

# Ethics and Transparency Panel – Equality, Diversity and Inclusion

Paper Brief

Author:	Deputy Chief Constable Michaela Kerr
Date:	17th December 2025
Subject:	<b>Update on Equality Diversity and Inclusion (EDI)</b>

## **1. Background:**

In April 2024, the Ethics and Transparency Panel raised concerns about the diversity training provided within the Force, expressing that the training being delivered felt outdated and showed unconscious bias.

The Force highlighted that they were aware of these concerns and would be completing a deep review into the concerns.

The Force have recently introduced a newly developed mandatory Code of Ethics training for all officers and staff. This initiative is currently in the early stages of rollout across the organisation.

This paper seeks to provide an update to the Ethics and Transparency Panel outlining the initial review undertaken, including how the identified issues have been addressed.

It details the implementation of the new Code of Ethics training and the appointment of the new Equality, Diversity, and Inclusion (EDI) lead, who guides the force leadership team on embedding these values across the organisation.

## **2. Force EDI strategy and Leadership**

The National Code of Ethics (accessible via [Code of Ethics launched | College of Policing](#)) and Police Standards of Professional Behaviours (accessible via [Standards of Professional Behaviour](#)) set the frameworks and responsibilities on staff and officers with regards to ethical, inclusive and empathetic behaviours and our own Leicestershire Police Service strongly reflects and reinforces those expectations.

# Our Strategic Intent

## Why We Are Here

### WE ARE AN EMERGENCY SERVICE

Our commitment in the Leicestershire Policing Pledge is to protect our communities, maintain the peace, prevent and detect crime by working day and night to carry out our duty and our service.

## Where We Want To Be

A leading police force in the country, delivering high quality policing that local people trust.

## What We Do: 'Our Duty'

- Protect vulnerable people
- Prevent crime
- Deal with those who cause most harm
- Bring people to justice
- Innovate and continuously improve

## How We Do It: 'Our Service'



## Our Standards And Values

We work as One Team to embed the College of Policing's Ethical Policing Principles of:

- Courage
- Public Service
- Respect and Empathy

## Strategic Priorities

- Improving service, crime investigation and standards
- Increase local connectivity to problem solve and reduce crime
- Enhancing capability, capacity, leadership and wellbeing
- Maximising the best technology we can
- Delivering financial sustainability, reduce demand, increase efficiency and productivity

## Strategic Drivers

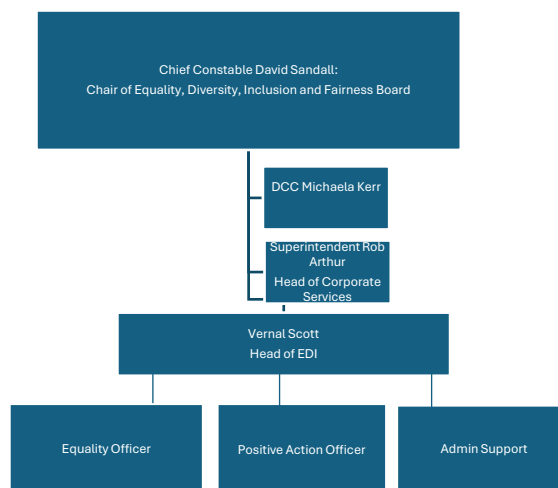
- ❖ National Policing Requirements
- ❖ Police and Crime Plan
- ❖ Local Community Priorities
- ❖ HMIC Force Management Statement
- ❖ National Spending Review

Overview of Leicestershire Police Vision, Mission and Values, updated November 2025

EDI is therefore a cross-cutting consideration which runs across all Force Strategies, policies and activity and all Senior Leaders and staff are trained and expected to deliver policing services in a way which is inclusive, fair and engaging of all communities and individuals' needs.

However, central coordination, leadership of our support of the Police Race Action Plan and development of force strategy is delivered through a central EDI Unit sitting within Corporate Services, reporting to the Deputy Chief Constable, with the Chief Constable Chairing the force Equality, Diversity, Inclusion and Fairness board and being the identified EDI strategy owner.

The Organisational chart reflecting EDI Leadership is now as follows:



Accurate as of 10th December 2025

Following his arrival in the Autumn, the Head of EDI has reviewed and identified opportunities to strengthen the Force EDI strategy. The current draft version is attached at Appendix A, and is currently with the Chief Constable, Staff networks and the OPCC for consultation and input.

