



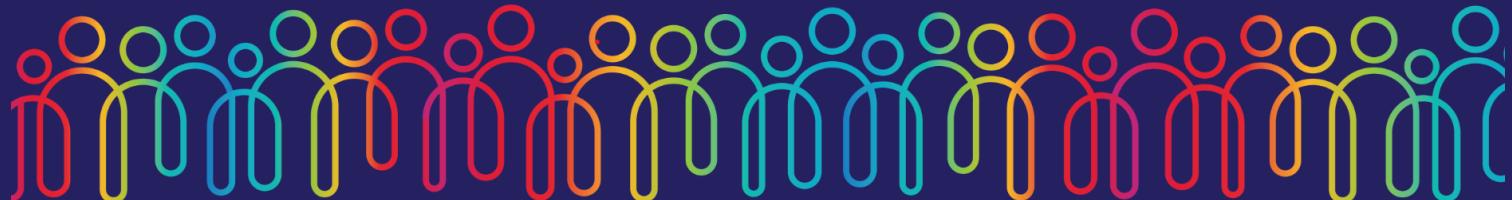
Inclusivity Programme 2025/2026

Quarter 3 Compliance Report

Sasha McAulay

Organisational Development Practitioner

January 2026



Contents

1. Introduction

- About the Inclusivity Programme
- Compliance Target
- Overview of Modules
- Capacity of Modules
- Scope of Compliance Analysis
- Purpose of the Compliance Analysis

2. Compliance Analysis

- Methodology
- Overview
- Directorate
- Gender
- Ethnicity
- Employee Type
- Rank & Grade
- Team Compliance Levels

3. Summary

- Insights
- Recommendations

1. Introduction

About the Inclusivity Programme

The Inclusivity Programme launched in 2022 with the following ambitions:

- Help us understand people's different journeys and backgrounds to create an inclusive working environment.
- Facilitate positive intergroup interaction across different diversity types to reduce prejudice and discrimination
- Showcase the value in diversity of thought and bringing people with different backgrounds into policing.
- Embed the code of ethics and our values within everyone's day to day thinking and work.
- Address contemporary issues of Trust and Confidence in Policing, including examples that are specific to CoLP.
- Re-connect the force with its core policing values (Peelian principles).

Compliance Target

A target that all officers and staff complete a minimum of two Inclusivity Programme modules in the 2025/2026 PDR year was set at the start of 2025.

The following compliance data is based on attendance records from in-person modules and online modules including when online recordings of sessions have been viewed and the Inclusion, Culture and Organisational Development Team notified of this. Any compliance related information stored in PDR objectives will be included in the end of year compliance report.

Overview of Modules

From 1st April 2025 to 31st December 2025, the following Inclusivity Programme modules have been run:

- **4** sessions of Ability Smart Disability Awareness
- **4** sessions of Ethical Dilemmas training
- **9** Focus On...sessions covering topics such as ADHD, assistive technology, Deaf awareness, Black History Month, Bipolar, Alcoholism, Schizophrenia and Andropause
- **8** sessions of Understanding Ideologies
- **2** sessions of Mental Health Awareness
- **5** sessions of Mental Health First Aid
- National Black Police Association Conference
- White Ribbon Day 2025
- Worldviews in the Workplace
- Recordings of previously run Focus On... sessions have been made accessible on CityNet

In total modules have been attended/viewed by **1,285** individuals.

Scope of Compliance Analysis

These compliance figures do not include staff/officers on long term sick leave, maternity leave, and career breaks. Specials, contractors, volunteers and agency workers have also not been included.

While not included in these compliance figures, these staff/officers/contractors were still able to access the Inclusivity Programme modules.

Purpose of the Compliance Analysis

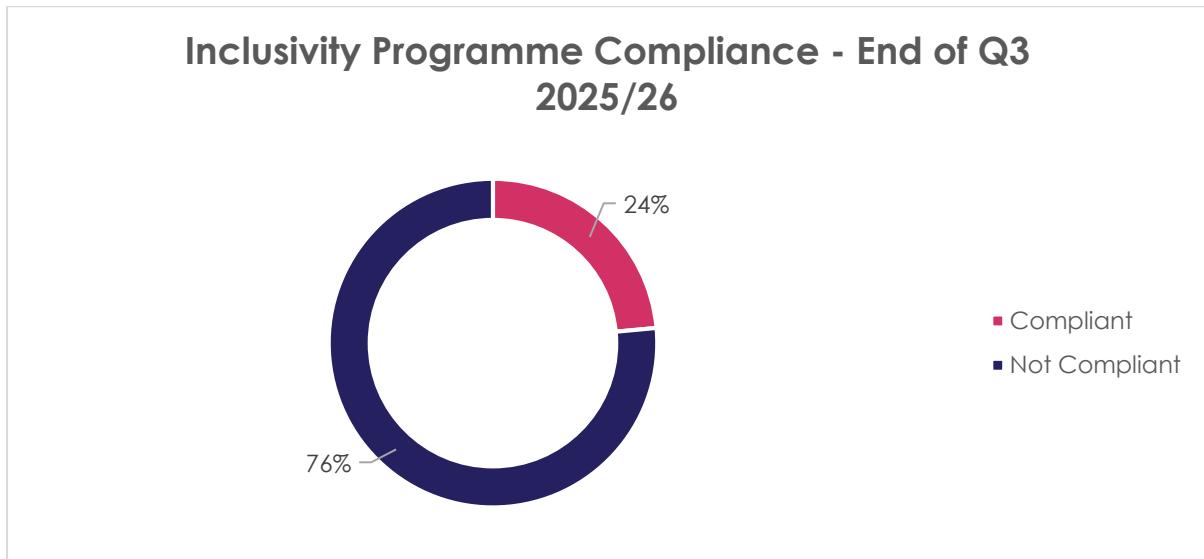
The following compliance analysis has been generated to allow for insightful understanding of engagement with the Inclusivity Programme and to inform intelligent continued delivery of the programme in the coming months and years.

This report covers attendance up to and including the end of Q3 (31/12/2025) and is intended to provide a snapshot of compliance to ensure teams are on track to ensure full compliance by the end of Q4 (31/03/2026).

2. Compliance Analysis

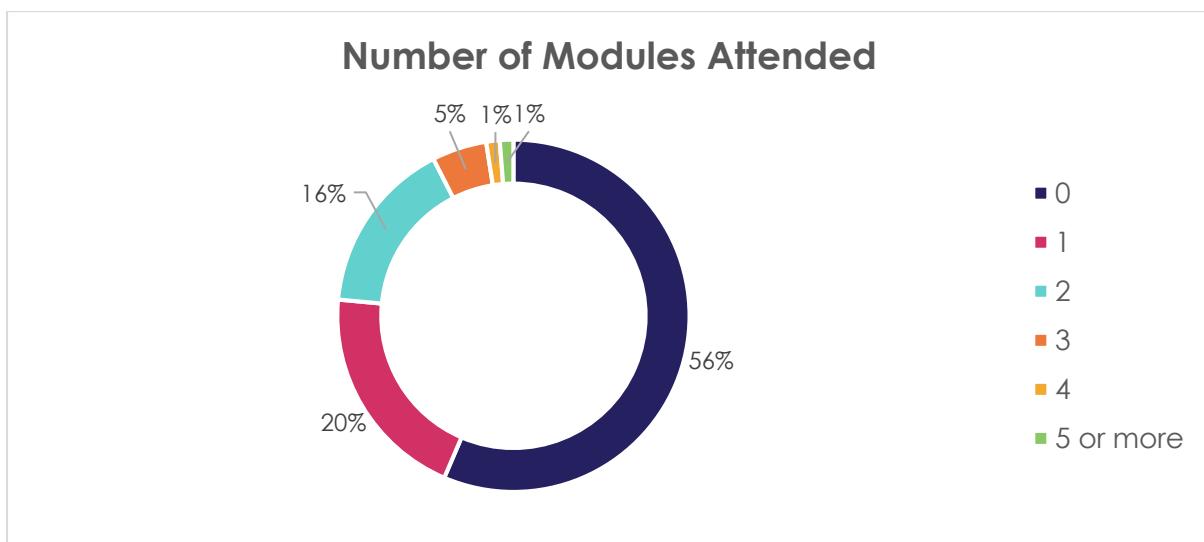
Overview

Up to the end of Q3, a total of **379** CoLP staff and officers successfully completed the minimum two Inclusivity Programme modules, representing **24%** of the Force.



