



Kent Police Diversity and Inclusion Strategy 2021-2024



**Kent
Police**

Foreword

In 2018 a three-year Diversity and Inclusion Strategy was formulated running through to July 2021. Over the last three years, a great deal has been achieved against this strategy, in particular our representation of our communities has improved substantially.

That three-year strategy is coming to an end and this new strategy seeks to build upon this success, recognising the importance of intersectionality; the fact that an individual or group may have interconnected characteristics. Every individual has context, a background and unique experiences, and the force aspires to help everyone be their best and celebrate that fact. The force recognises other attributes such as neurodiversity and is cognisant of hidden disabilities. This strategy therefore supports the whole workforce and our entire community.

As the Chief Constable I have created a Diversity and Inclusion Academy which will work with existing mechanisms to provide greater capacity and capability to bring the breadth and depth needed to make diversity, inclusion and cohesion, business as usual. This is the first force in the country to create an Academy and moving forward we hope to be the nationally recognised leaders establishing best practice and continually seeking to develop.



Alan Pughsley QPM

Chief Constable Kent Police

Kent Police's Strategy

This strategy sets out the key strategic objectives that will create a step-change in the force's approach to diversity and inclusion. The strategy aims to enhance the diversity of the force, support every individual's fulfilment of their potential in a cohesive and satisfied workforce, and build legitimacy and trust both internally, and externally with all of our communities including, emerging communities, underrepresented and seldomly heard groups. Having a diverse, inclusive and engaged workforce enriches the organisation's capability to deliver a first-class service, meeting the needs of the community through a broad range of skills, experience, values and behaviours.



Whilst written in support of the National Police Chiefs' Council 'Diversity, Equality, and Inclusion Strategy 2018-2025', this strategy draws on the Kent context in defining the strategy for 2021-2024.

Our Culture

Awareness – Understanding – Empowerment

All officers and staff have characteristics which makes them unique; however, it is acknowledged that some individuals have characteristics which can disadvantage them; the 'lived experiences' of staff and our communities needs to be acknowledged and understood. Educating through these 'lived experiences' will raise awareness, embrace understanding and enable individuals to have safe conversations where it is ok to admit that there are things that we don't know and feel safe to ask questions respectfully to Raise our awareness. Taking opportunities to learn and educating our staff is the core foundation to our success. This understanding will continue to enrich our culture and create an inclusive environment to work in. We will continue to work with the Independent Police Advisory Group (IPAG), Community and Faith partners. Building strong and lasting relationships within the community to support us on this journey is vital. We create opportunities to engage, listen, hear and understand the views, concerns and requirements of the communities we service.

Our culture centres on doing the right thing; a commitment that enables inclusivity to be woven into the fabric of the organisation. An inclusive workplace values individual difference, providing a real sense of belonging, the ability to achieve personal goals, empowerment to take personal responsibility to contribute to the success of the organisation by supporting colleagues and taking the necessary action to deliver a quality service to the public.

Insight and foresight

By listening and providing opportunities for our officers, staff, volunteers and the communities we serve, to share their personal journeys and lived experiences, we will gain greater insights into how we can improve the working environment and the service we provide.

We will use these insights to identify our current status, set clear goals and identify the measures of success. This is fundamental to setting priorities and directing our activity to ensure we achieve our aspirations for making Kent Police an inclusive organisation and an employer of choice. Horizon Scanning, using technology and improving our data quality we will identify emerging threats and opportunities to mitigate them, finding creative and innovative ways to increase our diversity, progression, and retention, reflecting the communities we serve.

Enhancing the culture

To build an inclusive work place we need to accept that we will not always get it right, despite our best efforts. Sometimes the fear of causing offence can do exactly that. In order to improve we need to have open and honest conversations, whilst remaining respectful and aware that our language and behaviour can sometimes cause offence. We need to be open to feedback, acknowledge our mistakes and reflect on our behaviour, without being defensive.

It is right that our culture is one that makes it comfortable and acceptable to correct the mistake by explaining the issue, describing the impact and expected behaviour or language going forward, without the fear of repercussions or embarrassment on either side. Where appropriate the organisation will encourage challenge, education and self-reflection. However, misconduct will never be tolerated, so there may be occasions when conduct procedures are necessary. To develop the ability to understand, educate and learn lessons, it is imperative that we have open and honest conversations, encourage self-reflection and where appropriate, consider restorative practice.

