# Civil Nuclear Constabulary

## Our future, together

**Equality, Diversity and Inclusion Strategy**

# Contents

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# EDI Glossary[1]

## DIVERSITY

*Differences in the values, attitudes, cultural perspective, beliefs, ethnic background, sexual orientation, gender identity, skills, knowledge and life experiences* of each individual in any group of people.

## INCLUSION

*Providing equal access to opportunities and resources for people who might otherwise be excluded or marginalised,* such as members of minority groups or those with a protected characteristic.

## EQUALITY

*Equal rights, responsibilities and opportunities of all,* regardless of any protected characteristics.

## INTERSECTIONALITY

*Understanding and responding to the ways in which sex and gender intersect with other personal characteristics/identities*, and how these intersections contribute to unique experiences of discrimination.

## EQUITY

*Provision of fairness and justice in the distribution of benefits and responsibilities.* Equity recognises that different groups have different needs and power and that these differences should be identified and addressed in a manner that rectifies the imbalances.

[1] Definitions taken from European Institute for Gender Equality and Inclusive Employers.

# Chief Constable's Foreword

**This Strategy outlines our vision for Equality, Diversity, and Inclusion (EDI) in the CNC. Recognising that these must not just be words on a piece of paper, or on a screen, delivering the Strategy requires commitment and leadership. This has to start at the top, meaning that senior managers must lead by example and be held to account for delivery. It is for this reason that I have asked the Deputy Chief Constable to champion and lead this work.**

We all have a role to play in the success of this strategy and I am personally committed to supporting its implementation, which has taken the input from several reviews to eliminate inequality for all staff within the organisation, whether at HQ or at our sites.

EDI has been a focus for many years and numerous outstanding individuals have achieved a great deal and deserve much credit. We must now build on these foundations and implement this Strategy to ensure that the CNC is a place where everyone feels valued and safe, they know that they will be treated fairly and there is mutual respect regardless of background, protected characteristics, rank, or grade.

The CNC exists to deliver national security and keep people safe. We do this most effectively with the confidence of our stakeholders and the communities we operate in. To achieve our Mission, we must maintain this confidence, and this can only be achieved by understanding the needs of different communities, the people within them, and our employees, and responding to them with courtesy and respect.

People considering or pursuing a career in the CNC will only join us if they are convinced that they will have equal opportunities and be treated fairly. The culture for existing employees must be free from discrimination, harassment and victimisation. If employees do experience any of these, they must feel able and confident to raise their concerns knowing that they will be supported and issues dealt with properly.

I am pleased that the Civil Nuclear Police Authority fully support this strategy. Chris Pilgrim, Independent Board Member and Chair of the People Committee, said: "EDI must be at the heart of how we recruit, train, develop and retain our people to improve Equality, Diversity and Inclusion across the organisation to lead the way and influence change across the policing sector."

I commend this Strategy to you as the framework we need to coordinate and focus this vital work.

**Simon Chesterman OBE, QPM**
**Chief Constable**

# Why EDI is important to us

**This EDI Strategy will support the delivery of our vision, values and strategic objectives as outlined in the CNPA Strategic Plan and the CNC People Strategy. Not only is EDI important for the CNC for moral and legal reasons, but it is integral to everything we are trying to achieve as an organisation going forward.**

As part of UK policing, the CNC is committed to having a workforce that reflects the diversity of the communities we serve and the stakeholder environment we operate within. A truly diverse makeup demonstrates to the public that police are there to serve everyone and this in turn builds trust.

Valuing people as individuals and harnessing differences is simply the right thing to do. Everyone deserves to be treated fairly and with respect and should not suffer disadvantage or discrimination because of who they are.

Diversity in our workforce means we have people from different backgrounds and with different personal circumstances bringing a wide range of experiences and perspectives which enables us to perform better as a team. With the diversity of experiences within our workforce we will enjoy insight, innovation, and improvements.

The CNC recognises that negative cultural issues take time and resources to respond to. It can also be damaging for morale and reputation. Negative cultural issues can distract the organisation's ability to deliver its core role and can prevent or slow progress towards our ambition. Our approach to EDI in the CNC closely links with our work in professional standards and our obligation to enable organisational learning. This contributes to maintaining trust and confidence with our communities and stakeholders.