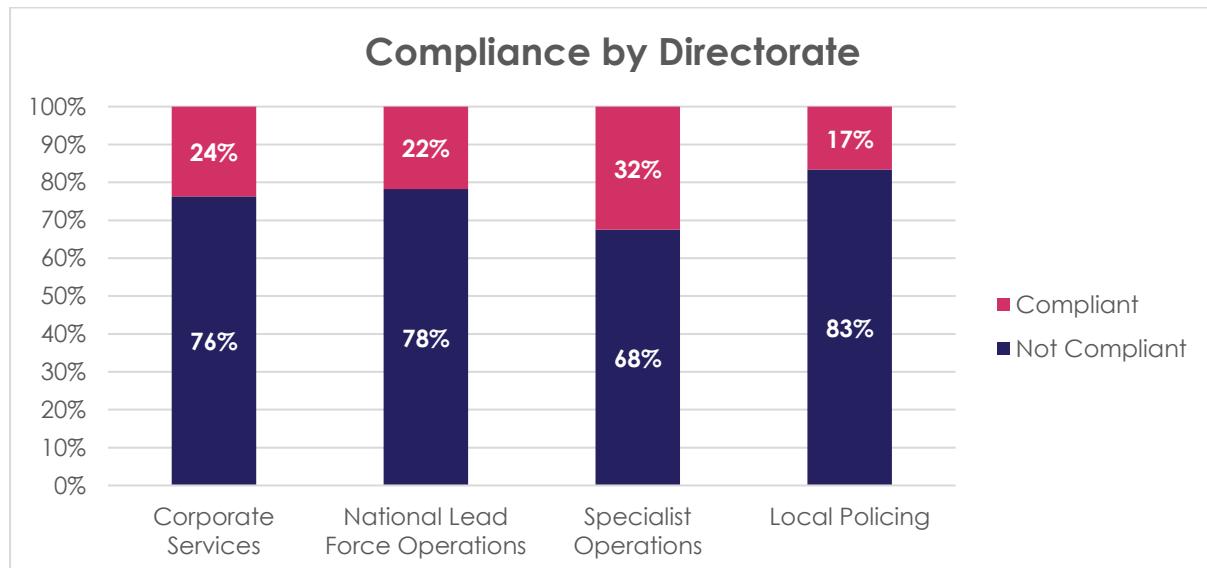
Overall, **56%** of CoLP (909 individuals) completed 0 modules, **20%** (323) completed one module, **16%** (258) completed two modules, **5%** (81) attended three modules, **1%** (20) completed four modules, **1%** (20) completed five modules or more.

While **56%** of the Force have not yet engaged with the programme, **44%** (702) have engaged to some extent with around **7%** (121) exceeding the mandatory requirement to attend two modules.



Directorate

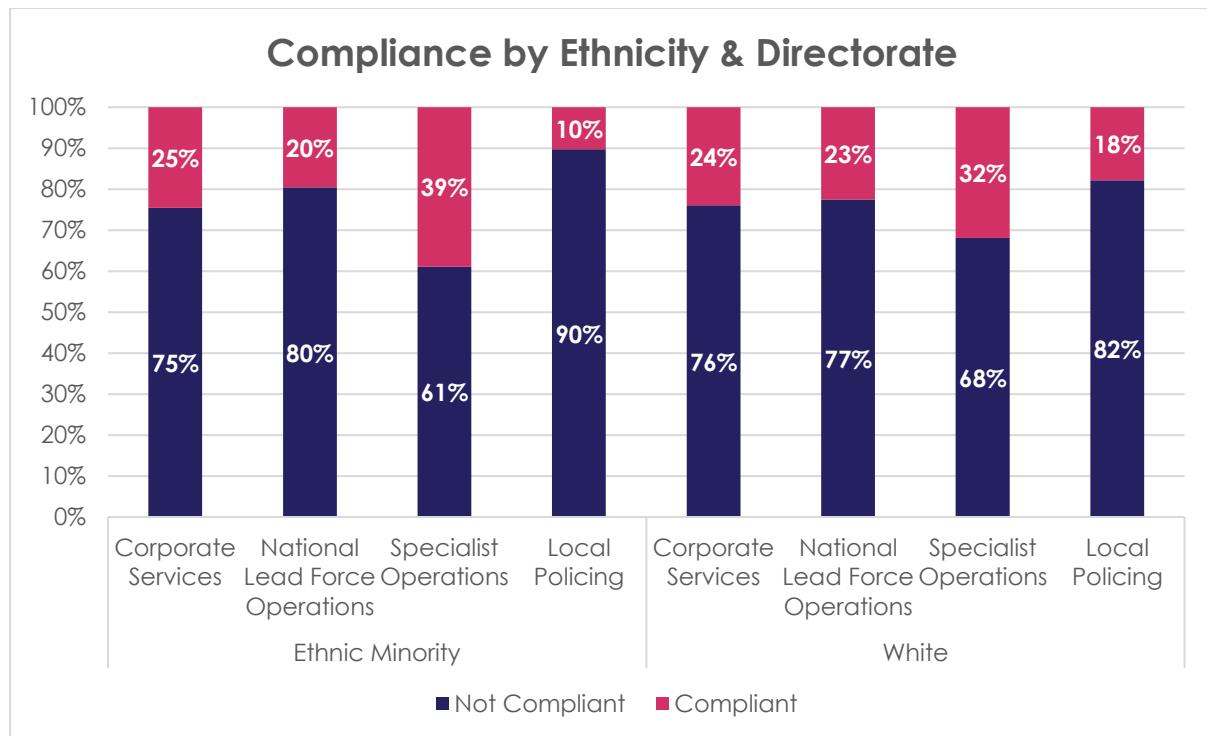
- Overall, **17%** (76) of Local Policing, **32%** (141) of Specialist Operations, **24%** (65) of Corporate Services and **22%** (97) of National Lead Force and are compliant.
- Local Policing have the lowest directorate compliance with the Inclusivity Programme and Specialist Operations have the highest compliance.



- As Local Policing is composed of a high percentage of Police Officers (85%), a high percentage of white employees (85%) and a high percentage of male employees (77%), it is important to explore the interactions between these features.

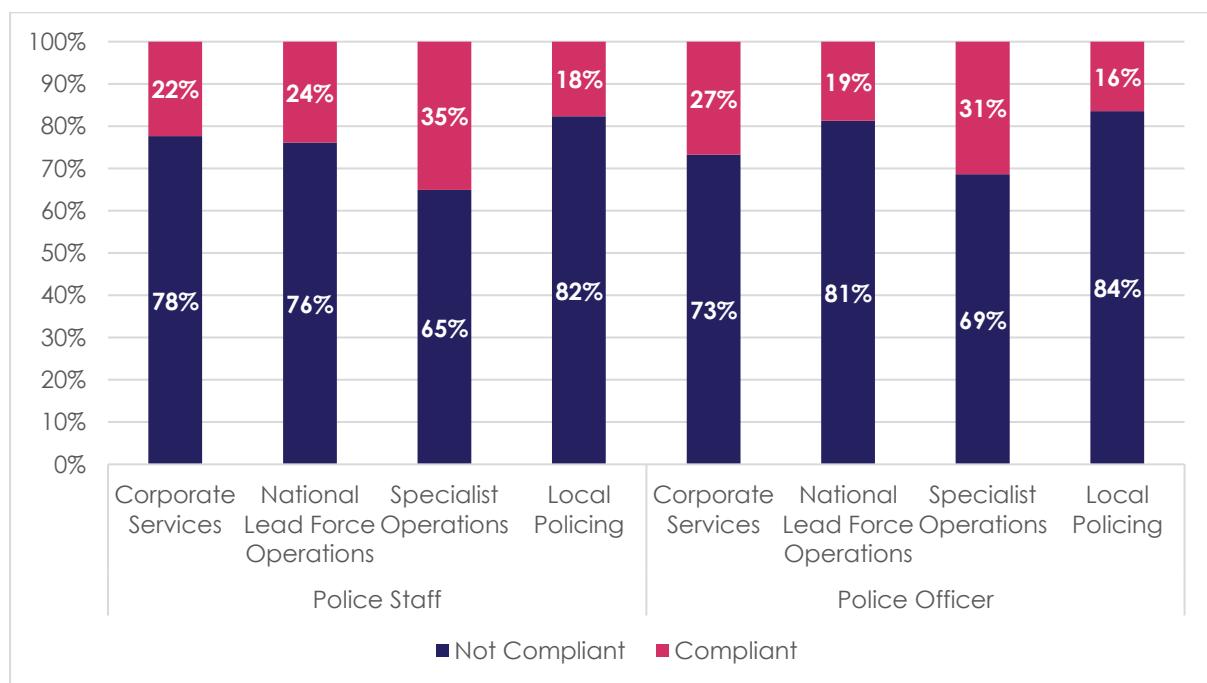
Directorate & Ethnicity

- The below graph shows a similar compliance rate amongst ethnic minority and white employees across the directorates.
- Local Policing has the lowest compliance for both ethnic minority and white employees at **10%** and **18%**, respectively. This suggests that the low compliance in Local Policing is not an ethnicity issue but a directorate issue within Local Policing.



