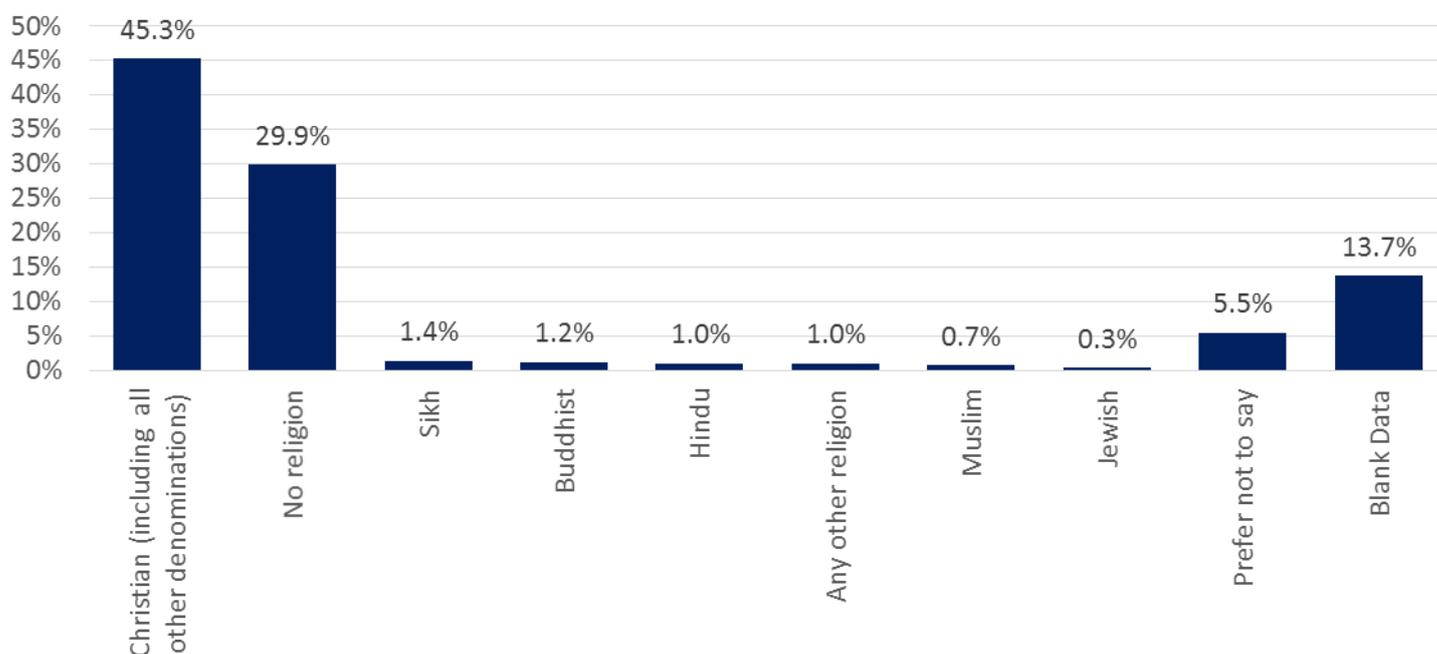
The College plans to capture information on gender reassignment and is reviewing best practice on the collection of this information. We are currently in consultation with representatives from trans associations and community groups to identify how best to capture this information and raise awareness on considerations when so doing.

## Religion and belief

This report uses the recognised Home Office and Census 2011 religion and belief coding schema. The chart and table below show the workforce as at 30 June 2017, broken down by recorded religion and belief. The historic religion and belief coding list used in the HR SAP system has been aggregated into the current list using an aggregation table.

Religion & Belief	College of Policing Volume	% of Total Volume
Christian (including Church of England, Catholic, Protestant and all other Christian denominations)	265	45.3%
No religion	175	29.9%
Sikh	8	1.4%
Buddhist	7	1.2%
Hindu	6	1.0%
Any other religion	6	1.0%
Muslim	4	0.7%
Jewish	2	0.3%
Prefer not to say	32	5.5%
Blank Data	80	13.7%
<b>TOTAL</b>	<b>585</b>	

Religion & Belief - Total Workforce  
30th June 2017



As with some other protected characteristics information, religion and belief data has a notable non-completion rate. 13.7 per cent (or 80 of 585 SAP HR records) hold no religion and belief data.