We recognise the importance of culture in leadership as a powerful integral feature that will set the tone of how it feels to work within the CNC.

[2] see EDI glossary for intersectionality.

The CNC has legal obligations under the Equality Act regarding the nine protected characteristics. Employees need to understand the differences amongst us and how this can impact equality of opportunity in the workplace.

Our approach to EDI will be cognisant and adaptive to societal change. Everyone has their own unique experiences and they can be marginalised by a number of different factors [2], including gender, race, socioeconomic status, and sexual orientation.

We will go beyond equality and strive towards equity to ensure everyone has the same opportunities and receives support with what they specifically need. True equality means that everyone is free to pursue whatever life, career and education they want without discrimination. Equity further recognises that different groups do not start on a level playing field, and that these differences should be identified and addressed to rectify the imbalance. This may include equal treatment, or treatment that is different but considered equivalent in terms of rights, benefits, obligations and opportunities.

Everyone should feel safe to be their authentic self at work and be enabled to reach their potential. An environment in which people don't feel comfortable can result in concealment and poor mental health. A culture of inclusion also supports and encourages us to look for the best in each other, set aside assumptions and be aware of inherent bias. With improved self-awareness, people can work together more effectively in our teams and minimise conflict.

We provide a supportive and engaging workplace where staff have the confidence to share ideas and to challenge inappropriate behaviours. Everyone has the responsibility for creating an inclusive workplace environment. We will continue to provide our people with opportunities to better understand EDI as well as ensuring our actions and behaviours align with our core values and the Code of Ethics.

We are committed to providing suitable training for our workforce, including enhanced learning for those in leadership roles.

# What has happened so far

**The CNC is a unique organisation within UK policing. It is governed by the Civil Nuclear Police Authority (CNPA), regulated by the Office for Nuclear Regulation (ONR) and subject to licensing by the College of Policing.**

The CNC is committed to achieving and maintaining an organisational culture that embraces difference. It has a strong, adaptive, inclusive culture where employees feel that they belong in the workplace. The Chief Constable has appointed an Executive Team Champion for EDI, who is the Deputy Chief Constable.

This new EDI Strategy sets out the CNC commitment and ambition to deliver sustainable change in response to internal and external organisational reviews including:

1. **The 2021 Deloitte Cultural Review** commissioned externally, which highlights:

- **Diversity:** Whilst a significant amount of work has been completed to date, more work is required to engage minority groups and reduce defensiveness/misinterpretation of diversity initiatives across the organisation.

- **Equality:** Most people reported that they were treated fairly, but there is a minority who do not feel listened to or able to contribute ideas. A clear priority will be creating an environment where everyone feels that their perspective is valued.

2. **The 2022 Independent Review** of how gender is addressed within the CNC, carried out by an HR specialist. Overall, this found that the CNC does not have a misogynistic culture and recognised the significant work being carried out. Areas for improvement were identified with EDI training, learning and development, and leadership. It also identified that Human Resources required a refresh and this is now underway.

3. **Other reviews and work completed** include a review by Investors in People; the production of a Gender Responsive Policing Strategy (the first of its kind in UK policing); a Governance and Assurance Review; CNC employee engagement survey; an inspection by His Majesty's Inspectorate of Constabulary and Fire Service (HMICFS); and the Operation Hotton learning report (produced by the Independent Office for Police Conduct about the behaviour of officers based at Charing Cross Police Station).

As a result, the CNC has identified four priority areas for focus.

**The priority areas for the EDI strategy are:**

- **Sexism and misogyny**
- **Homophobia**
- **Racism**
- **Ableism**

## Our EDI Vision

**We will continue to build an inclusive and supportive organisation, with a zero-tolerance approach to discrimination in any form.**

**We will actively celebrate difference and encourage diversity and equity across the organisation.**

## Our Organisational Values



PROUD

AGILE

AMBITIOUS

INCLUSIVE

Foster and maintain a unified and inclusive culture

Maintain core mission and offer unique capabilities to policing/security

Enhance the effectiveness and efficiency of the CNC

CIVIL NUCLEAR CONSTABULARY

**AMBITION**

To be recognised nationally and internationally as the leading policing organisation for the armed protection of civil nuclear material and the critical national infrastructure of the United Kingdom