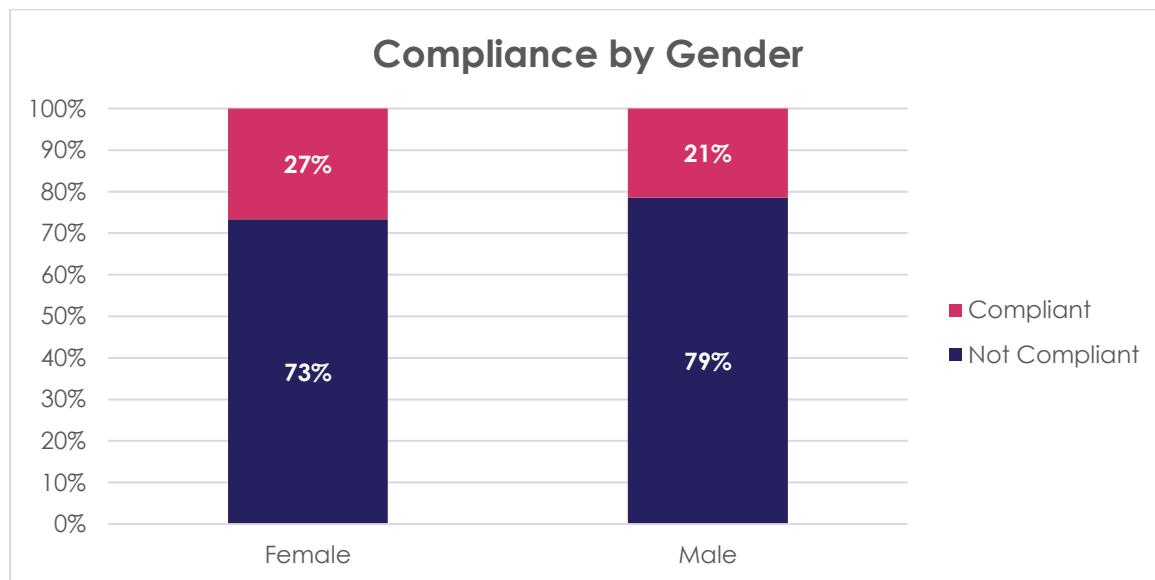
Directorate & Employee Type

- The graph below shows that, with the exception of Corporate Services, across directorates, Police Officers are less compliant than Police Staff. Local Policing has the lowest compliance rate with **16%** of Police Officers and **18%** of Police Staff.
- This suggests that the low compliance in Local Policing is not an employee type issue but a directorate issue within Local Policing.



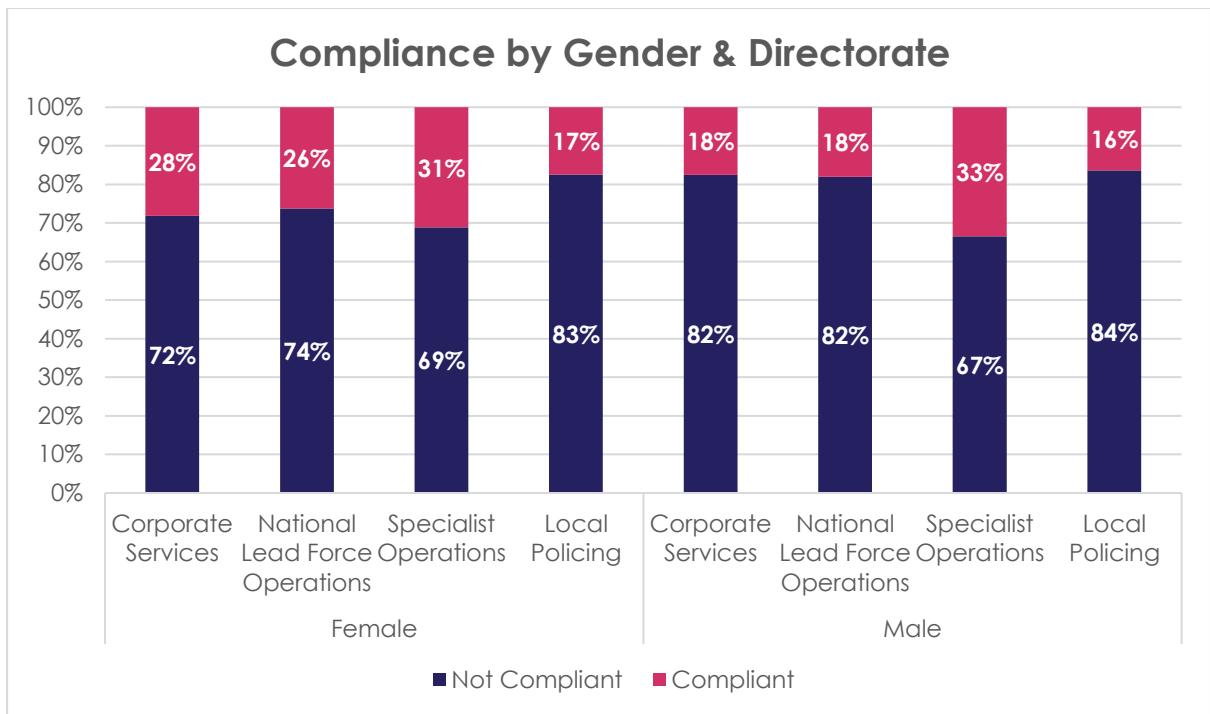
Gender

- Overall, **27%** (172) of females and **21%** (207) of males are compliant, having completed two or more modules.



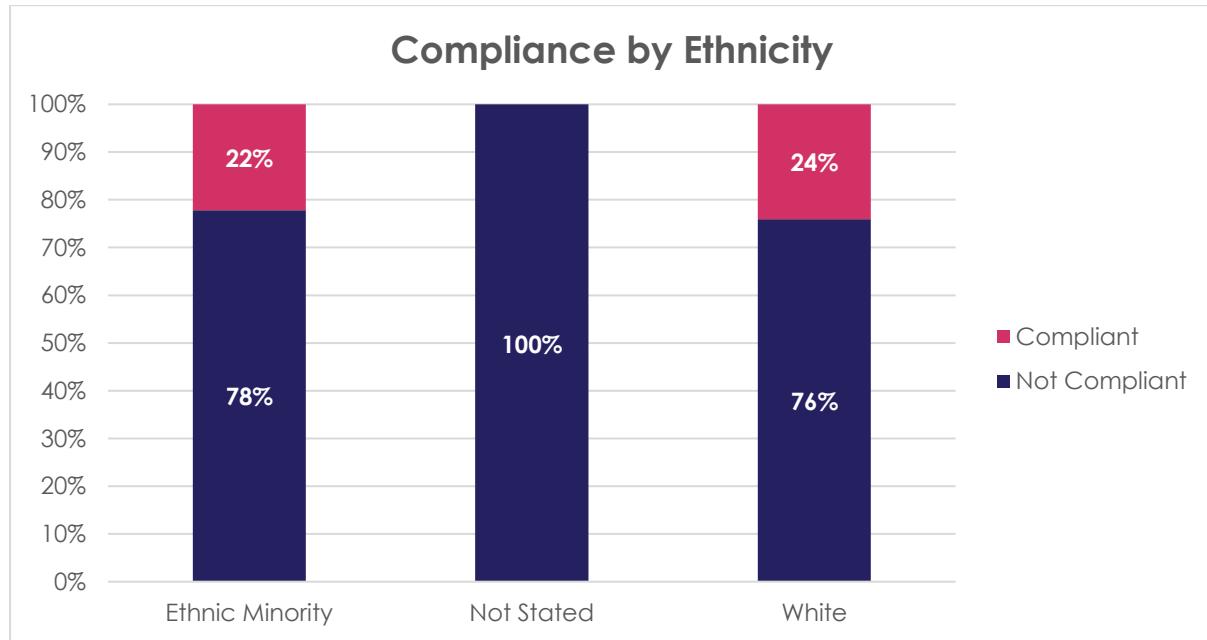
Gender and Directorate

- As gender proportions differ between the directorates, an analysis of compliance by gender across the directorates is needed.
- The graph below shows that males within Specialist Operations are the most compliant with the programme with **33%** (85) being compliant. Although this is broadly comparable with the compliance of females in Specialist Operations which sits at **31%** (56). This suggests there is no difference in compliance rates due to gender in the directorate.
- Males within Local Policing are the least compliant with the programme with **16%** (58) being compliant. Although this is broadly comparable with the compliance of females in Local Policing which sits at **17%** (18). This suggests there is no difference in compliance rates due to gender in the directorate.
- In both Corporate Services and National Lead Force, females are more likely to be compliant with the programme than males. In Corporate Services, **28%** (45) of females are compliant compared with **18%** (20) of males and in National Lead Force, **26%** (53) of females are compliant compared with **18%** (44) of males. This suggests a possible difference in compliance rates due to gender in these directorates.



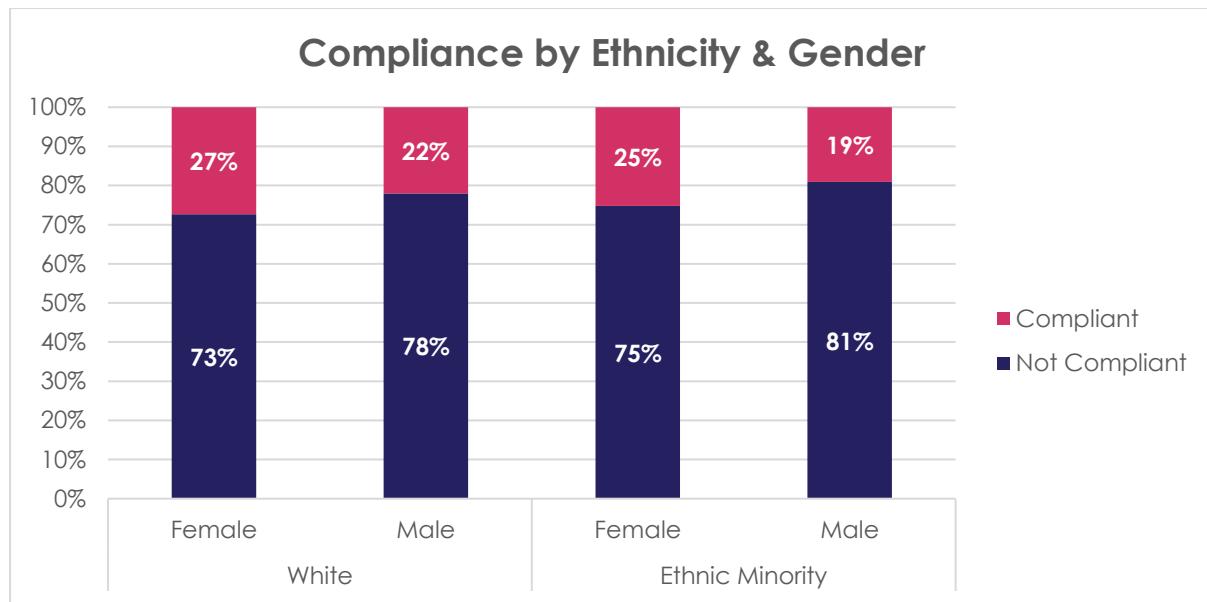
Ethnicity

- Overall, **22%** (59) of those from ethnic minority communities, **0%** (0) of those with no stated ethnicity and **24%** (320) of those who are white are compliant.