It must be remembered that it is our attitude and behaviours that impact upon individuals or groups of individuals. This applies not only internally to our colleagues but externally in our service delivery.

This strategy is underpinned with the ethos that Diversity and Inclusion is everyone's responsibility. Our staff will be encouraged to champion diversity and inclusion initiatives and find ways to make us more inclusive, demonstrating positive values, beliefs, and behaviours consistent with embracing diversity and inclusion.

By embracing the Infinity Principles and creating an environment of empowerment, the removal of barriers, openness and trust our workforce will be encouraged to speak up. This will provide insight and benefits to the whole organisation. Maintaining honesty, transparency, and being authentic, will inspire trust, importantly, when people speak up, they will be believed and supported.

Our people

The police uplift

HM Government's Police Uplift Programme presents an opportunity for the force to draw upon a breadth of diverse skills, experience, values and thinking to develop its collective consciousness, innovation and decision-making. Kent Police's designation of uplift officers under the uplift programme has involved numerous commands and areas of the organisation for example the introduction of Schools Officers will enable the force to engage, influence and attract a wider demographic and harness opportunities to build the trust and confidence of our communities. Investment in partnerships and the growth of the Citizens in Policing command creates capacity as part of the force's outreach with communities.

Do the right thing

Our **culture** is made up of our common principles, behaviours and attitudes.

Our **principles** are to:

- feel valued and supported.
- have direction and visible leadership.
- be acknowledged and recognised.
- be engaged with and listened to.
- be trusted.
- be selfless.
- be open.

Our **behaviours** and **attitudes** are to:

- put victims and witnesses first.
- enjoy coming to work.
- focus on quality.
- be honest, act with integrity, embrace the code of ethics.
- be proud and work hard.
- do the right thing.

Appendix A

Infinity Principles

We have no boundaries to inhibit our thinking, creativity and aspirations.

To achieve an organisational design that continually evolves and can flex, we need diversity in our workforce to underpin:

- leadership
- personal responsibility
- adaptability
- resilience



Success will be evidenced by improved service delivery and an enhancement in our outstanding culture here at Kent Police.

Appendix B

Positive Action

The force will continue to design deliver and implement positive action, both generally and as part of specific initiatives, striving to ensure fair and proportionate representation of from all communities, ranks and grades of the organisation. Our positive action work will help us achieve our mission of creating an inclusive culture where our workforce, communities and partners communicate and work together to remove barriers and disadvantage that inhibit attraction, recruitment, retention and progression.

**Positive
Action.**

Our communities

The service provided to victims, witnesses and communities will include those that visit, work and travel through Kent. Kent Police is a part of the community and aims to ensure a sense of belonging amongst different groups through the policing service it provides.

Our mission is to deliver a first-class service, protecting and serving the people of Kent.

Community Liaison Officers are now centrally led under the Diversity and Inclusion Academy. This will provide consistency across the thirteen districts, enhance engagement with communities and link diversity and inclusion to community engagement. This will maintain a focus on operational challenges and the identification of threat, risk and harm to focus our response. In doing so, this strategy works in synergy with the wider strategic direction of the force in relation to engagement, local policing, partnerships and hate crime.

We will also build on the scrutiny processes provided by the IPAG who act as our critical friends, providing insights and lived experiences, to improve decision making, inform policy and improve service delivery.

Policing and diversity

Our policing approach will remain flexible in responding to certain crime types that are targeted and concentrated on certain communities whether as a result of contextual factors, or local, national or international events. Similarly, the force will work with Independent Police Advisory Groups (IPAG), local authorities, local businesses, Community Partners and the Voluntary sector to better understand the impact of policing responses, use of police powers, community engagement and the wider policing service to continually enhance the force's approach.

Part of the force's Quality Policing drive is to improve the quality of our investigations and deliver the mission to provide a first-class service protecting and serving the people of Kent. Underpinning the force's messaging are the Chief Constable's three pillars:

- Victims and Witnesses at the heart of everything we do
- Provide a quality service
- 'Do The Right Thing'

This strategy is consistent with this approach and supports policing by consent within our community based on this force messaging. Every contact with members of the community counts.

Kent Police Mission

'Provide a first class service **protecting** and **serving** the people of Kent'

Vision of the Chief Constable and Police and Crime Commissioner

'Our joint vision is for Kent to be a safe place for people to live, work and visit. By protecting the public from harm, we will allow our communities to flourish and by working with the public and partners, we will provide a first class policing service that is both visible and accessible. We will retain neighbourhood policing as the bedrock of policing in Kent. We will be there when the public need us and we will act with integrity in all that we do.'

