



Diversity, Equality and Inclusion Strategy 2025-2028



**Kent
Police**

Foreword

When we reflect the diversity of the community we serve, we're more aligned with their needs, and this enhances our effectiveness in delivering an equitable service of the highest standard. By embracing and understanding the richness of the diverse community we serve in Kent, we can build and maintain trust and confidence and enhance our own performance.

Valuing differences drives innovation and promotes diversity of thought, to help us deliver contemporary and creative solutions. Inclusive workplace cultures, with a sense of belonging, provide better experiences for people to be authentic and lead to high-performing teams.

As the Chief Constable, I am committed to ensuring that we meet the commitments, values and priorities within our Pledge, enabling the force to thrive and contribute to a high-quality policing service to the public of Kent.

Tim Smith
Chief Constable, Kent Police



Our commitment

It is our Kent Police Pledge that shapes our activity in that we will deliver the core elements of policing to the highest standards – responding to contact from the public, preventing crime and anti-social behaviour, investigating and solving crime, and relentlessly pursuing those who commit crime.

In doing so we will:

- Always act professionally and with integrity, behaving in accordance with the Code of Ethics and Standards of Professional Behaviour.
- Treat everyone with dignity and respect, without prejudice, whatever the circumstances.
- Not discriminate or abuse our position of trust and authority in society and will actively pursue those that do
- Proactively root out racism, misogyny and sexism in our Force
- Ensure colleagues feel valued, included, and confident to be themselves in the workplace, and that our Force is representative of the communities we serve.
- Listen and talk to all communities and ensure the public can have trust and confidence in Kent Police in all that we do.
- Ensure Neighbourhood Policing remains the bedrock of our service to the public, with locally based named police officers for every ward in Kent.



Enhancing our culture

Our culture will enable inclusivity to be at the core 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.

Our culture is driven by our values set out in the Kent Police Pledge:

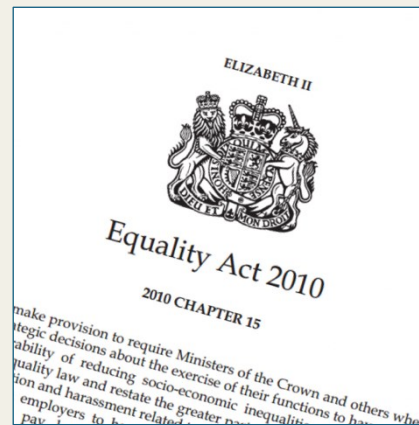
- We will always act professionally and with integrity, behaving in accordance with the Code of Ethics and Standards of Professional Behaviour.
- We will treat everyone with dignity and respect, without prejudice, whatever the circumstances.
- We will not discriminate or abuse our position of trust and authority in society and will actively pursue those that do.
- We will respect and support each other.
- We will proactively root out racism, misogyny and sexism in our Force.
- We will ensure colleagues feel valued, included, and confident to be themselves in the workplace, and that our Force is representative of the communities we serve.

Our drivers

The Equality Act 2010

Having absolute integrity and increasing the trust of the public must be integral to all we do. Treating people with respect and having accessible services is simply the right thing to do.

As a public service, and an employer, we want to see fairness and proportionality in all our activities. Like other public bodies, we also have a legal responsibility to tackle discrimination and promote equality on the grounds of nine protected characteristics.



These responsibilities are referred to as the public sector equality duty.

The general equality duty requires us to:

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

Equality Duty

In addition to these general duties, the police service and some other public bodies have several specific duties which require public bodies to publish information to show their compliance with the Equality Duty, at least annually.

We are also required to publish equality objectives at least every four years. Kent Police is committed to these additional objectives to further the aims of the Equality Duty:

- Attract, recruit, develop, promote and retain a workforce that is representative of Kent's community.
- Build an inclusive and equitable workplace culture where our people feel a sense of belonging and connection.
- Work with partners and stakeholders to provide a better informed, accessible and inclusive service.
- Work with Kent diverse communities to increase confidence and have a police service that is trusted.

Police Race Action Plan

We are fully committed to delivering the objectives of the Police Race Action Plan. We will create our own Kent Police Race Action Plan, working in partnership with the Black community in Kent to build a police service that is anti-racist, trusted, representative, fair, and inclusive. We recognise the importance of meaningful change and have appointed dedicated heads of department to lead each of the four key work streams, ensuring accountability and sustained progress.

Workstream 1: Represented (Internal culture and inclusivity).

Workstream 2: Not over-policed (Use of powers).

Workstream 3: Involved (Community engagement and relations).

Workstream 4: Not under-protected against victimisation.

National Policing Culture and Inclusion Strategy

The National Policing Culture and Inclusion Strategy supports the aim of the Policing Vision 2030 to make the Police forces of England and Wales the most trusted and engaged policing service in the world, working together to make communities safer and stronger.

The strategy focuses on the need to rebuild trust and confidence in the police service and recognises that change both internally and externally is required. Furthermore, that a workforce that is not seen to be inclusive is unlikely to provide an inclusive service to the communities it serves.

The plan outcomes are committed to the following:

Protected

A police service that protects people from crime and seeks justice for victims and increases feelings of safety and reduces crime.

Respected

A police service that is perceived by everyone to be fair, respectful and equitable in all that it says and does, increasing feelings of trust and confidence in the police.

Involved

A police service where people from all backgrounds can, and do, input into its governance, increasing meaningful community engagement that creates action.

Represented

A police service that is representative of the public it serves, advances equity of opportunity and fosters good relations in its officers, staff and volunteers, increasing positive public perception of the police service as an employer for all people.

Our strategy embraces these principles, and the below objectives support the national ambitions.