Ethnicity & Gender

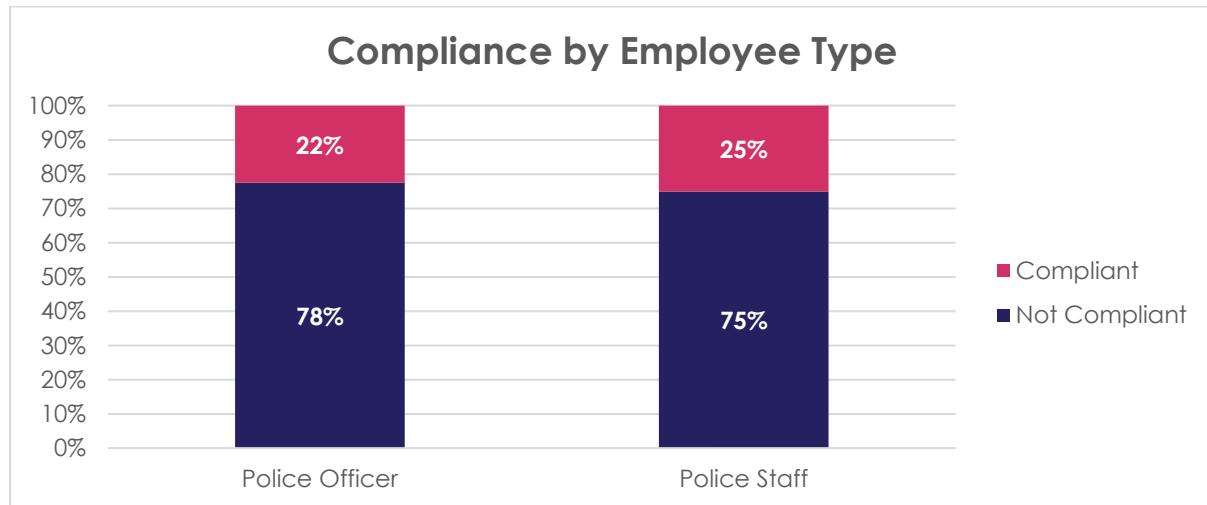
- The graph below shows that **22%** (182) of white males across Force are compliant compared with **27%** (138) of white females and that **18%** (34) of ethnic minority males across Force are compliant compared with **25%** (25) of ethnic minority females.



- This suggests that there are slightly lower compliance levels for males (of all ethnicities) compared with females. As discussed previously this trend appears to only be in two directorates.

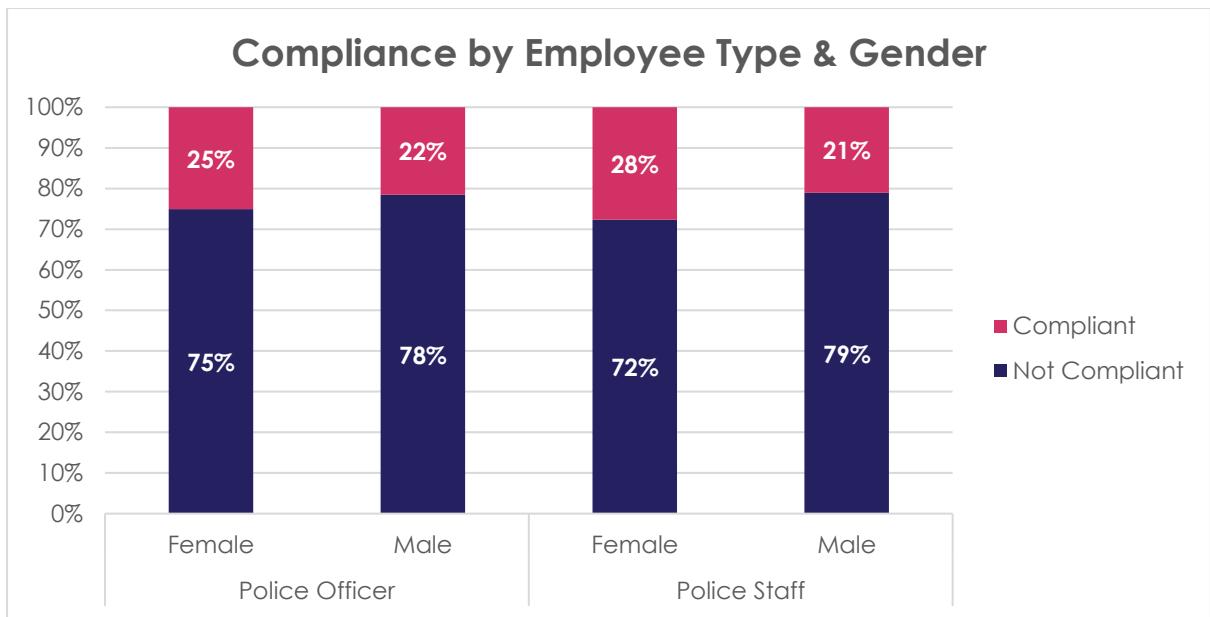
Employee Type

- Overall, **22%** (215) of Police Officers and **25%** (164) of Police Staff are compliant.



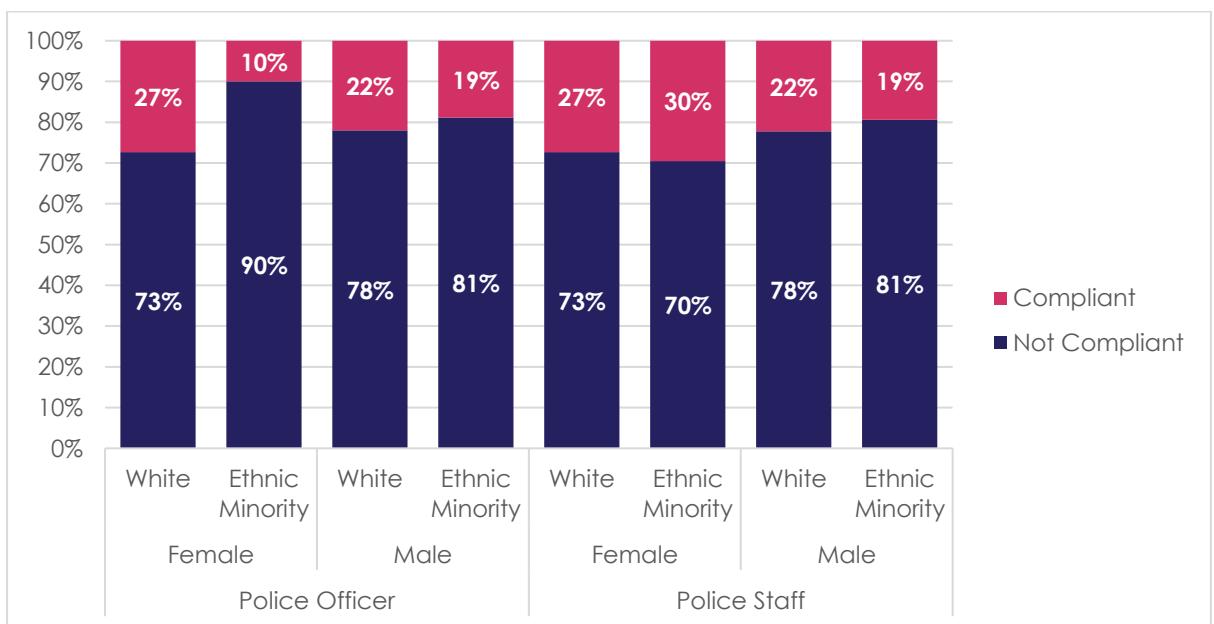
Employee Type & Gender

- The graph below shows that male Police Officers and male Police Staff are slightly less likely to be compliant than their female counterparts, with **21%** (153) of male Police Officers being compliant vs **24%** (62) of female Police Officers and **21%** (54) of male Police Staff vs **28%** (110) of female Police Staff. This suggests there is no compliance difference based on employee type, but again a slight difference based on gender.