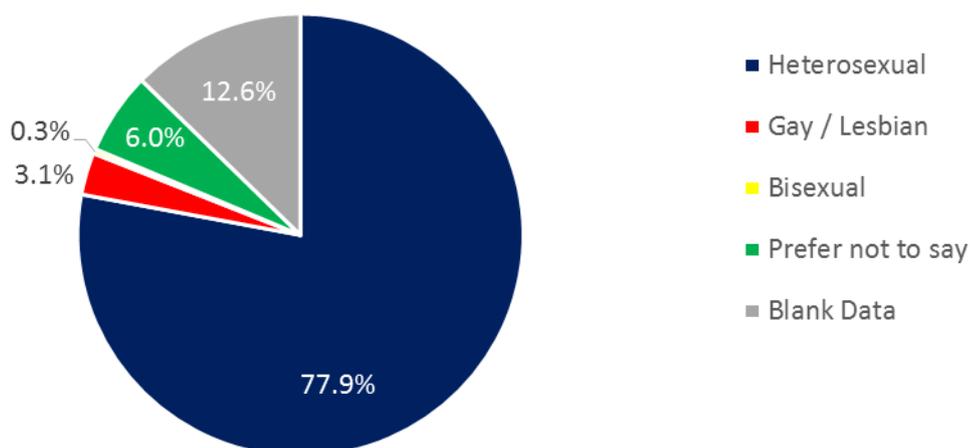
Where known, Christian (including all other denominations) is the most common recorded religion or belief, with 43.5 per cent (or 265 of 585) of the workforce indicating this as their religion or belief.

## Sexual orientation

So as not to inadvertently 'out' individuals, the data in this section is not broken down further than total workforce. The chart and table below show the workforce as at 30 June 2016, broken down by recorded sexual orientation.

Sexual Orientation	College of Policing Volume	% of Total Volume
Heterosexual	456	77.9%
Gay / Lesbian	18	3.1%
Bisexual	2	0.3%
Prefer not to say	35	6.0%
Blank Data	74	12.6%
<b>TOTAL</b>	<b>585</b>	

Sexual Orientation  
Total Workforce - 30th June 2017



As with some other protected characteristics information, while there has been improvement, 12.6 per cent (or 74 of 585 SAP HR records) have blank sexual orientation data. Until the data set is improved, it is impossible to ascertain if the reasons for non-completion are simply process based or due to trust issues.

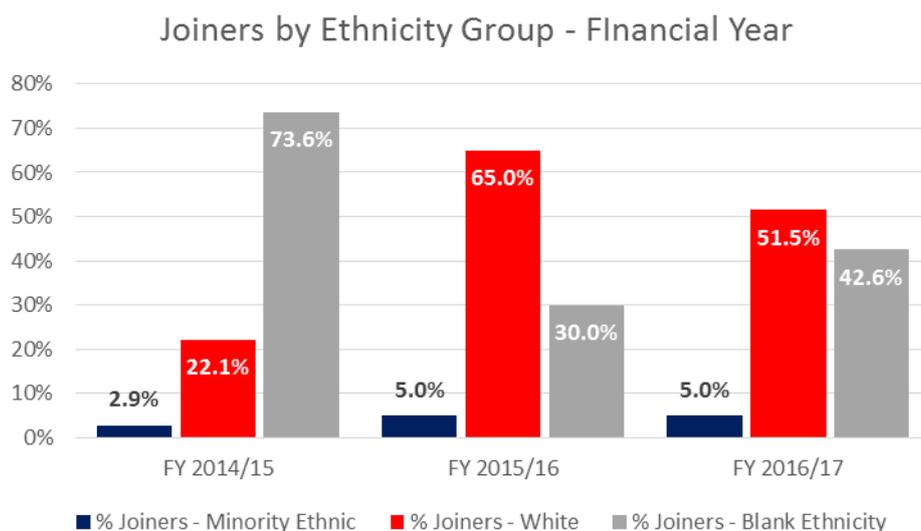
## Recruitment

This section looks at the gender and ethnic representation of those joining the organisation during the 2014/15, 2015/16 and 2016/17 financial years. According to the data, 101 people joined the College during the 2016/17 period.

