



Our joint approach to equality, diversity and inclusion.

2021-2024

“Equality is being invited into the room. Diversity is getting a seat at the table. Inclusion is sharing your views and being heard. An inclusive leader enables all of this to happen.”

Inclusive Leadership; Charlotte Sweeney & Fleur Bothwick

How do we create an inclusive workforce?

👤 Surrey Police Deputy Chief Constable Nev Kemp QPM

👤 Sussex Police Deputy Chief Constable Julia Chapman

Creating an inclusive workforce means cultivating an environment that focuses on attracting and retaining diverse talent. When talking about inclusion, you often hear about development programmes, celebration events or recruitment strategies but these are only part of the solution. It is the responsibility of us all to be thinking about and contributing to inclusion. It is no longer enough to simply rely on hiring people of different ethnicities, lived experiences, genders, disability or sexual orientations. We must also focus on fostering a culture of inclusion. We all have differences, but genuine inclusion means we are celebrated and valued because of those differences.

Our joint commitment to inclusion, diversity and equality is resolute. Despite the challenges we have faced, and continue to face, we have a vision of a united approach between both forces. One which values our individuality, celebrates what makes us uniquely different yet inextricably connected, with respect and understanding for all.

As Deputy Chief Constables, our role is to own this strategy and provide governance on the delivery of our collective priorities. Our role is also to keep people safe and we recognise that inclusive, diverse and motivated teams are better able to understand and meet the needs of our communities, ensuring we deliver on each force's public commitments.

Global, National and local events continue to bring into sharp focus the continued need to drive towards our united goal of representing the communities we serve to improve both the effectiveness of police engagement and confidence within our communities. The tragic deaths of George Floyd and Sarah Everard, and the subsequent protests, coupled with the global pandemic and health implications for all, are just a few examples of why we must deliver an effective policing model for the public but we should be cognisant that exclusion is an everyday feeling for many people. This model must be capable of responding as the world and societies we live in continually changes and evolves.

To invest well in our teams, and in turn to serve our communities, we need our forces to be doing their very best work. And to ensure that, we have a responsibility to create an environment where everyone is able to be themselves and thrive when they're at work. Our commitment is for the long-term, not for tick boxes.

We must lead teams who are committed to understanding the intricacies and nuances of our communities and our colleagues, but also represent them. The growth of an inclusive culture is pivotal to the delivery to this strategy, which will result in retaining a diverse workforce and being attractive to those who want to join the force.

Deliberately building inclusion

A critical element of providing the best service to our communities is to ensure we have inclusion within our organisation. The best way to have inclusion within our organisation is to have it within our policies and processes. And the best way to have it in our policies and processes is to have it in our internal teams, where we can see it happening and evolving around us.

When reviewing and redeveloping this strategy, we wanted to draw on the power of deliberately building an inclusive culture, and being an organisation which celebrates and values individual differences.

Whilst the Inclusion and Diversity teams, formal Staff Associations, Staff Networks and Equality Champions across both organisations are at the helm of this work, a huge amount of coordinated effort is needed to make meaningful cultural progress. This strategy is a living embodiment of what is needed to affect that change. Change often comes when we're at the far reaches of our comfort zone, but the outcome of that process will be noticeable and life-enhancing for all.

Within the work of inclusion and diversity, we often hear that people are afraid to get it wrong; that they have a fear of saying or doing the wrong thing. We believe that by breaking down barriers and encouraging everyday conversations, we will build an inclusive culture which drives fundamental change.

Our response to diversity and inclusion is ever evolving. Examples of what good initiatives look like will change, there will be more research and new challenges presented. We must invite and listen to those challenges and be prepared to review what we do, exploring different ways of working and operating. This revised strategy sets out our intention for creating sustainable and lasting change for our colleagues now and those yet to join us.

👤 [Surrey Police Diversity & Inclusion Lead Lucy Parsons](#)

👤 [Sussex Police Diversity & Inclusion Lead Dermot Torney](#)

Our vision

The vision at Surrey and Sussex Police is to have a workforce who understands why diversity, equality and inclusion are fundamental to improving trust, confidence and legitimacy in policing:

- To create an inclusive culture which is embedded into everything we do
- To deliver a policing service that recognises the individual needs of the people we serve
- To engage effectively with communities
- To be representative of the communities we serve

What are our objectives?

This strategy has four key objectives. It works in conjunction with delivery of the NPCC toolkits, which will be used as our granular approach for measuring progress on this strategy over the next 24 months. An objective has been set for each vision statement.

1. **Focus on improving our culture of inclusion and increase awareness and understanding of diversity and equality**, through the delivery of professional development awareness and training. Colleagues will have confidence to share their diversity data, particularly for non-visible differences, which will inform our processes and policies. Colleagues will be supported to challenge, overcome and reduce discriminatory behaviours or practices.
2. **Understanding, engaging and increasing satisfaction and confidence across all communities and victims of crime**. Engaging with our communities to understand their concerns, improving communication, accessibility and building trust and confidence to ensure all communities have a voice, and are more confident in reporting hate crime and incidents, and be kept informed at each stage.
3. **Work transparently with communities to progress understanding of disproportionality in the use of police powers**, and engage effectively to tackle the concern this raises in our communities.
4. **Attract, recruit and retain a diverse workforce which is representative of the communities we serve**, ensuring robust analysis of workforce data to identify areas of concern or disproportionality to inform organisational priority, delivery of positive action interventions and organisational training and development needs.