Employee Type, Gender & Ethnicity

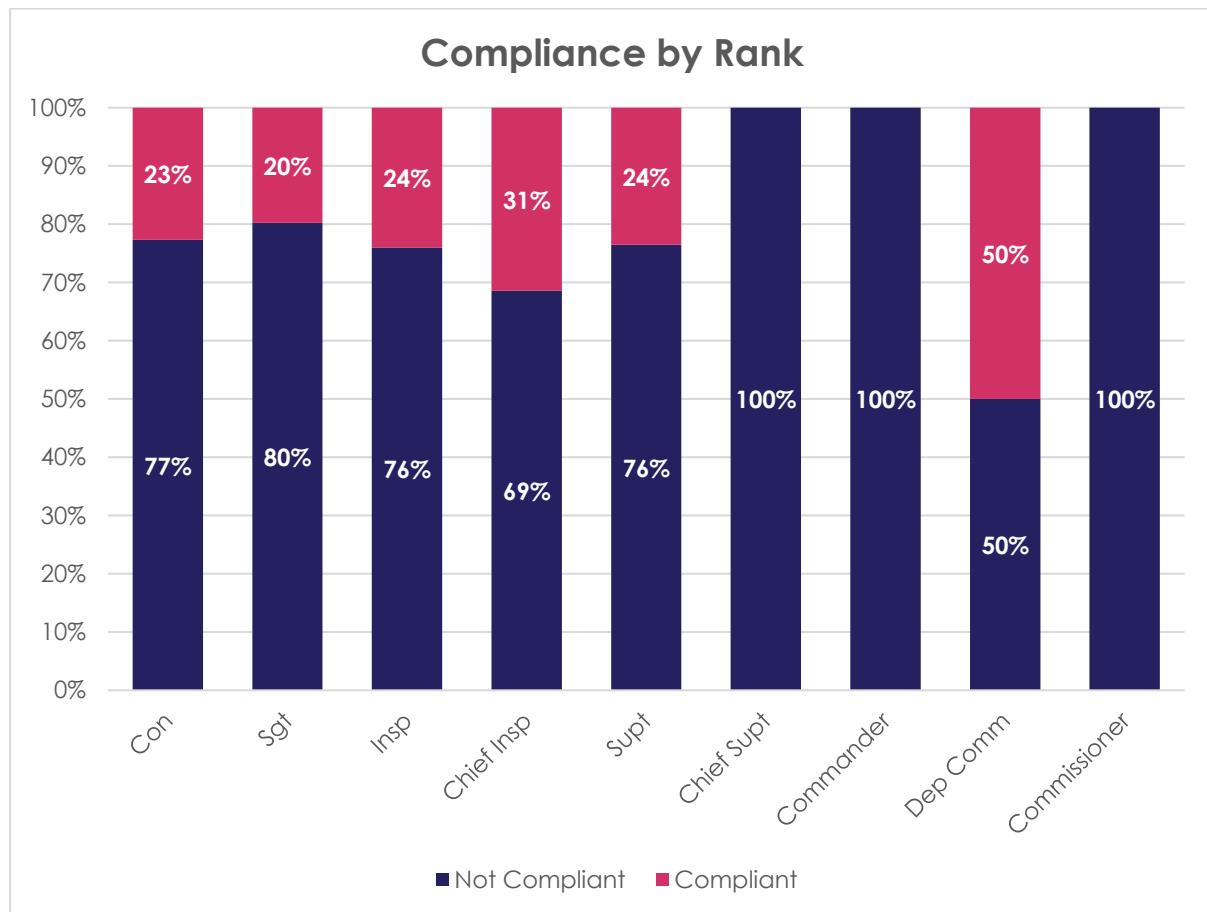
- The graph below shows that accounting for gender, ethnicity and employee type, compliance was lower for ethnic minority female Police Officers than any other group. An ethnic minority female Police Officer is almost half as likely to be compliant as a white female Police Officer and three times less likely to be compliant as an ethnic minority Police Staff member.
- (N.B. it should be noted that this is a smaller group overall which may influence the proportion)



Rank & Grade

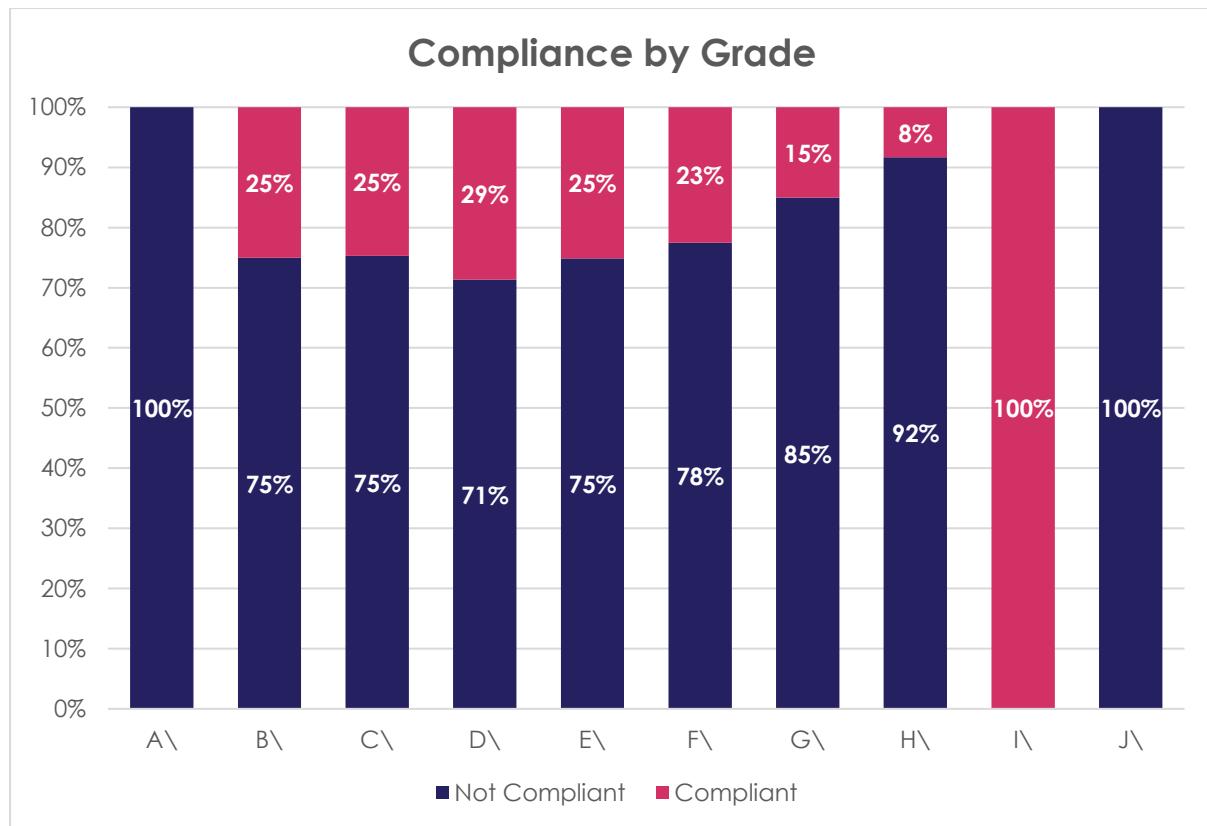
Rank

- Overall, **22%** (150) of Constables, **19%** (31) of Sergeants, **24%** (18) of Inspectors, **31%** (11) of Chief Inspectors, **24%** (4) of Superintendents and **50%** (1) of Deputy Commissioners are compliant.
- (N.B ranks include acting, temporary and substantive and both Police and Detective roles)



Grade

- Overall, **0%** (0) of A Grade*, **25%** (5) of B Grade, 25% (43) of C Grade, 29% (55) of D Grade, **25%** (47) of E Grade, **23%** (9) of F Grade, **15%** (3) of G Grade, **8%** (1) of H Grade are compliant and **100%** (1) of I Grade are compliant. J Grade were not compliant.
- This suggests broadly similar engagement across all grades up to F Grade and lower engagement with the most senior grades with a notable exception of I Grade
- (*N.B A Grade are apprentices and student placements)



Team Compliance Levels

N.B The composition of these teams is according to the organisation structure as held on the HR system.

Corporate Services

- The teams with the highest level of compliance are Inclusivity, Culture & OD (78%), Information Technology (50%) and Change Portfolio Office (45%).
- The teams with the lowest compliance are Police Federation (0%), IMS (2%) and Corporate Communications (7%).

Local Policing

- The teams with the highest level of compliance are Special Constabulary Coordination (100%), Control Group 4 (60%) and Control Group 4 (56%)
- The teams with the lowest compliance are Contact Centre (0%), Cycle Team (0%), P&P Hub and Licensing (0%), Response Team B and D (0%, Sector Policing (0%) and Taskforce Operations (0%).