## Ethnicity

The table and chart below show the ethnic (aggregated) representation of joiners over the last three years.

	FY 2014/15	FY 2015/16	FY 2016/17
<b>Minority Ethnic Joiners - Volume</b>	4	7	5
<b>White Joiners - Volume</b>	31	91	52
<b>Prefer not to say - Volume</b>	2	0	1
<b>Blank Ethnicity- Volume</b>	103	42	43
<b>Total Joiners</b>	<b>140</b>	<b>140</b>	<b>101</b>
<b>% Joiners - Minority Ethnic</b>	2.9%	5.0%	5.0%
<b>% Joiners - White</b>	22.1%	65.0%	51.5%
<b>% Joiners - Blank Ethnicity</b>	73.6%	30.0%	42.6%



Joiners who placed themselves in one of the minority ethnic categories only accounted for 2.9 per cent of new starters during 2014/15, 5 per cent during 2015/16 and 5 per cent during 2016/17. Over the three years, these figures are lower than the current level of minority ethnic representation (7.9 per cent) at the College. This means that, if recruitment levels remain consistent, the College can expect to see a reduction in recorded minority ethnic representation.

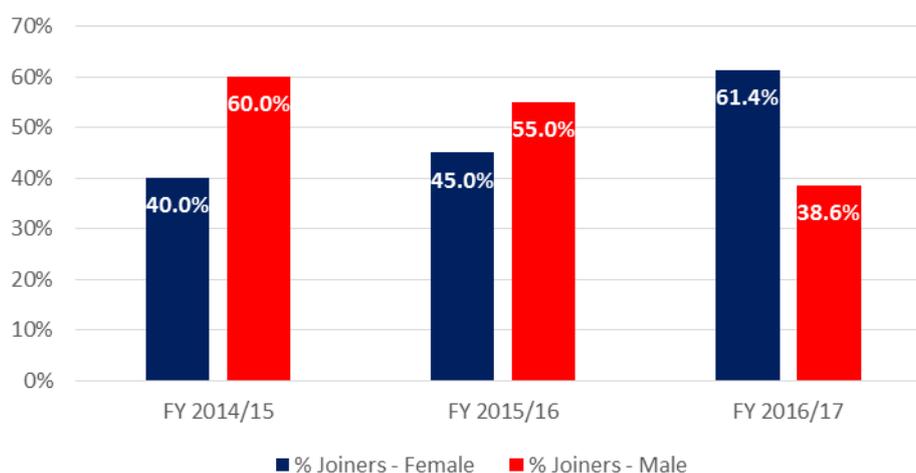
The low level of minority ethnic joiners' representation may be being skewed by the significantly high level of joiners with blank ethnicity records (73.6 per cent in 2014/15, 30 per cent in 2015/16 and 42.6 per cent in 2016/17). This highlights a notable shortfall in recording data at the point of joining the College. The College has made improvements to data capture and 2017/18 joiner information should show a greater level of completion.

## Gender

The table and chart below show the gender representation of joiners over the last three years.

	FY 2014/15	FY 2015/16	FY 2016/17
<b>Female Joiners - Volume</b>	56	63	62
<b>Male Joiners - Volume</b>	84	77	39
<b>Total Joiners</b>	<b>140</b>	<b>140</b>	<b>101</b>
<b>% Joiners - Female</b>	40.0%	45.0%	61.4%
<b>% Joiners - Male</b>	60.0%	55.0%	38.6%

Joiners by Gender - Financial Year



The proportion of joiners recorded as females has increased during 2016/17, from 40 per cent (2014/15) and 45 per cent (2015/16) to 61.4 per cent of total joiners (62 of 101 joiners).

