



# Gender Responsive Policing Strategy



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## Foreword

**The best organisations constantly strive to achieve and improve, but this will be impossible unless they maximise the potential of everyone who works for them. Why would an organisation, such as the CNC, not want to be the best we possibly can in terms of delivering the mission and in terms of being a place where all employees feel safe, valued and treated fairly?**

This strategy is not about the rights of one gender over another, it is about all of us. Having said that we know that women are disproportionately affected by issues such as domestic abuse and violence and, in the main, the perpetrators are men. However, the vast majority of men would never condone such behaviour and in the CNC many women speak highly of the support and encouragement they have been given by their male colleagues.

Women are also affected by physical issues such as the menopause and endometriosis and historically there has been little recognition or allowances made which is a significant issue, especially for AFOs.

Misogyny and misandry are toxic, and where this does exist we have a moral duty to challenge it in the best interests of the CNC, our colleagues and our friends and families.

In reading this strategy, please keep an open mind. A defensive “this doesn’t apply to me” approach misses the point. The point being that this is not about favouring one group over another, this is about all of us being equal and for this to happen men, in particular, have to stand up and be counted.

**Simon Chesterman QPM**  
Chief Constable



## 2.0

## Terminology

**Gender** - is used to describe the characteristics of women and men that are socially constructed, while sex refers to those that are biologically determined. People are born female or male but learn to be girls and boys who grow into women and men.

**Gender identity** - refers to your deeply-held inner feelings of whether you're female or male, both, or neither. Your gender identity isn't seen by others. Gender identity may be the same as the sex you were assigned at birth (cisgender) or not (transgender). Some people identify as a man (or a boy) or a woman (or a girl).

**Equality** - refers to the equal rights, responsibilities and opportunities of women and men and girls and boys. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on their birth sex. Gender equality implies that the interests, needs and priorities of both women and men are taken into consideration, recognizing the diversity of different groups of women and men. Equality between women and men is seen both as a human rights issue and as a precondition for, and indicator of, sustainable people-centred development.<sup>1</sup>

**Gender responsiveness** - refers to outcomes that reflect an understanding of gender roles and societal inequalities to encourage equal participation and equal and fair distribution of benefits across the CNC for all genders. The CNC is committed to organisational and personnel development internally and service provision externally; key elements to achieving gender mainstreaming across the organisation.

**Gender mainstreaming** - involves the integration of a gender perspective in organisations through the preparation, design, implementation, monitoring and evaluation of policies, regulatory measures and spending programmes, with a view to promoting equality between genders, and combating discrimination.<sup>2</sup>



<sup>1</sup> UN Women

<sup>2</sup> European Institute for Gender Equality

## Strategic context

The CNC is a modern, learning police force and launches this Gender Responsive Policing Strategy ('the GRP Strategy') to set out the ongoing commitment to achieve gender equality present in society and workplaces. A transformative approach is required and the CNC has, therefore, set the ambition to embed sustainable change within the organisation building to deliver equality of opportunity for all staff.

### Who are we?

The CNC is a unique armed police force, trained to College of Policing standards. The core role is the security of the nation's civil nuclear material. The force's role can, therefore, be distinguished from Home Office policing. Public interaction takes place either in the policed perimeters, in proximity to the nuclear sites, when undertaking specialist operations such as armed movement of nuclear material, and when supporting the Strategic Armed Policing Reserve and spontaneous surge requirement. The CNC has an increasing role to support local police forces and this is now resulting in greater public interaction.



### What is the GRP Strategy about?

The GRP Strategy sets out the clear vision for a gender responsive police force with a fully inclusive workforce that embraces all gender identities, displays inclusive behaviours and challenges harmful institutional practice that is counterproductive to effective service delivery.

Organisations which have a higher proportion of women at Board and top management levels are the organisations which perform the best. Research has demonstrated the benefits of diversity and inclusion resulting in productivity, innovation, and creativity in organisations that recognise and harness their diversity as an asset.

The CNC already has organisational development structures in place to deliver gender equality supported by Executive leadership to plan, coordinate and monitor organisational learning. Personnel development is undertaken through human resource management policies, inline with the inclusivity objectives of the organisation which allow us to foster the achievement of equal opportunities for women and men within the CNC. Service support is also provided externally to Site Licensing Companies, operational policing support and Operation Servator.