National Lead Force

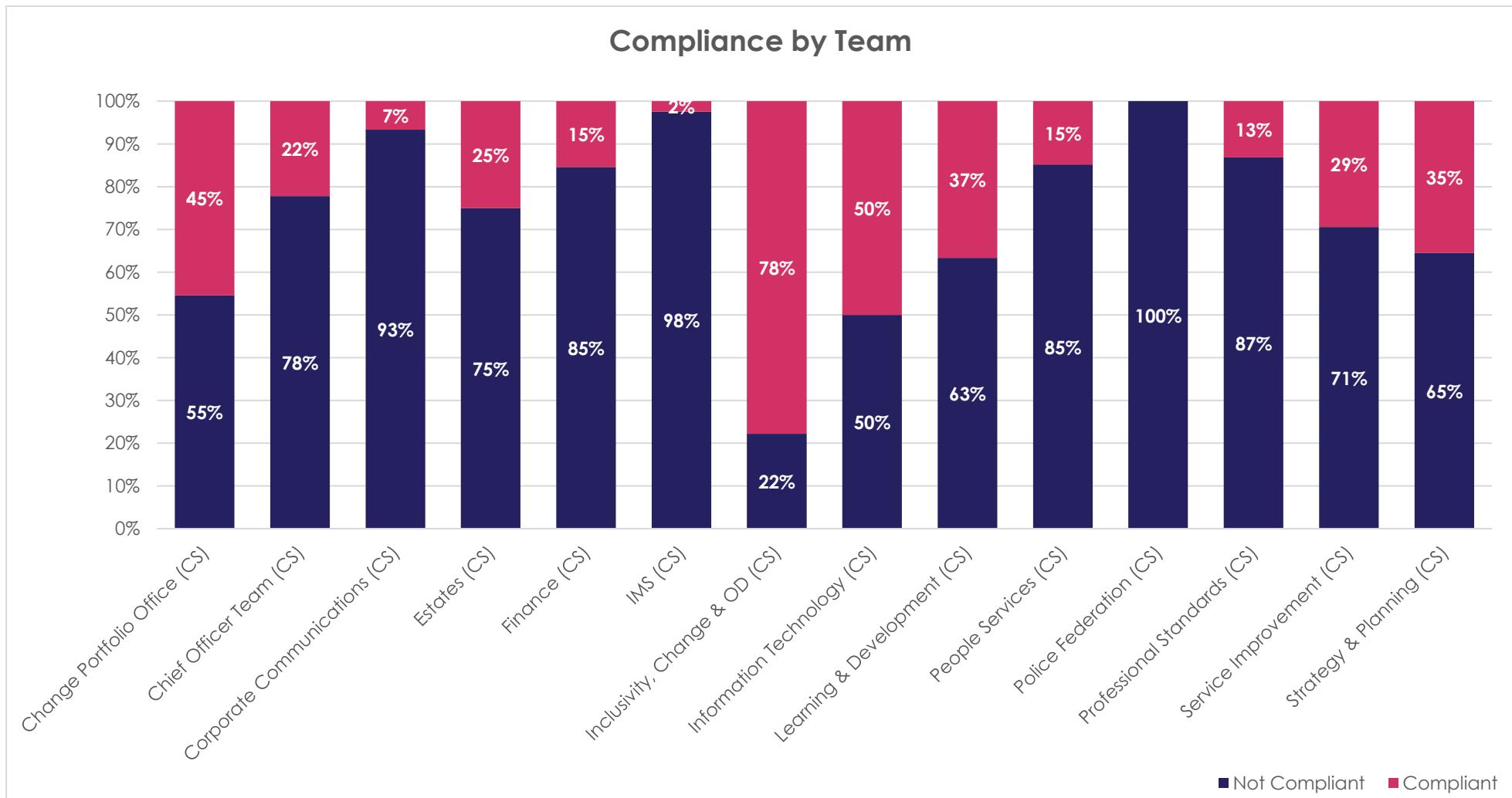
- The teams with the highest level of compliance are Prevention Services (28%) and Reporting Services (33%).
- The teams with the lowest compliance are Report Fraud (0%) and ROCU (0%).

Specialist Operations

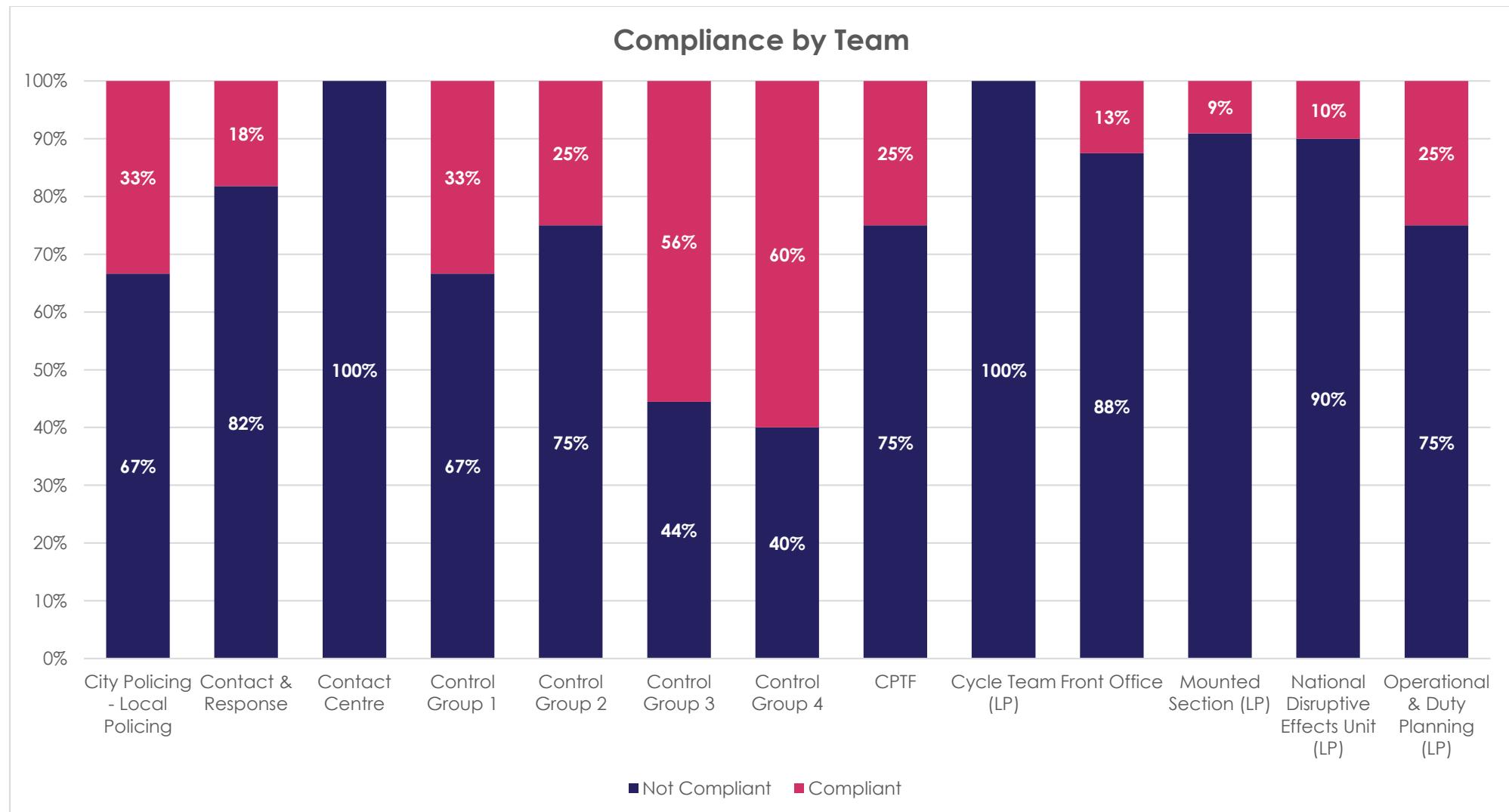
- The teams with the highest level of compliance are CT Policing (100%), CJS (100%), Intelligence Operations SLT (100%) and Intelligence Ops Team 1 (69%).
- The teams with the lowest compliance are Specialist Ops SLT (0%), CT Policing Team 1 (0%), Intel Dev – Cyber (0%), Intel Dev – Tasking & Coordination (0%), Intelligence Development SLT (0%) and Intelligence Ops Team 4 (0%),