# Our EDI Core Principles

**As part of the EDI Strategy, core principles have been developed that support our organisational values:**

- Respect
- Integrity
- Fairness

**These core principles mean that all CNC employees can expect the following:**

1. Everyone will be treated and behave with honesty, dignity and respect.

2. Discrimination, harassment, bullying or victimisation will not be tolerated.

3. Everyone will feel valued and given the opportunity to fulfil their potential.

4. Engagement with our employees, stakeholders and communities will ensure our service is of the highest quality and inclusive to everyone.

5. The CNC will aim to reflect the diversity of the communities we serve.

6. A culture of openness and an environment where everyone can bring their whole self to work, with equal access to opportunities and resources.

# Plan on a page

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## Eliminate

### Strategic Objective 1

**Seek to eliminate discrimination, harassment and victimisation**

- Establish an inclusive culture through our **zero-tolerance** position on discrimination, harassment and victimisation
- Encourage **understanding** of our EDI objectives through leaders' engagement with all employees

## Advance

### Strategic Objective 2

**Advance equality of opportunity**

- Improve our **protected characteristics data** to better understand our diversity and strive towards a more **representative workforce**
- Ensure that our policies are equitable

## Foster

### Strategic Objective 3

**Foster good relations**

- Enhance our EDI learning and development plans for all employees
- Empower our **Affinity Networks** to inform decision making and organisational change

**This EDI Strategy will be supported by a detailed Delivery Plan and associated Performance Measurement Framework. This will set out the various activities the CNC will undertake to advance the Strategy's Objectives, and how we will measure our development and success. As well as regular updates to the Civil Nuclear Police Authority, a formal annual progress report will be produced and submitted to them.**

The following is an example of some of the performance measurement framework:

- Enhancing the capabilities and capacity of the professional standards department in line with HMICFRS recommendations
- Delivering improved collection of protected characteristics data in line with the College of Policing national standard for recording workforce data collection

- Increasing workforce awareness of four EDI priority areas through 100% of new starters and 75% of the current workforce completing a mandatory training programme in 2023/24
- Developing and delivering a dedicated intranet site for each Affinity Network, reviewing meetings structure to ensure network leads are able to attend Gold and Silver EDI working groups
- Develop and report on the ethnicity pay gap in line with national policing priorities
- Percentage of staff and who have completed the designated EDI learning/training
- Evaluating our progress against the staff survey and cultural maturity framework.

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# Standards of behaviour

As a police force, we are bound by the College of Policing's **Code of Ethics** Framework. This sets the standard of behaviour for everyone who works in policing and covers policy, procedure, decision making, and actions taken. The code consists of three separate but complementary documents which collectively provide everyone in policing with the support and guidance to behave ethically and professionally.

- **The Ethical Policing Principles**
- **The Guidance on Ethical and Professional Behaviour**
- **The Code of Practice for Ethical and Professional Policing**

The CNC has a zero-tolerance position for unacceptable behaviours of **bullying, harassment, and discrimination.** Senior leaders have a particularly important role to model the behaviours expected and continue to increase their understanding. Leaders have a responsibility to also address unacceptable behaviours and to ensure their employees understand the importance of EDI to the effective achievement of the CNC's Mission.

**Senior leaders will:**

- Role model the behaviours expected as key influencers of our culture
- Create an environment where all voices are heard and opportunities are provided equitably
- Undergo continuous learning and development to enhance their understanding of EDI.

**Employees will:**

- Understand their personal responsibility to align their behaviour with the Code of Ethics and our value of Inclusion
- Demonstrate inclusive behaviours to create a safe place for everyone to perform at their best
- Challenge and report unacceptable behaviour, including bullying, harassment, victimisation and discrimination.

# The Public Sector Equality Duty

**The CNC must comply with the Section 149 of the Equality Act 2010 (The Public Sector Equality Duty) and this legislation underpins our EDI Objectives.**

We will:

- Demonstrate due regard to eliminate discrimination, harassment and victimisation and other conduct prohibited by the Act
- Advance equality of opportunity between those who share a protected characteristic and those who do not [3]
- Foster good relations between people who have a protected characteristic and those who do not.