To date the CNC has adopted a range of overarching human resource policies which embrace all nine protected characteristics including gender.<sup>3</sup> The absence of gender specific policies is now to be addressed through this this GRP Strategy.

The CNC has high levels of women in senior leadership positions and has taken steps to achieve fairness and equity in the workplace. Our current workforce data indicates, however, that the CNC under-utilise the talents of women, particularly at AFO level. The CNC also has a gender pay gap due to a degree of occupational segregation with more women being employed in non-police roles across the force. The gender pay gap is considerably lower than the public sector but is nevertheless present due to the under representation of women in these areas.

A key aim for the CNC is to attract and retain a high-quality workforce that reflects inclusivity and to be a leading Employer of Choice for Gender Equality through promoting and embedding an organisational culture in which staff of all genders, of a diverse range of cultural backgrounds and heritages, participate equally at all levels. The CNC has embarked on a journey to challenge the beliefs, attitudes, and unconscious biases that undermine our progress towards gender equality for all staff regardless of background.

The GRP Strategy and Action Plan aligns with Strategic Goal 4 of the Three-Year Strategic Plan and maintains the CNC's commitment to

a dynamic and innovative culture. Fostering a culture of inclusion and diversity is crucial in 2022 to achieving this goal, and in today's competitive domestic and international environment, the most successful police forces will be those that fully utilise the talents and capabilities of all staff.

Strategic Goal 4 states the ambition to 'maintain and develop an inclusive, forward-thinking and engaged workforce that is agile and dynamic', supported by commitments to:

- Provide job enrichment opportunities through the development of a centre of excellence for learning and development; allowing our employees to fulfill their potential
- Mature our current reward and recognition framework, creating a fit for purpose scheme, which supports the full employee life cycle
- Place a dedicated focus on CNC culture, preserving the mental health and wellbeing of our workforce, so our core Mission can be safely and effectively fulfilled
- Improve mental health and wellbeing across business activities and services that support the delivery of the operation and core Mission

The CNC recognises that further work is required.

### How will this be implemented?

The GRP Strategy and Action Plan will be overseen by the Executive Team, particularly the Deputy Chief Constable (who leads the CNC's work on Equality, Diversity and Inclusion), the Director of People and Organisational Development and the CNC People Committee; a sub-Committee of the Civil Nuclear Police Authority. The People Management Group will monitor and report on the progress of implementation to the Executive and CNC People Committee and provide an annual report.

<sup>3</sup> In the Equality Act 2010, nine characteristics were identified as 'protected characteristics'. These are the characteristics where evidence shows there is still significant discrimination in employment, provision of goods and services and access to services such as education and health.

# 4.0

## Background

Providing equal rights to women and men in all aspects of life is fundamental to achieving gender equality and this was stressed as an Agenda 2030 United Nations goal 5 on gender equality and women empowerment. Internationally three United Nations Sustainable Development Goals (SDGs) focus on achieving better outcomes for women namely SDG 3 on good health and well-being, SDG 5 on gender equality, and SDG 16 on inclusive and peaceful societies.

Gender equality laws around the world have contributed to eliminate discrimination against women and to guarantee equal and fair treatment of men and women, so that they can fully exercise their human rights and create opportunities for women and men to participate in political, economic, and social development.

The government's [Tackling Violence Against Women and Girls Strategy](#), launched in July 2021 sets out our approach to tackling crimes which disproportionately affect women and girls. Recently the extent to which violence against women and girls exists has been brought to the forefront of the nation's attention. We have seen reports to domestic abuse helplines increase in the context of Covid-19; and girls and women everywhere have shared their personal experiences of sexual abuse via the 'Everyone's Invited' website, leading to an urgent Ofsted review in schools and colleges.

A key tenet of the government's strategy is prioritising prevention. More needs to be done to prevent women and girls becoming victims, more done about the perpetrators, education about consent, boundaries, a change at societal level.

Under the leadership of DCC Maggie Blythe, the

National Police Coordinator for violence against women and girls, the National Police Chiefs' Council (NPCC) and College of Policing have published a new framework. This sets out how they will measure the impact of the new policing Violence Against Women and Girls (VAWG) framework [published in December 2021](#), which requires all police forces to take action to improve how they tackle VAWG. The VAWG Outcomes and Performance Framework explains the approach to outcome setting and performance management over the next two years.