## Retention

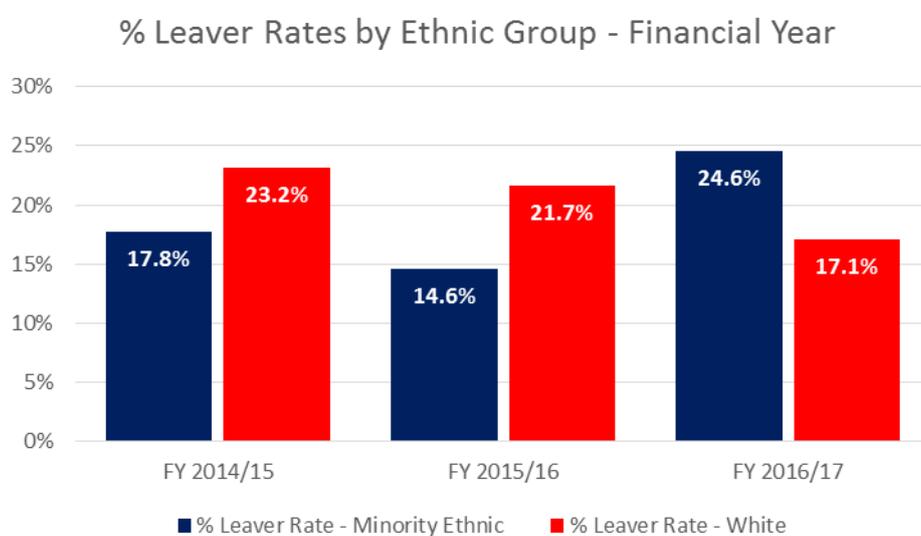
This section looks at the gender and ethnic representation of those leaving the organisation during the 2014/15, 2015/16 and 2016/17 financial years. According to the data, 241 members of the workforce left the College during 2014/15, 175 during 2015/16 and 126 during 2016/17.

The tables and charts below show the leaver rates over the last two years by gender and ethnic group. Leaver rates are calculated using Home Office wastage rate counting rules (leavers during period/officer volume at start of period).

The sum of leavers includes planned and unplanned leavers.

## Ethnicity

	FY 2014/15	FY 2015/16	FY 2016/17
<b>Minority Ethnic Leavers - Volume</b>	8	6	14
<b>White Leavers - Volume</b>	119	96	88
<b>Prefer not to say - Volume</b>	9	3	1
<b>Blank Ethnicity- Volume</b>	105	70	23
<b>Total Leavers</b>	<b>241</b>	<b>175</b>	<b>126</b>
<b>% Leaver Rate - Minority Ethnic</b>	17.8%	14.6%	24.6%
<b>% Leaver Rate - White</b>	23.2%	21.7%	17.1%
<b>% Leaver Rate - Blank Ethnicity</b>	56.8%	40.2%	30.7%



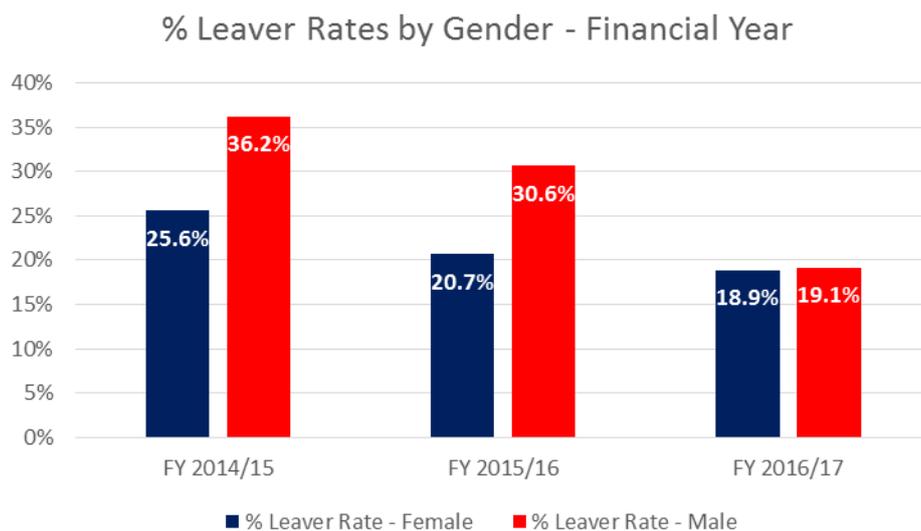
While over the three year period the leaver rate for self-declared minority ethnic members of the workforce is lower than that of the white group, nearly a quarter of the minority ethnic workforce left the organisation during 2016/17.

The notably high level of leavers with blank ethnicity data will no doubt have a skewing effect on this indicator, making it impossible to ascertain any areas of potential discrimination or adverse impact.