Objectives

Our People

To attract, recruit, develop, and retain a workforce that is representative of Kent's communities

What we will do:

- Attract and recruit officers and staff to work in Kent Police that represent our diverse community.
- Overcome under-representation in all ranks and grades.
- Develop leadership capabilities of under-represented groups.
- Support individuals identifying and overcoming barriers to their progression.
- Improve the confidence of officers and staff to self-declare sexual orientation, disability, and religion to better understand and reflects the Force's diversity.

Our Workplace

To build an inclusive and equitable workplace culture where our people feel a sense of belonging and connection

What we will do:

- Proactively root out all forms of discriminatory behaviour in our Force.
- Recognise and celebrate diversity in the workplace publicly demonstrating how we value our differences.
- Promote the wellbeing and fulfilment of all officers, staff, and volunteers to maintain an accessible and inclusive environment that enables everyone to be authentic.
- Understand individuals' lived experiences to raise awareness, ensure equitable treatment and inform decision making and policy.
- Improve knowledge and understanding of different cultures, religions, and beliefs to support colleagues from diverse backgrounds.
- Celebrate and listen to our Staff Support Associations to ensure that their members needs are met, best practice is shared, and to ensure greater inclusivity.

Our Partners

To work with partners and stakeholders to provide a better informed, accessible and inclusive service

What we will do:

- Work with partner agencies to ensure an effective and appropriate response whilst understanding the needs of victims of crimes.
- Utilise outside agencies or companies to benchmark our activity and provide us feedback.
- Share data between partners to ensure a fair allocation of our resources.
- Ensure the right partners are engaged and active to provide the right response to community needs.

Our Communities

To build an inclusive and equitable workplace culture where our people feel a sense of belonging and connection

What we will do:

- Increase engagement, listen and talk with diverse communities, utilising them to break barriers and build trust.
- Promote, support and grow the work of the Independent Advisory Group (IAG) seeking their independent advice on policy and procedure.
- Seek the views of diverse communities to influence and shape a fair and equitable service delivery.
- Protect diverse communities from crime and seek justice for those communities.
- Further develop our Policing Powers Independent Review Panel to demonstrate integrity and transparency.
- Ensure diverse communities are not over policed or under protected.

Delivering the strategy

Every member of Kent Police is responsible for successful delivery of this strategy. This includes officer, staff, and volunteer. Understanding and developing diversity, equality and inclusion within our workforce is a key priority for all our leaders.

Progress will be monitored through the Diversity and Inclusion Board. We will consult and engage with our communities and our staff to ensure that those matters most important to them are listened to and addressed.

How we will do it

Enablers

Ethics	Our ethics will drive this strategy. The Code of Ethics was produced by the College of Policing in its role as the professional body for policing. It sets and defines the standards of behaviour for everyone who works in policing. The Code of Ethics will be at the core of every policy, procedure and decision.
Leadership	Leaders will engage in equality, inclusion and diversity initiatives and programs whilst supporting the culture of continual reflection, education, and learning, and developing best practice. Leaders will have open minds and ask difficult questions of their own areas of business, ensuring they engage, actively listen and take personal responsibility to deliver this strategy. Our Leaders will recognise and reward the positive work of their staff in undertaking diversity and inclusion activity. They will ensure their staff continually professionally develop, removing barriers to enable them to achieve their full potential.

Education	Education for DEI should be tailored to meet specific needs. Diversity, Equality and Inclusion will be woven into all aspects of training to ensure our officers and staff are continually professionally developed. We will utilise the lived experience of our communities and our own staff. Leaders will encourage their officers and staff to self-educate and explore the varied elements of Diversity, Equality and Inclusion. This will ensure we are better informed to effectively serve the public. Open dialogue and communication should ensure we are not overly harsh when genuine mistakes are made, this can be counterproductive opportunities for learning will be captured.
Accountability	Key workstreams will have ownership by senior leaders who are accountable for their delivery. Giving ownership will give the strategy workstreams momentum and that accountability encourages more empowerment for action and active participation in the strategy. Action owners will be held accountable for innovation in solving any challenges and engaging with the correct person, community or partner to deliver best quality results.
Data	Being evidence-led we will tailor our actions to local challenges and needs. We will continue to work towards having reliable data as this will provide an essential part of understanding and evaluating what works, enabling us to measure our progress towards strategic outcomes. Our work should be based on robust data that considers all officers and staff data considering their range of diverse characteristics. Good data quality gives insight into disproportionality, helps define challenges, supports targeting of resources, provides transparency, enables scrutiny and helps quantify and measure performance.
Consultation	We will consult with our Independent Advisory Group, communities, partners and our own staff. This engagement will enable better outcomes for the community and staff. It will allow the parties involved to identify concerns, risks, opportunities and solutions that surround an issue, leading to more informed decision-making and mutual benefits. Diversity, Equality and Inclusion activity will inform other linked strategies such as our 'Engaging Communities' strategy. 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. The group chairs meet every quarter to discuss common issues, events and intersectional working. Each group has a Chief Officer Sponsor who champions their work. The groups meet with the Chief Constable every six months and detail what work they are undertaking; their ambitions and what support is required from the force. There is no hierarchy of groups, each have an equal weight, setting and place.

Corporate Governance

The Deputy Chief Constable is the force lead for Diversity, Equality and Inclusion and chairs the Diversity and Inclusion Board. The board meets quarterly and the responsible strategic leads for each workstream will report progress against the strategy at the Board.

Diversity, Equality and Inclusion Strategy 2025-2028



Drivers

Equality Duty

Equality Act 2010

Police Race Action Plan

NPCC Culture & Inclusion Strategy

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Enablers

Ethics

Leadership

Education

Accountability

Data

Consultation