[3] The nine protected characteristics covered by the Equality Act 2010 are: Age, Race, Sex, Gender reassignment, Sexuality, Disability, Religion, Marriage and civil partnership, Pregnancy and Maternity.

# Engagement

**Our Affinity Networks provide support, raise awareness and bring people together. They provide a safe space for employee expression and learning.**

They are a valuable resource and provide the CNC with an internal check and challenge. Open to everyone, our Affinity Networks provide a representative voice, collaborate on common goals and raise awareness.

Our Affinity Networks are an integral part of our EDI governance structure and each network is sponsored by a member of our Executive Team.

- **DAWN** – Diverse Ability and Wellness Network

- **FAME** – Faith and Minority Ethnic Network

- **GAIN** – Gender Affinity Inclusion Network

- **PRIDE** – LGBTI+ Network



**Diverse Ability and Wellness Network**

**Faith and Minority Ethnic Network**

**Gender Affinity Inclusion Network**

**Pride Network**

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# Equality of opportunity

**We will be able to improve our responsiveness to the needs of our workforce if we can better understand the profile of our officers and staff. To make the workplace as inclusive as possible, and to consider the diverse needs that exist, we need to be able to monitor equality of opportunity and access. To do this there is a need for us to improve the level of data we have and encourage those that have not felt comfortable providing personal information that it is important and safe to do so. This means we must spend time and effort to alleviate any concerns that information will be used in the wrong way.**

We must also ensure that policies and processes are clear and accessible, being applied fairly and equitably, and use them to help identify and tackle prejudice, discrimination and harassment.

In addition we need to improve understanding of any barriers that exist preventing underrepresented groups from joining and remaining with the CNC, then consider how best to overcome them, taking positive action wherever it is justified.

# Oversight

**The Civil Nuclear Police Authority (CNPA) is responsible for:**

- Employing the CNC's police officers and staff

- Setting the strategic direction for the CNC

- Making sure the CNC has the resources to carry out its work in line with that strategic direction

- Holding the CNC to account for the way in which it carries out its work

Via a specifically appointed People Committee, it provides active support and monitoring of this key area of Strategic Delivery.

## Internal

The CNC has a three tier internal governance structure:

### ● Strategic (Gold)

The EDI Governance Group, led by the Deputy Chief Constable, provides assurance and accountability to the Executive and CNPA that the CNC is delivering against this EDI Strategy and ambition.

### ● Tactical (Silver)

The Assistant Chief Constable leads the EDI Tactical group, which reports into and is tasked by the EDI Governance Group, to deliver key pieces of work to meet our aims and strategic objectives.

### ● Delivery (Bronze)

Our Affinity Networks have adopted a committee structure approach and are supported by Strategic Allies. Each Affinity Network has an Executive Sponsor.

Our EDI governance and strategy is underpinned by the CNPA Strategic Plan Goal 4 – To maintain and develop an inclusive, forward-thinking and engaged workforce that is agile and dynamic, and by our People Strategy, which underpins our aims to attract, develop, and retain the best people for our profession.

# Oversight

## Professional Frameworks



**The National Police Chiefs' Council (NPCC)** is a national coordination body for law enforcement in England and Wales and the representative body for police chief officers. Their Diversity, Equality, and Inclusion Strategy 2018/25, highlights the value and benefits of a diverse workforce that reflects our communities. It acknowledges that there is not a 'one size fits all' approach, and that forces should go beyond the nine protected characteristics to value difference.



**The College of Policing** is a professional body for everyone working across policing. It is an operationally independent arm's-length body of the Home Office. They own the policing **Code of Ethics**, which sets out the behaviour and standards expected from everyone who works in policing.



**His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)** independently assesses the effectiveness and efficiency of police forces and fire and rescue services in the public interest. The CNC is subject to independent scrutiny by the HMICFRS and has undergone two recent inspections.

We will continue to build an inclusive and supportive organisation, with a zero-tolerance approach to discrimination in any form.

We will actively celebrate difference and encourage diversity and equity across the organisation.

# Civil Nuclear Constabulary

## Our future, together

**Equality, Diversity and Inclusion Strategy**

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