[Click here to view the College of Policing's 'Positive Action: A guide for police recruitment' \[PDF, 1.5mb\]](#)

These objectives are interwoven and complement each other. They are here to provide guidance to the work we're doing, and to check and test that we're still forging the path to our vision. There is not a simple answer to inclusion. As individuals who are all unique, there will be steps in building our culture which will need adapting and changing as we learn and grow, allowing the formation of a genuinely inclusive culture. Whilst insights and data will help evidence progress, there must also be a passion to do the right thing: this is about progress, not perfection.



What are our priorities?

In order to refine our approach, we will focus on these priority areas and subsequent activities linked to each objective.

1. Improving our culture of inclusion and increase awareness and understanding of diversity and equality.
 - Ensure that inclusion and diversity are central in decision making, understanding the equality impact for the development of new and reviewed policies
 - Understand the needs, concerns and experiences of inclusion in the workplace through insight surveys, and develop an organisational culture that is responsive, giving colleagues confidence to share their protected characteristics, listen to each other and work collaboratively
 - Equip colleagues to be more aware and understanding of cultural and community issues, using lived experiences from colleagues and local community groups
 - Engage with colleagues who are from underrepresented groups within the workforce, to identify, understand and overcome and reduce barriers to inclusion
2. Understanding, engaging and increasing satisfaction and confidence across all communities and victims of crime.
 - Deliver proactive, accessible engagement with diverse local communities, to recognise and address adverse perceptions of policing and improve confidence across communities
 - Involve independent community members in the transparent scrutiny of data for perceptions of public confidence and victim satisfaction, to understand opportunities for improvement and address negative impact on diverse communities
 - Involve independent community members in the transparent scrutiny of police complaints and investigations of hate crime, to ensure the policing response is appropriate and effective
 - Publish organisational inclusion and diversity objectives with outcomes, to illustrate progress and increase public confidence and police legitimacy

3. Progress understanding and address disproportionality in use of police powers.

- Analyse equality data regarding the use of police powers (Stop Search, Use of Force, Arrest, Strip Search) to understand and address areas of disproportionality
- Involve independent community members in the transparent scrutiny of both quantitative and qualitative data regarding the use of police powers
- Publish information on the use of police powers, to demonstrate steps the forces are taking to understand and address disproportionality, and arrangements in place to provide governance and transparent scrutiny

4. Attract, recruit and retain a diverse workforce.

Diversity isn't simply about how we're able to visually distinguish others or what is able to be placed into a protected characteristics box. Our approach is to recognise and understand the interconnected nature to multiple aspects of diversity.

- Focus on attraction, recruitment, retention and progression of under-represented groups within our workforces, with a priority focus on representing the diverse ethnicities within the communities we serve:
 - Ensure robust collection and quality assurance of all workforce data, so that it can be used in a meaningful way to understand representation gaps and monitor progression
 - Accurately gather, record and analyse exit information from all staff leaving the organisation to identify and address areas of concern or disproportionality within areas or groups
 - Review recruitment and selection processes to recognise and address barriers to improving diversity across all departments
 - Design, deliver and assess Positive Action activity to increase the volume of diverse applicants

[Click here to view the College of Policing's 'Positive Action: A guide for police recruitment' PDF](#)

- Ensure mentoring/coaching support mechanisms are promoted to existing colleagues and new joiners who are underrepresented in policing
- Involve independent community members in selection processes and in organisational discussions about improving workforce diversity
- Ensure all leaders are actively delivering a commitment to the attraction, recruitment, retention, progression and development of all underrepresented groups and developing an inclusive environment and culturally sensitive teams

Informing our approach

We will seek guidance and advice from people in our organisation and in our communities, including formal staff associations and networks, public advisory groups and external scrutiny panels. We will also engage with the College of Policing and other specialist organisations for further independent assessment and advice to inform our approach, such as the Disability Confident Scheme, Stonewall, Inclusive Employers, and BITC Race at Work Charter.

Leadership and governance

The collaborative approach to equality, diversity and inclusion is of fundamental importance to both police forces. The Deputy Chief Constables will oversee the delivery of this strategy through their respective Diversity and Inclusion Boards. Providing effective governance to ensure the specific priority areas are progressed for the duration of this strategy, and monitor progression of both the NPCC toolkits and the 2020 Race Disparity Review actions.

An internal tactical Inclusion Board, chaired by the Director of People Services and comprising Inclusion Leads, Equality Champions, together with representatives from staff associations and unions, will determine the agenda for the Diversity and Inclusion Boards through assessment of risk for delivery of this strategy.

Whilst there is a governance and leadership structure overseeing the delivery of this strategy, it is underpinned by the actions of all colleagues, across both organisations. An inclusive culture cannot thrive without every person's action to commit to challenging inequality.