The higher level of white and blank ethnicity workforce leavers is at least partly due to the high level of leavers that are secondees returning to force or their own organisations over the periods covered. Just two of the seconded leavers during 2015/16 were recorded as minority ethnic.

## Gender

	FY 2014/15	FY 2015/16	FY 2016/17
<b>Female Leavers - Volume</b>	99	74	64
<b>Male Leavers - Volume</b>	142	101	62
<b>Total Leavers</b>	<b>241</b>	<b>175</b>	<b>126</b>
<b>% Leaver Rate - Female</b>	25.6%	20.7%	18.9%
<b>% Leaver Rate - Male</b>	36.2%	30.6%	19.1%



Across three years, the male leaver rate was greater than that calculated for female members of the workforce, mainly due to the reliance on secondees who are mostly male. During 2015/16, 84 of the 175 leavers were secondees returning to force or agency and 69 (82.1 per cent) of this group were recorded as male.

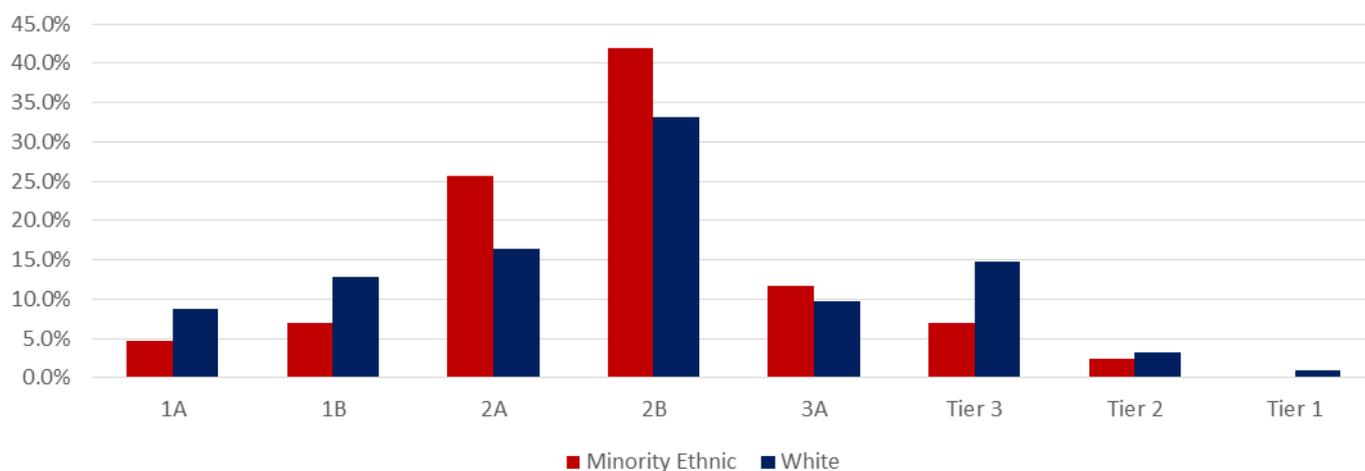
## Reward, recognition and pay

This section looks at how the workforce is rewarded at the College and how people are distributed across the College pay grades by gender and ethnic group. The table and chart below show how the female and male workforce is distributed across the College grades as at 30 June 2017

### Ethnic group

Grade	1A	1B	2A	2B	3A	Tier 3	Tier 2	Tier 1	Blank Data	TOTAL
Minority Ethnic	2	3	11	18	5	3	1	0	3	46
White	35	51	65	132	39	59	13	4	52	450
Prefer not to say	0	1	4	9	0	0	0	0	1	15
Blank	3	4	8	9	4	3	1	0	42	74
<b>TOTAL</b>	40	59	88	168	48	65	15	4	98	585