Kent Police Values

- We will put the public first and deliver a service to be proud of.
- We will serve with integrity and professionalism.
- We will treat everyone with fairness, respect and dignity.
- We will be innovative, use resources wisely and operate as one team.
- We will act with humility, compassion and courtesy.
- We will listen, learn and strive to improve.

Kent Police Priorities

- Put victims and witnesses first.
- Tackle crime and anti-social behaviour.
- Provide visible, local policing at the heart of our policing model.
- Protect the public from harm and ensure an effective response to those who are most vulnerable in our communities.
- Deliver an efficient and effective service that represents value for money.
- Meet our national policing commitments.
- Develop and support our committed workforce.

Appendix C

Kent Police Review of Diversity and Inclusion

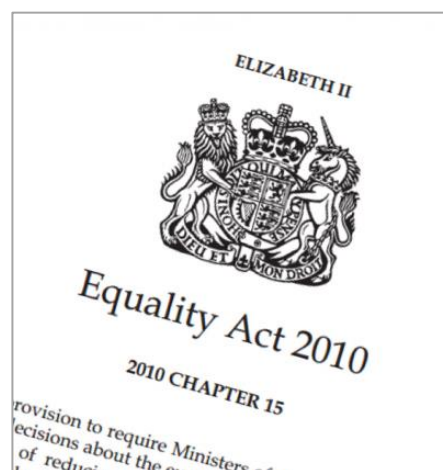
In 2020, Kent Police undertook a comprehensive review of Diversity and Inclusion within the force. In 2021, the review was published with a total of 69 recommendations for the force to consider. The two-part review has an internal and external focus with the first section focussing on race and ethnicity and the second part focussing on all other protected characteristics and additional subject matters. Part one considers racism, the use of police powers, the force's commitment to diversity and inclusion, the use of language, education and engaging with critics. Part two focusses on all areas outside of race and ethnicity with emphasis on neurodiversity, hidden disabilities, mental health and women in policing. The review draws on lived experiences, considers environmental and symbolic activity, work-life balance, intersectionality, the position of carers and much more.

International events including the murder of George Floyd in the USA and Black Lives Matter movement occurred partway through this review and provided more insights into the challenges faced not just in policing but the wider society. This review cemented the need for an investment in our capability to enhance our approach to diversity and inclusion. The review has informed not only this strategy but many of the workstreams underway. The Diversity and Inclusion Command will lead on delivering the recommendations and capturing the insight the review provides.

Public Sector Equality Duty

The force is committed to adhering to, and developing on, the Public Sector Equality Duty under the Equality Act 2010, which requires the force to:

- Eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited by or under the Act.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.



Kent Police is committed to core objectives to further the aims of the Equality Duty:

- Moving forward, the introduction of the Diversity and Inclusion Command and the creation of the Diversity and Inclusion Academy will enhance our approach to identifying and engaging with diverse and emerging communities in Kent. This will reduce threat, risk and harm to members of the community and to the most vulnerable in society, which in turn will support the delivery of a first-class policing service.
- Increase the number of officers, staff and volunteers with protected characteristics to be more reflective of the population in Kent in line with the awaited 2021 Census.
- Increase the number of officers, staff and volunteers self-declaring their diversity status to identify barriers to progression for under-represented groups.
- The Positive Action Team will identify, monitor and review processes to ensure the recruitment, retention and progression of staff across the organisation. This will include focussing on increasing members of our workforce who are in specialist roles and leadership positions. This will help us to ensure that we are more representative of our diverse communities and help us to ensure we continue to meet the needs of the widest communities.
- Through the force governance of the Diversity and Inclusion Board the force will utilise equality data and monitoring to assist with identifying trends, gaps and provide analysis.

Ownership

The delivery of this strategy is the responsibility of all officers, staff and volunteers across all ranks and grades. To support ownership and delivery, a simplified one-page strategy will be available, providing a visual reference that will support and encourage ownership throughout the force.

To support all officers, staff and volunteers the Diversity and Inclusion Command will take responsibility for driving delivery of the strategy and providing consistent oversight and guidance in this area. This aligns with the Diversity and Inclusion Command's responsibility for supporting delivery of the National Police Chiefs' Council strategy (NPCC), as well as recommendations from the NPCC and Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS). The Command will continue to work closely to engage with other forces and internal and external stakeholders to ensure this strategy is realised.