Team Compliance Levels

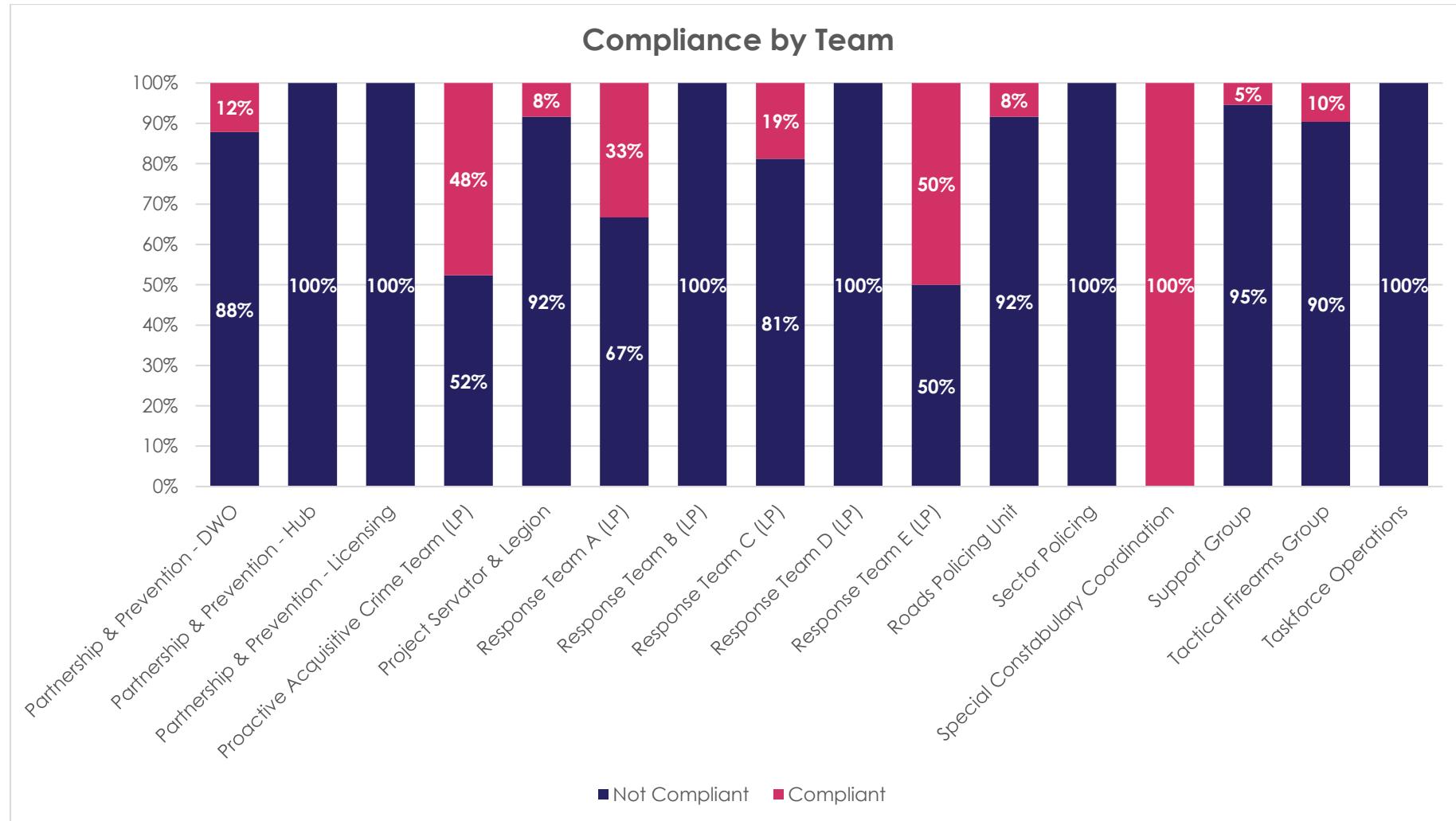
Corporate Services



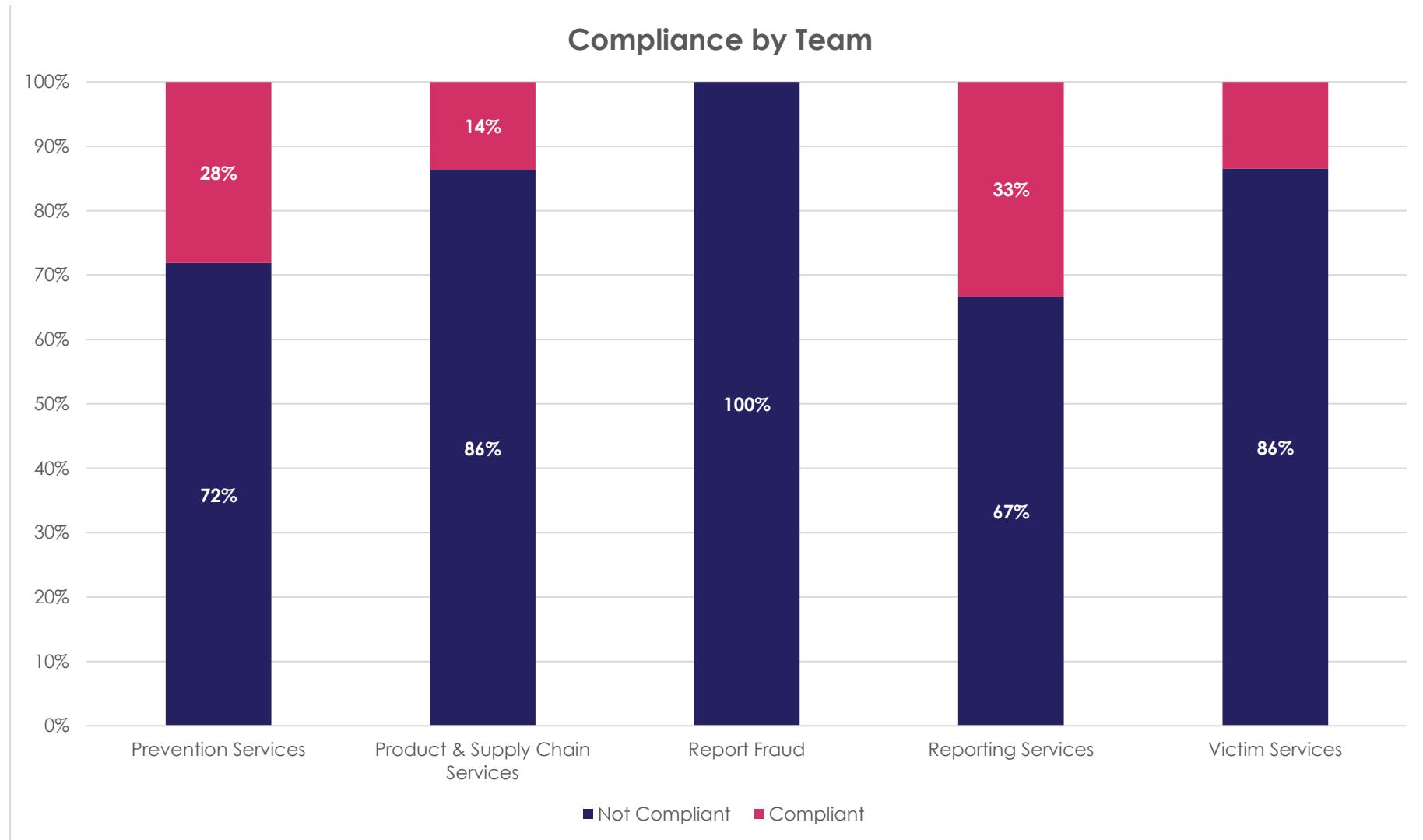
Local Policing 1 of 2



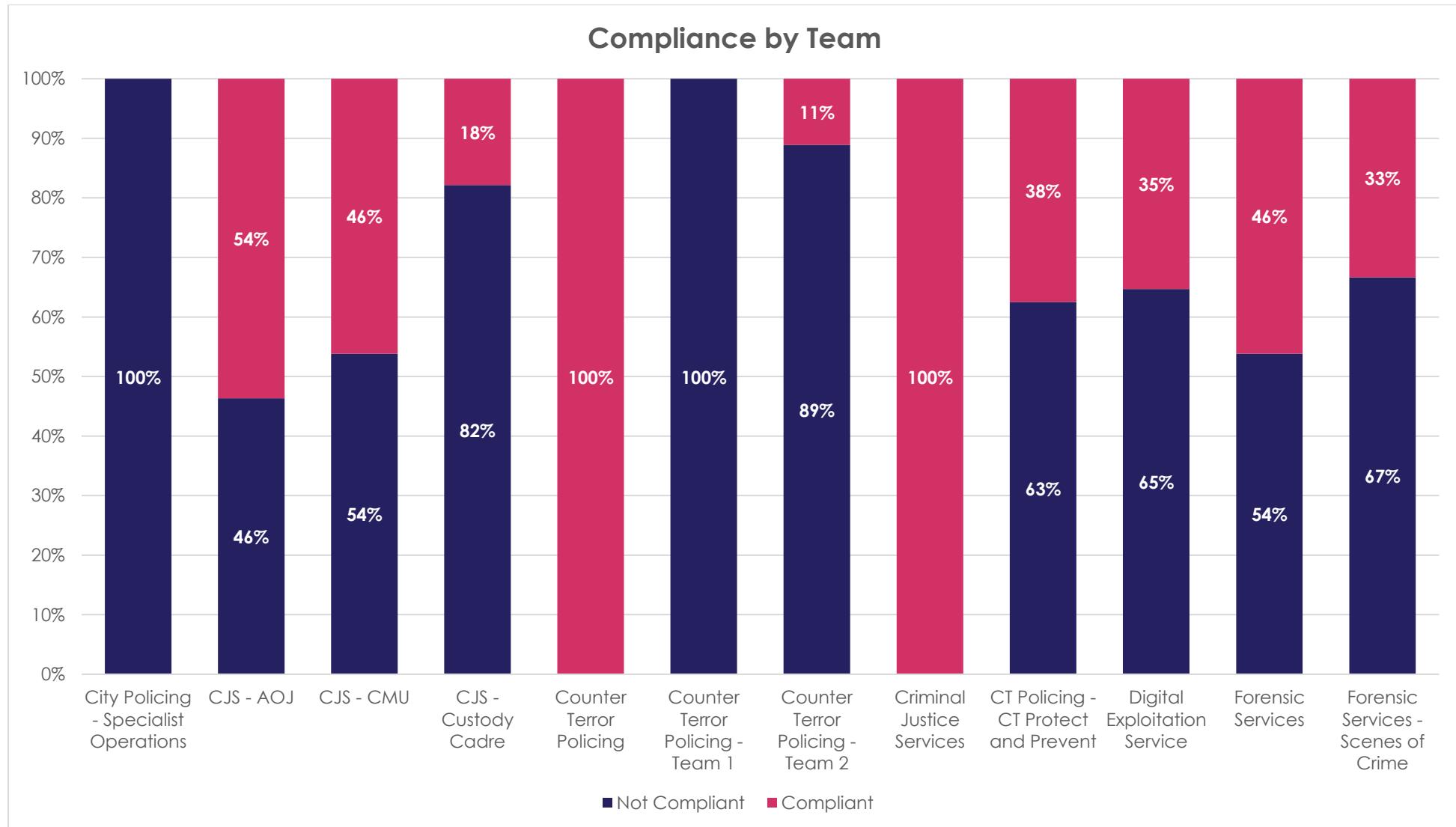
Local Policing (2 of 2)