% Grade Distribution by Ethnic Group - 30th June 2017

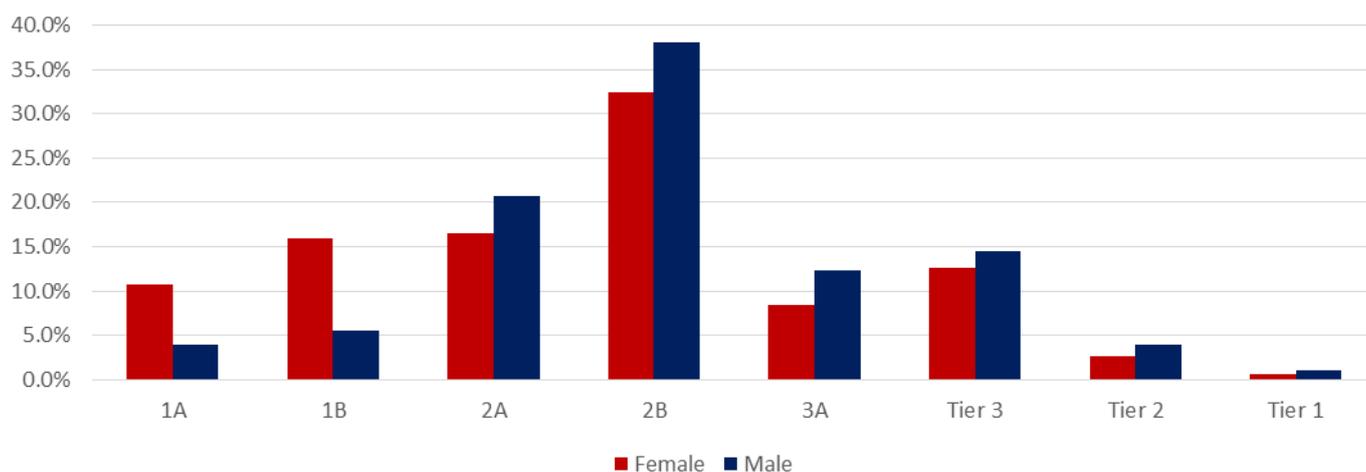


The data show some disparity between the ethnic groups in relation to pay grade distribution. 19.1 per cent of the white workforce are distributed in the highest grade levels of Tier 3 to Tier 1, compared to just 9.3 per cent of the minority ethnic workforce.

## Gender

Grade	1A	1B	2A	2B	3A	Tier 3	Tier 2	Tier 1	Blank Data	TOTAL
Female	33	49	51	100	26	39	8	2	23	331
Male	7	10	37	68	22	26	7	2	75	254
<b>TOTAL</b>	40	59	88	168	48	65	15	4	98	585

% Grade Distribution by Gender - 30th June 2017



29.5 per cent (75 of 254) of the male workforce and 6.9 per cent (23 of 331) of the female workforce do not hold grade information as they are either secondees or other worker types that fall outside the grade structure. The issue is more prevalent in the male group due to a higher level of male secondee representation.

Where we have grade information, the data show that a greater proportion of the female workforce is distributed in lower grades than the male workforce. 26.6 per cent of the female workforce is distributed in grades 1A to 1B, compared to 9.5 per cent of the male workforce.

The large proportion of blank pay records is linked to workforce seconded into the organisation. As secondees are not employed directly by the College, this data is not collected.

## Review and appraisal

The College is not currently able to monitor the provision of development or training and this has been highlighted in the equality objectives section of this paper.

The tables below show the volume of each group receiving PDR (performance development review) ratings for the 2016/17 period. The charts show the proportion of each group that received each rating to identify any disparity between different groups. 550 PDR scores were provided. The remaining workforce does not have ratings for a number of reasons, including seconded status, long-term sickness, maternity leave, too young in service, etc.

The PDR ratings are explained below.

**Rating 1** – Has consistently delivered exceptional performance which has exceeded that which is required for the role.