The CNC approach to misconduct allegations where police officers are the alleged perpetrators of abuse is not detailed in this GRPS and is being addressed through the Professional Standards Department.

The tragic death of Sarah Everard has highlighted the need for urgent action to address culture and standards in policing to achieve gender equality and inclusivity. Following the development of the GRPS the CNC is currently reviewing its approach to its Inclusion and Belonging Strategy and the other protected characteristics.



## What needs to change?

The CNC has internal organisational and personnel development processes in place to deliver further change to achieve gender equality across the business and provide external service delivery. These processes, however, require refinement.

A quick time CNC Gender Audit has been undertaken internally to inform this strategy to build on existing organisational intelligence of where the future development areas lie under the umbrella of gender.<sup>4</sup> This has assessed the gender-responsiveness of the CNC in key areas of internal business structure, culture, and external interface and identified potential areas of development.<sup>5</sup>

The Gender Audit considered a structural dimension of the CNC namely the visible and invisible objectives, rules, and procedures that the CNC follows e.g. Mission, Values, Strategic Objectives. Assessing the structural aspect of the CNC supports the intent to mainstream gender equality into the management and the procedures of the CNC. The Gender Audit also considered the human resource dimension, the organisational culture and the external interface of the CNC.

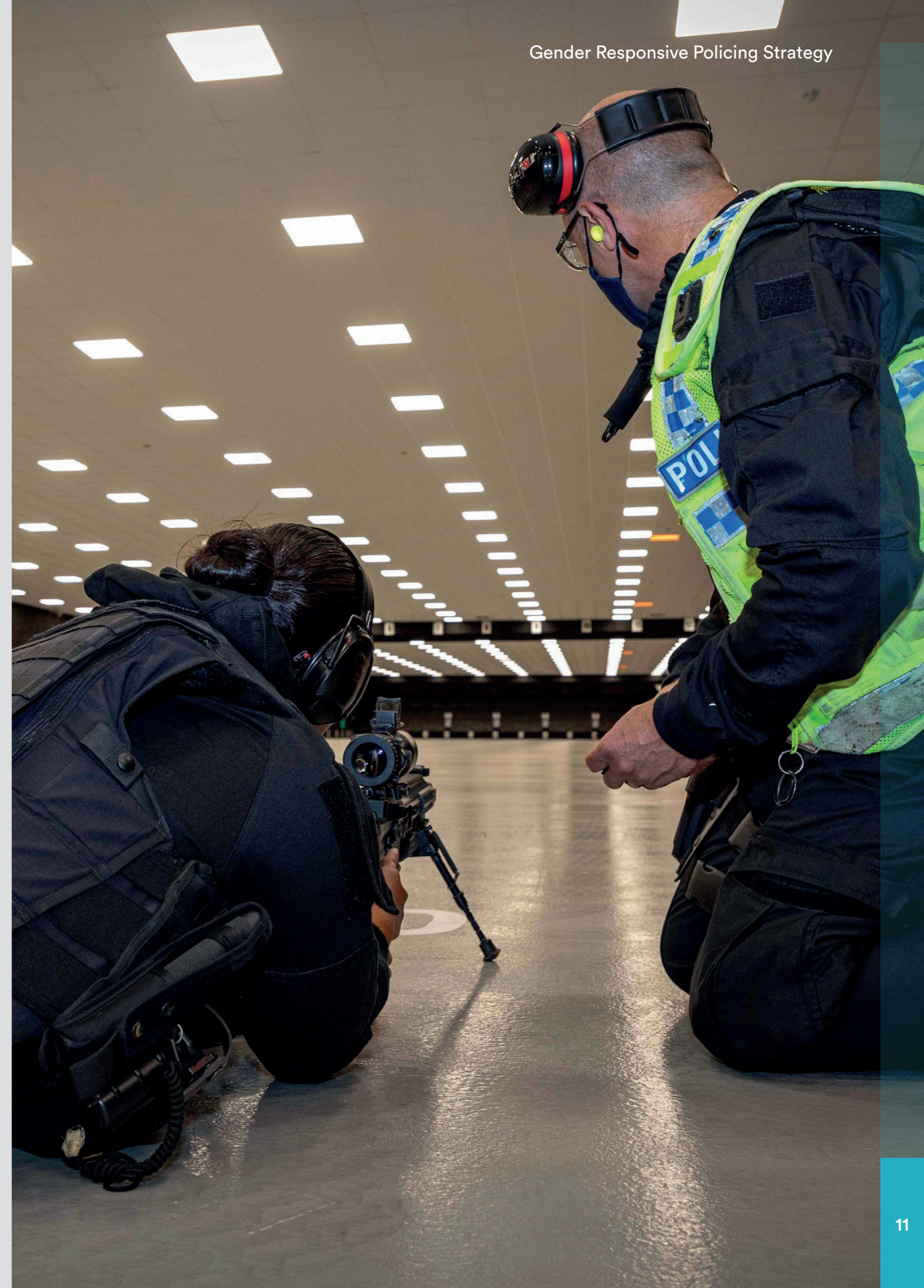
Focusing on six themes enabled the Gender Audit to capture key information:

- Performance effectiveness
- Laws, policies and planning
- Community relations
- Accountability and oversight
- Personnel
- Institutional culture

The Gender Audit has informed the following objectives for the CNC which detail immediate, mid-term and long-term actions for the organisation.

<sup>4</sup> Responses were sought from the People and Organisational Development Directorate and Governance, Compliance and Legal Services Directorate to enable this quick time Gender Audit to take place

<sup>5</sup> A gender audit is a tool to assess and check the institutionalisation of gender equality into organisations, including in their policies, programmes, projects and/or provision of services, structures, proceedings and budgets



## Objectives

### Objective 1: Leadership accountability for the promotion and support of an organisational culture and working environment that is inclusive and fair to all genders and in accordance with national laws.

This will be achieved by the following actions:

- A commitment to a dynamic and innovative culture that secures success, the CNC will be a leading advocate for gender equality across policing, promoting the benefits of an inclusive culture in all aspects of the CNC's operations
- The Chief Constable, Executive Team and Senior Leadership team will champion social inclusion and gender equality and promote the CNC's image and reputation internally and externally as an inclusive organisation that supports and values diversity by participating in forums and conferences, making statements on the issue, and providing role models for inclusion within their areas of responsibility A clear, consistent business case and rationale for gender diversity, explaining the alignment with the broader vision and strategy and building a heightened awareness of gender equality in decision making will be set out
- The Chief Constable, Executive Team and Senior Leadership Team will mainstream gender across all standard operating procedures, policies and procedures starting with the Mission, Values, CNC Strategy, the Blue Light Charter and CNC People Strategy
- The integration of gender inclusion into planning and strategy at the CNC wide and organisational team level. Greater emphasis will be placed on HR Equality Impact Assessments when designing, implementing and evaluating policies, programmes and projects, so that they benefit both women and men and do not increase inequality but enhance equality

- The role of leadership will be to address issues as they arise, assessing them, gathering the data and addressing them 'in the moment'. The Director of People and Organisational Development will oversee, monitor and promote the implementation of the Gender Equality Strategy and Action Plan, and the development and promotion of CNC gender specific policies for example a domestic abuse, mentoring programme for women
- Targeted training will be delivered across the CNC to achieve sustainable change including the Implementation of unconscious bias training for all leaders, Board Members and interview panels to equip them with the skills to recognise and understand their own biases and to take steps to overcome them. Bystander training and domestic abuse training to be delivered and reflected in a CNC Gender Training Plan. Induction training will include the introduction of a new module on gender and the CNC for all new recruit training and embedded into Competency and Values Framework to align staff behaviour to values and ensure all staff are aware of the gender equality and related equity policies. Gender Equality and Inclusion training to be undertaken by all staff at least every two years
- An internal review of policies including compliance of all policies with national laws and policies, the EDI strategy and actions that flow from it to capture gender, the effectiveness of the prejudice related incidents reporting to inform revision and reflect gender to assess the effectiveness of the mechanism, a review of armed policing policy and impact on gender within the CNC
- A heightened gendered response to our supply chain procurement by contracting with organisations that are committed to gender equality to avoid the CNC's contribution to greater gender inequality
- Agree a Gender Data Set for collection, monitoring and reporting e.g. parental leave uptake, return to work data, uptake of flexible work options and arrangements, % increase in female AFO recruitment

### Success will be measured by:

- Participation of the senior leadership team in gender equality development and promotion programmes
- Incorporate gender equality objectives into CNC's planning and strategy
- Public communication and support statements for gender equality
- Meet target of annual percentage representation of women amongst AFOs
- Completion of leadership training in unconscious bias
- KPIs for improving gender equality outcomes, offences committed by staff linked to vetting are incorporated in CNC's performance plans
- A positive CNC policy review