Any observations or recommendations to improve this strategy from the Ethics Panel would be very much appreciated and considered when determining the final version, which is planned for publication in January 2026.

### **3. EDI Training**

EDI training including unconscious bias has now been delivered to 3,000 Police Officers and Staff (figures correct as of 1<sup>st</sup> December 2025).

The training academy recruited a subject matter expert (SME) on a two-year fixed-term contract to lead this work, however he has now exited the organisation and Code of Ethics Training is now being delivered by a pool of accredited trainers from within the Training Academy.

This training has been built upon by the introduction of the new Code of Ethics training which now incorporates ethical dilemmas.

This is a nationally mandated training programme which all officers and staff within Leicestershire Police are directed to undertake.

This programme is a pre-determined course developed by the College of Policing, and whilst there are scenarios and discussion points throughout the programme which incorporate a broad spectrum of protected characteristics and challenges students to consider a variety of diversity and inclusivity lens; there is not a specific module focussing on transgender and the force has not adapted the training programme to strengthen transgender considerations.

This training was launched in September and consists of 6 e-learning modules.

Modules 1, 2 and 3 are accessed through the College of Policing Learning portal, with Module 4 being an in-person event delivered at the Training Academy.

The advertised duration of the training is approximately 150 minutes for the e-learning modules, with a further 2 hours for the Module 4 in-person session.

Trainers delivering Module 4 must have completed the College of Policing accreditation for delivery of the programme and deliver the content and learning as determined by the College.

Modules 5 and 6 are e-learning follow ups to Module 4 and Module 7 is a knowledge check which all staff must successfully complete to secure their certificate of completion.

In October, the force brought together all Senior and Chief Officer Team members to dedicate a Training Academy facilitated session to Module 4 of the Code of Ethics Training and focus on Leadership roles and responsibilities in ensuring ethical and inclusive cultures within their teams.

Module 1 is entitled 'Introduction to Ethical Policing' and includes both an overview of the Ethical Policing Principles and guidance on ethical and professional behaviours, supported by a series of scenarios where staff are asked to reflect on appropriate behaviours and standards.

Module 2 focusses on Ethical Decision Making, with Module 3 giving detailed insights into the Code of Practice for Ethical policing and again using scenario-based questions to reinforce the learning.

As referenced above, Module 4 is an in-person group session facilitated by local trainers which discusses a range of ethical dilemmas and elicits attendees to share their experience and opinions, challenge one another and explore alternative perspectives.

Module 5 provides detailed insights into the relationship between the Code of Ethics and Police Conduct Regulations and Module 6 concludes the learning phases with a focus on how staff can – and must – maintain their professional knowledge and development regarding delivering ethical policing following the conclusion of the training programme.