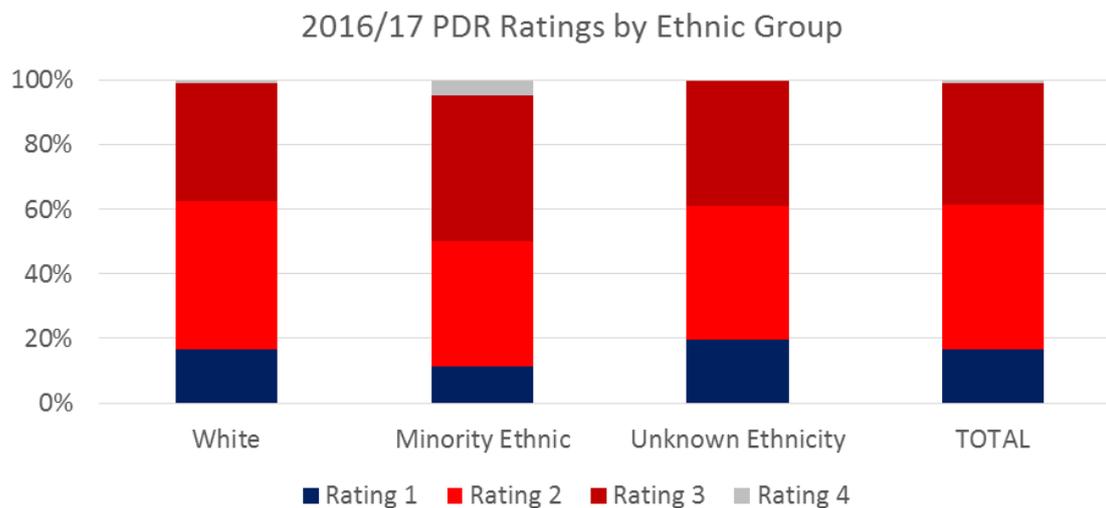
**Rating 2** – Has consistently delivered strong performance within the role, sometimes to a standard which exceeds that which is required for the role.

**Rating 3** – Has delivered satisfactory performance in the role.

**Rating 4** – Requires further development or intervention to enhance future performance.

### Ethnic group

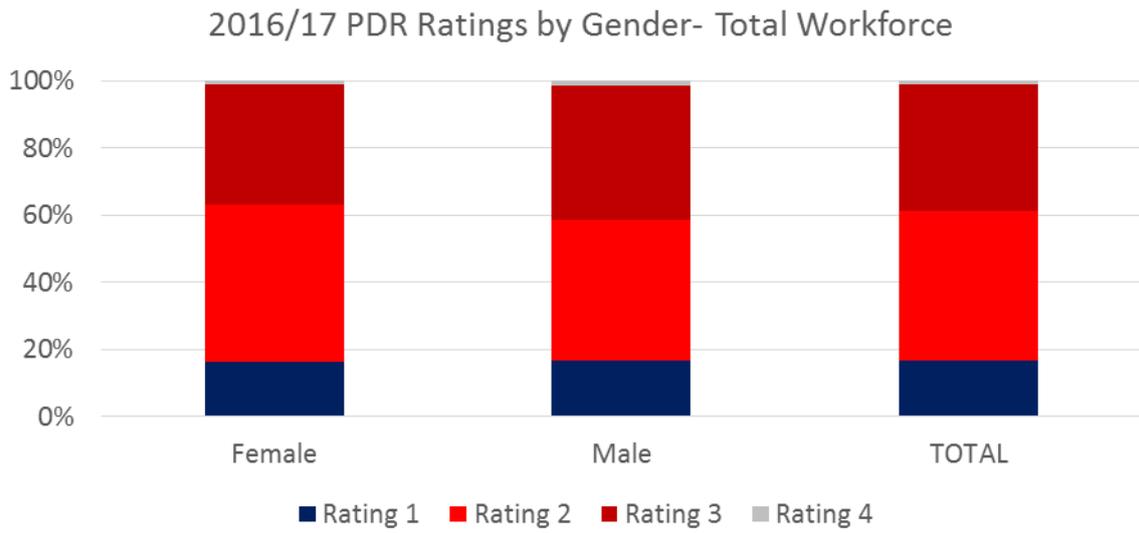
Directorate	White	Minority Ethnic	Unknown Ethnicity	TOTAL
Volume Rated 1	71	5	15	91
Volume Rated 2	197	17	32	246
Volume Rated 3	157	20	30	207
Volume Rated 4	4	2	0	6
Total Ratings Received	429	44	77	550
% Rated 1	16.6%	11.4%	19.5%	16.5%
% Rated 2	45.9%	38.6%	41.6%	44.7%
% Rated 3	36.6%	45.5%	39.0%	37.6%
% Rated 4	0.9%	4.5%	0.0%	1.1%



The data suggests some level of disparity between white and minority ethnic workforce PDR ratings, with 62.5 per cent of the white group receiving ratings of 1 or 2, compared to 50 per cent of the minority ethnic group.