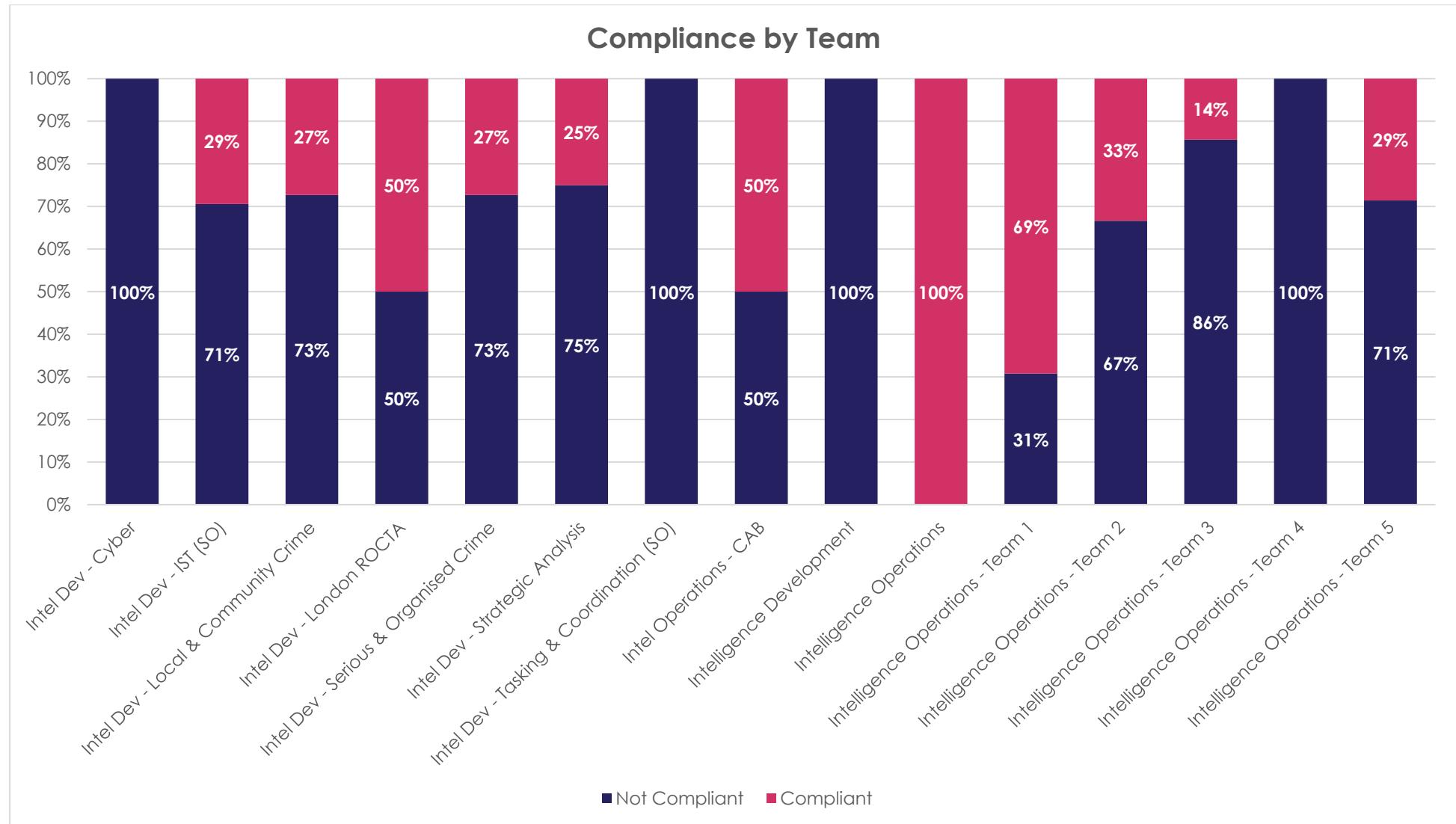
National Lead Force



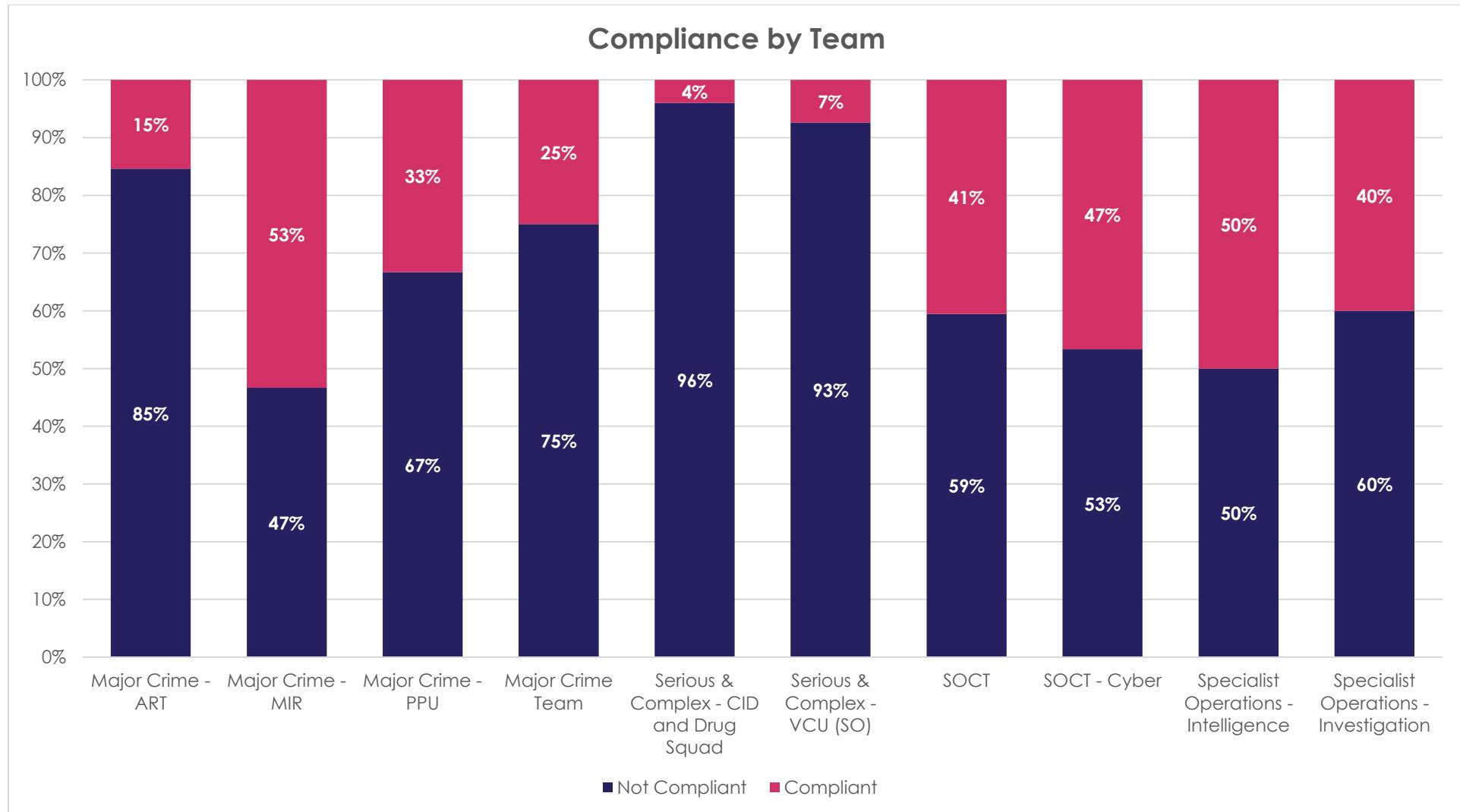
Specialist Operations (1 of 3)



Specialist Operations (2 of 3)



Specialist Operations (3 of 3)



3. Summary

- Overall **44%** of the workforce have already engaged with the Inclusivity Programme in 2025/26 to some extent with **24%** attending the two or more required modules and a further **20%** attending one module.
- Local Policing currently have the lowest compliance of any directorate with **17%** compliance so far.
- There are slight gender differences in compliance but only within Corporate Services and National Lead Force where males are slightly less likely to be compliant.
- Looking at groups of employees by ethnicity, gender and employee type, ethnic minority female officers are currently less compliant than other groups (although it is noted this is a smaller group overall which may influence the proportion)
- Compliance is broadly similar across all ranks of officers up to Supt with lower compliance at the most senior ranks with a notable exception of Deputy Commissioner.
- Compliance is broadly similar across all grades up to F Grade with lower compliance at the most senior grades with a notable exception of I Grade

Improvements since Q2

The following improvements have been made in Inclusivity Programme compliance in the last 3 months:

- At the end of September 2025, a total of 638 Inclusivity Programme modules were attended/accessed, this almost doubled by the end of December 2025 to 1285
- At the end of September 2025, 10% of the Force had completed two or more Inclusivity Programme modules, this has increased to 24% at the end of December 2025. In addition, a further 20% of the Force have now also completed one Inclusivity Programme module bringing overall engagement with the programme up to 44% compared with 26% in at the end of September 2025.
- All Directorates have seen increased compliance with the programme in the last 3 months, most notably within Specialist Operations, 8% of the directorate had completed the required two mandatory modules at the end of September 2025, this has now increased to 32% in Q3.