Governance

The Deputy Chief Constable is the force lead for Diversity and Inclusion and chairs the Diversity and Inclusion Board. The Director of Human Resources is the Chief Officer lead for the Diversity and Inclusion Command, which will take primacy for the governance of the delivery of this strategy.

Delivery

In addition to the nine protected characteristics this strategy also considers the intersectional characteristics of the individual. Intersectionality more accurately describes the composition of someone's individuality and the characteristics and traits that come together to make them the person they are. Intersectionality acknowledges that everyone is unique and prevents the over-simplification of challenges individuals may face. It is recognised that at different points in time, different priorities and focus on certain protected characteristics may become more pertinent. Whether by internal, local, national, or international events, it is important to remain responsive to current events and be dynamic in the delivery of this strategy.

Leaders across the organisation should deliver this strategy against the local context of their command and geography with freedom to apply the Infinity principles, in line with the key strategic drivers of the strategy; Leadership, Communication, Data Quality, Education and Environment. The Diversity and Inclusion Academy will maintain a central repository of best practice.

Definitions

Diversity – Understanding that everyone is unique and recognising their individual differences and the value it brings to the organisation.

Inclusivity – Activity, action, policy and/or process that is inclusive to all people and groups of people.

Equality – Each individual or group is given the identical resources and/or opportunities.

Equity – Identifies that each person has diverse requirements and circumstances and assigns the exact resources and opportunities needed to reach an equal outcome.

Statement of intent

Kent Police aspires to represent all our communities with a diverse and cohesive workforce that draws on all ideas, values, skills and experience to provide a first-class service that inspires trust and confidence in policing.

Objectives

We will be an **employer of choice** for all communities in Kent. Our priorities are:

- 'Listen to the workforce and empower everyone to be their authentic self'.
- Increase the diversity of the workforce that reflects the composition of our community.
- Enhance attraction, recruitment, retention and progression that is representative of our communities, including underrepresented and emerging groups.
- Identify and remove barriers, promote flexibility through agile working, and design clear career pathway opportunities.

Do the right thing



Appendix D

We will be and an **inclusive workplace** that is bold, confident and culturally aware so that everyone has a sense of belonging. Our priorities are:

- Gain greater understanding of individuals' lived experiences to raise awareness, inform decision making and policy.
- Review and design practices, policies and procedures that are inclusive for all.
- Promote the wellbeing and fulfilment of all officers, staff, and volunteers to maintain an inclusive environment that enables everyone to bring their whole self to work and contribute to the force mission, vision, values and priorities.
- Work with the Staff Support Associations to ensure appropriate critique, where necessary, to enhance our thinking, supporting both members, colleagues and the communities we serve.

We will take **Positive Action** where appropriate to support everyone's career development. Our priorities are:

- Engage, encourage, and empower our workforce to be ambitious with their progression through ensuring they have the right training, support and encouragement to progress.
- Identify new and innovative ways of working with communities to support recruitment campaigns and identify and remove barriers to recruitment from underrepresented groups.
- Support individuals to overcome disadvantages by taking steps to encourage and develop our workforce to take opportunities for progression and achieve meaningful representation.

We will develop our own culture of **continual professional development** in relation to diversity and inclusion. Our priorities are:

- Improve the culture of continual reflection, education, and learning, and develop best practice.
- Build equality into organisational processes.
- Celebrate, recognise, and reward innovative approaches to enhancing our culture.
- Increase the number of officers and staff that are declaring their protected characteristics so that we have a true reflection of our workforce, which will enable us to better understand the challenges and barriers.

We will **work with all Kent Communities, partners and stakeholders** to provide an accessible and inclusive first class service that meets their needs. Our priorities are:

- Identify, engage, work with, and build strong relationships with all of Kent's communities.
- Provide equality of opportunity for every individual to access a first-class policing service.
- Work with all public services in Kent to promote a culture of shared inclusion, cohesion and collaboration through joint service delivery.
- Seek to build trust and confidence, including through an open and transparent process to examine the use of police powers and procedures, engaging with our critics and embracing their views.
- Work with the Independent Advisory Group to develop and enhance the force's approach to building strong community relations.

Enablers

Inclusive Leadership

Inclusive leadership across all ranks, grades and roles ensures consistency of approach and empowers all including those in leadership positions to remove barriers and resolve challenges because every single person in the organisation is a leader.