## Objective 2: Improve the representation of women in senior positions and at AFO level

This will be achieved by the following actions:

- The setting of percentage increases for the representation of women at policing middle management level and for AFOs
- A review of the workforce planning process to ensure gender equality objectives are included. Include gender equality objectives in the Training and Performance Management Policy. Monitor and report data on training and performance
- The investigation of how to improve promotional opportunities and outcomes for women
- The development of a proactive recruitment policy to ensure gender equality objectives are included and recruitment processes monitored using data on applications received, shortlisting of candidates, and offers accepted by gender and classification levels. Research proven successful strategies and broaden search processes to attract senior women and women at AFO level
- Job descriptions are to be reviewed, analysed, and assessed for potential gender bias

### Success will be measured by:

- Percentage increases for the representation of women at middle management policing positions and AFOs
- Review the workforce planning process to ensure gender equality objectives are included
- Investigate how to improve promotional opportunities and outcomes for women
- Develop a proactive recruitment policy to ensure gender equality objectives are included and recruitment processes monitored using data on applications received, shortlisting of candidates, and offers accepted by gender and classification levels
- There is gender diversity on selection panels
- Establishing targets for the representation of women in non-traditional domains
- Workforce planning processes include gender equality objectives



## Objective 3: Developing, nurturing and retaining a gender diverse workforce

To develop and retain a gender diverse workforce the CNC will:

- Enhance the framework for succession planning and talent identification to support equitable career development
- Investigate and identify the issues of retention of women, and develop strategies in response to issues identified. Track and report terminations including resignations annually to identify trends in resignations and terminations including the departure of staff during parental or other leave associated with carer responsibility
- Develop policies to support women and men through key health events e.g. cancer, menopause, endometriosis and to ensure Trans people are treated as they would wish to be
- Launch a mentoring programme for under-represented groups
- Launch a development programme for under-represented groups
- Develop a Skills Audit across the organisation to maximize opportunities for redeployment, for example, for women returning from maternity leave or pregnant staff
- Conduct annual gender pay equity audits to identify where pay gaps exist and the reasons for the gaps

### Success will be measured by:

- Enhance the succession planning and talent management framework to support equitable career development
- A formal mentoring programme for under-represented groups is developed and outcomes are evaluated
- A development programme for under-represented groups is developed and outcomes are evaluated
- Staff feeling supported through key life health events
- Greater gender balance in workforce representation and participation
- Performance, training and career development policies include gender equality objectives and outcomes continue to be monitored to ensure there is no bias
- Retention strategies are developed in response to issues identified from monitoring of terminations data and exit interviews
- Recruitment of a female doctor for the recruitment medical processes for female candidates





## Objective 4: A flexible workplace which enables staff to balance work and life responsibilities

To build a flexible workplace which enables staff to balance work and life priorities, including family and carer responsibilities the CNC will:

- Strengthen initiatives to support staff of any gender to effectively incorporate childbearing, child raising, and other family responsibilities into their career.
- Assess the facilities for women who are breastfeeding to feed their infant or express breast milk during working hours in conjunction with the SLC's
- Develop policy regarding support and options available for staff who are experiencing family or domestic violence
- Review processes and support for staff before, during and on return from parental leave



### Success will be measured by:

- Policies and guidelines relevant to flexible work are regularly reviewed and staff are informed of these policies and key entitlements and responsibilities
- Online content on flexible work options is reviewed and expanded
- Online training in flexible work is developed and promoted to managers for completion
- A policy on domestic and family violence is developed and published
- Data indicates an increased uptake of parental leave and flexible work options by men
- Online content regarding support for staff who are experiencing family and domestic violence is developed and published

## Objective 5: The promotion and support of gender equality and inclusivity with our customers

We will do this by:

- Building on existing knowledge, attitude, and practices of police personnel of gender inequality to make their response more gender sensitive in all workplaces (including co-located) to create an enabling environment
- A stronger gender sensitive lens to enhance community engagement and partnership
- Enhanced customer engagement to reinforce CNC expectation of a gender positive environment
- More comprehensive gender responsive interactions with the public

### Success will be measured by:

- Improved public perception of the CNC
- The development of community links at site locations
- Enhanced relationships with customers