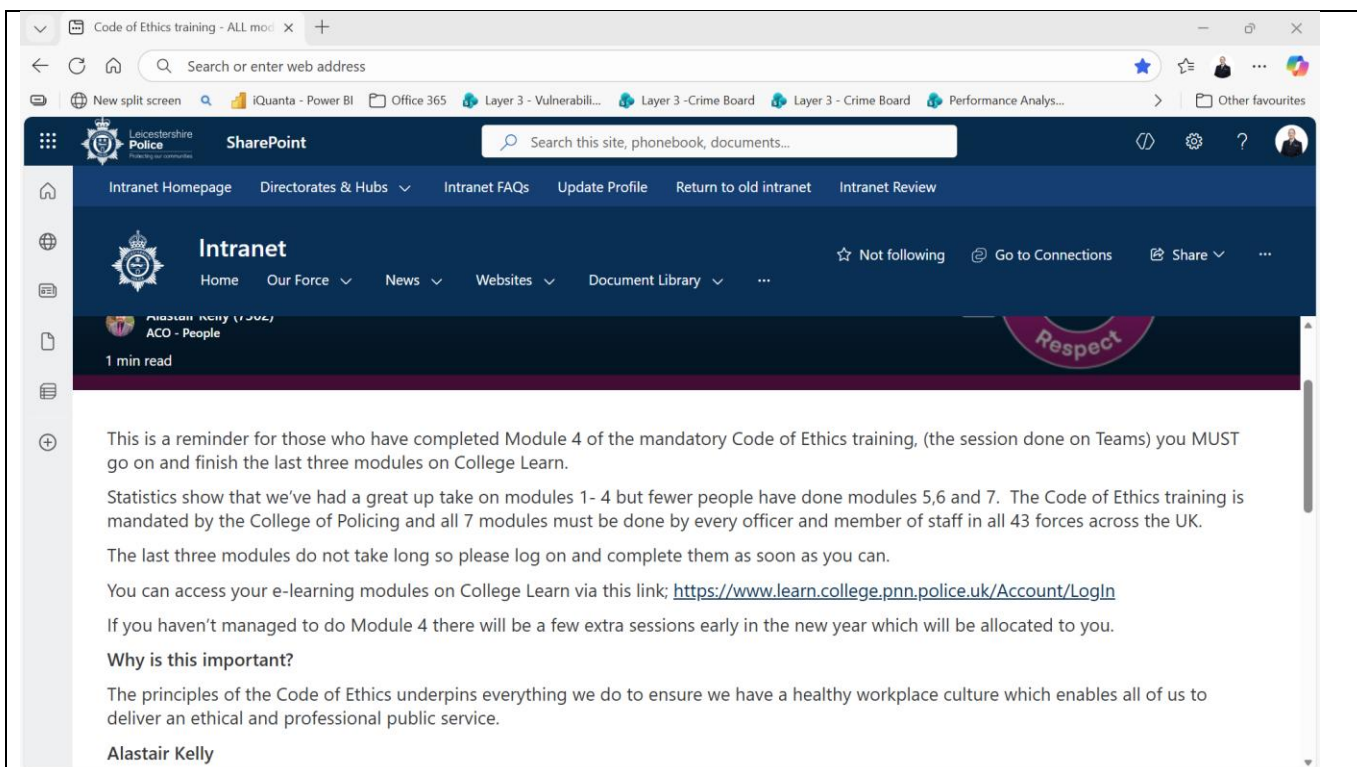
Module 7 is a pass or fail knowledge check, which all staff must successfully complete in order to secure their certificate of completion.

Compliance with the training, and number of certificates secured, is being monitored via the Force People Board.

And whilst we have until the end of this financial year to deliver the training, a recent review of completion (December 8th, 2025) has identified that Modules 1,2, 3 and 4 have been widely completed, but the final 3 modules are showing a lower compliance rate.

A recent message (9<sup>th</sup> December) has been placed on the force intranet from the Head of People reinforcing the necessity for all staff to complete the outstanding modules.

Previous insights from the Ethics Panel around having greater visibility of the quality, attendance and quality assurance around EDI and Ethics training have been instrumental in informing our approach to delivering the Code of Ethics programme and were considered when the force senior leadership event and monitoring arrangements were determined.



In addition to the bespoke training programme, The Code of Ethics theme is embedded across all Leicester Academy delivery programmes and is reinforced through a variety of different formats, including:

- Role plays
- Assessments
- Scenario-based exercises

Reflecting on the previous concerns identified by the panel on the standard of EDI training delivered by the dedicated trainer, the Training Academy has now also introduced CPD training on ethics, EDI and Unconscious bias for its Trainers to maintain consistency and quality.

Furthermore, The Leadership programmes, which all 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> line managers now attend as part of their leadership development journey now also includes Unbiased Conscious Training within the Inclusive Leadership modules.

#### **4. Assessment of impact**

As referenced above, the initial programme of Code of Ethics training is still underway, and the Force's updated EDI strategy is currently out for consultation. The latter will include a suite of refreshed key performance indicators which the Chief Constable will track challenge and support via his Equality, Diversity, Inclusivity and Fairness Board.

Metrics and insights which will be used to assess the effectiveness of both the training, leadership and organisational arrangements around EDI, and the current proposed suite can be found on Pages 3, 4 and 5 of the Draft Strategy, attached in Appendix A.

The force will bring back to the panel the confirmed performance indicators and EDI strategy following the conclusion of the current consultation activity.

Appendices:



EDI and Cohesion  
Strategy - DRAFT V2 f

A : Draft Force EDI and Cohesion Strategy, Version 2 (November 2025)