- **Values and beliefs** of leaders at all ranks and grades will hone the quality and timeliness of the force response to delivering this strategy and providing a diverse, inclusive, and cohesive workforce. Nurturing, exploring, and promoting these personal values are an important part of empowering the workforce to be bold, confident, culturally aware, collectively enhance our culture.
- **Reflection** is a fundamental part of learning lessons, enhancing our culture and our response to diversity and inclusion. This includes reflecting after individual incidents and conversations, as well as community issues, tensions or events, and where necessary admitting to ourselves and others that things could be better.

Communications

Engagement should be conversational where the force explains our priorities, values and objectives and seeks views and ideas from the community.

We will take steps to improve our communication both internally and externally by seeking new and innovative ways to engage that are modern and in line with current and future trends. Fresh and innovative approaches along with tried and tested methods should enhance two-way communication and engagement. Optimising our use of social media and other mechanisms to maximise engagement with emerging and seldomly heard communities and groups.

Education

Education creates a legacy, raising awareness through communication. Tailored inputs, videos, daily interactions and events will help develop understanding which in turn empowers the workforce to take action and progress the diversity and inclusion agenda. Education on current issues and horizon scanning will enable early intervention and planning to support us in creating an inclusive environment. We will be inquisitive and demonstrate flexibility in our approach.

We are on a journey and therefore accept that mistakes are likely along the way. Open dialogue and communication should ensure we are not overly harsh when genuine mistakes are made, as this can be counterproductive. Instead, knowledge will be improved through communications and education to encourage individuals to internalise the need to develop one's own understanding. Restorative practices and 'perspective-taking' will be employed where appropriate so issues will be proactively identified and addressed. We will continue to develop as a result of our lessons learnt programme, with learning supported through coaching and mentoring, with a focus on honesty

and realism. However, misconduct will not be tolerated where attitudes and behaviour fall outside of a genuine mistake and the standards of professional behaviour have been breached.

Skills and capabilities are an important part of our ability to educate the workforce and equip every individual to be an advocate of Diversity and Inclusion. A critical mass of expertise will enable barriers to be overcome and eliminated. This will be supported by the creation of the Diversity and Inclusion Academy.

Data Quality

Exploration and examination – In addition to improving data, exploring the content and examining trends, patterns and disproportionality within it, will provide insight and help steer the discussion and focus activity against identified priorities.

Good data quality gives insight into disproportionality, helps define challenges, supports targeting of resources, provides transparency, enables scrutiny and helps quantify and measure performance. Mapping the force's strategic challenges is necessary to explore what works in the organisational and regional context.

Environment

Accessible, friendly and welcoming environments support wellbeing and encourage individuals to be themselves and bring their best self to work. Ensuring workspaces, equipment and reasonable adjustments are identified and implemented quickly will support our workforce to provide their best work and instil a sense of belonging and value. Tailored communication to remind our staff that we are an inclusive organisation will assist with developing awareness and understanding, which are central to promoting a culture of inclusivity.

Staff Associations

Staff Support Associations are a key component of the force's network of support and provides insight, expertise and feedback vital to delivering this strategy. They are a necessary and fundamental part of this strategy.

All Staff Support Association Chairs, including the Police Federation, Unison and the Kent Police Recreation Association have regular meetings, which provides consistency of approach and the sharing of best practice in relation to the support mechanisms provided to all members of the organisation.

Staff Support Groups

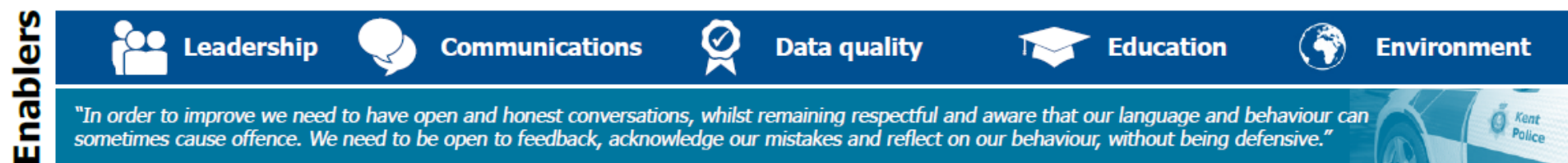


Professional bodies



Diversity & Inclusion Strategy 2021-2024

Our **culture** is **everyone's** responsibility



It's okay to make mistakes

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Appendix C – Mission, Vision, Values and Priorities

Kent Police **Mission**

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Vision of the Chief Constable and Police and Crime Commissioner

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