#### Gender

Directorate	Female	Male	TOTAL
Volume Rated 1	51	40	91
Volume Rated 2	147	99	246
Volume Rated 3	112	95	207
Volume Rated 4	3	3	6
Total Ratings Received	313	237	550
% Rated 1	16.3%	16.9%	16.5%
% Rated 2	47.0%	41.8%	44.7%
% Rated 3	35.8%	40.1%	37.6%
% Rated 4	1.0%	1.3%	1.1%



There is little difference between female and male workforce PDR ratings, however, the data show that the female workforce is more likely to receive higher ratings than the male workforce.

## College of Policing equality objectives

### Equality objective 1

The report has highlighted that there are a number of gaps in the College's workforce data. While encouraging improvements have been made, there remain serious shortfalls in data completion, especially in people who have recently joined the College or those seconded to the College. These data gaps mean that it is impossible to make confident inferences or decisions based on the data and risk the College not fulfilling its legal requirement to identify any unlawful discrimination.

Equality objective 1	Improve data quality and regular monitoring
This means:	improving the robustness and quality of personnel data.
It links directly to the following organisational strategic outcomes and/or business plan objectives:	<ul style="list-style-type: none"> <li>• identifying, developing and promoting ethics, values and standards of integrity (Strategic Intent)</li> <li>• improving the College's working arrangements so we make a greater impact as an independent and authoritative professional body responsive to the needs of members (Business Plan 2018).</li> </ul>
This takes into account our Code of Ethics through:	<p><b>fairness</b> – we are vociferously committed to fairness of process and procedure as key principle at every level of our business, defining who we are and ensuring work and decisions are fair, and we understand the difference between being fair and being equal</p> <p><b>openness</b> – we actively encourage publishing and sharing information with our members and the public to demonstrate that public money is well spent and to promote a greater understanding of policing and the College.</p>
We target this by:	<ul style="list-style-type: none"> <li>• gathering diversity data at the point of entry and regularly monitoring against equality and fairness indicators throughout the employment 'cradle to grave life-cycle'</li> <li>• looking at historic trends in order to identify discrimination, highlight risks or issues and better inform senior management and decision makers.</li> </ul>
The types of activities that deliver this include:	<ul style="list-style-type: none"> <li>• reviewing recruitment processes to enable gathering diversity data</li> <li>• including other indicators relating to other areas, including: <ul style="list-style-type: none"> <li>– reasons for leaving the College</li> <li>– disciplinary and grievances</li> <li>– rewards (commendations, vouchers, etc.)</li> <li>– workforce satisfaction</li> <li>– training/development opportunities</li> <li>– monitoring sickness information</li> <li>– appraisal ratings</li> <li>– leaver data, including profiles of those made redundant</li> </ul> </li> <li>• mapping ethnicity data to more current 18+1 code schema that includes Roma/Gypsy and Irish Traveller</li> </ul>

	<p>ethnicity codes and making relevant system changes to reflect this</p> <ul style="list-style-type: none"><li>• publishing data to show transparency and highlight the College as an employer that values difference.</li></ul>
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## Equality objective 2

The data has shown that there is a gap between the distribution of female and male workforce across the grades, with females more likely to be distributed in lower grades than male colleagues. Without detailed information, it is impossible to ascertain any discrimination based on protected characteristics (not just gender).

Equality objective 2	Analyse any gender pay gap issues identified as part of the organisational pay audit, making 'fit for purpose' pay line recommendations for implementation
This means:	conducting a full workforce pay review against protected characteristics and addressing our gender pay gap analysis as part of this.
It links directly to the following organisational strategic outcomes and objectives:	improving the College's working arrangements so we make a greater impact as an independent and authoritative professional body responsive to the needs of members (Business Plan 2018).
This takes into account our Code of Ethics through:	<b>fairness</b> – we are vociferously committed to fairness of process and procedure as key principle at every level of our business, defining who we are and ensuring work and decisions are fair, and we understand the difference between being fair and being equal.
We target this by:	<ul style="list-style-type: none"> <li>• ascertaining discrimination based on protected characteristics (not just gender)</li> <li>• assessing if the pay structure in place exposes the organisation to potential equal pay claims or not.</li> </ul>
The types of activities that deliver this include:	<ul style="list-style-type: none"> <li>• assessing existing workforce benefiting from discretionary pay increases to identify potential bias</li> <li>• reviewing where people start within pay scales at the point of entry to identify potential bias or discrimination.</li> </ul>