



WILTSHIRE POLICE
Keeping Wiltshire Safe

Culture, Equality, Diversity and Inclusion Strategy 2025 – 2030



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Chief Constable Welcome

Welcome to the Wiltshire Police Culture, Equality, Diversity and Inclusion (CED&I) Strategy 2025–2030.

This strategy reflects our commitment to building a culture where everyone – both inside our organisation and those in receipt of our service - is treated with fairness, dignity and respect.

Inclusion is central to how we serve the public, support our workforce and deliver effective policing.

By investing in, and delivering, this strategy, we hope to strengthen the trust and confidence our communities have in us, improve the experiences of victims and support our people in delivering fair, compassionate and professional policing for Wiltshire.

To demonstrate the importance we place on this work, Deputy Chief Constable Mark Cooper will hold executive accountability for the delivery of this strategy, ensuring progress is driven, monitored and reported.



Catherine Roper
Chief Constable
Wiltshire Police



01 Introduction and Context

Policing in the UK is at a pivotal moment.

Nationally, tragic events and subsequent inquiries have underscored the urgent need to transform police culture and rebuild public trust. Wiltshire Police is investing in culture, equality, diversity and inclusion because these things help us provide fair, effective and trusted policing.

By strengthening our culture, improving fairness in our policies and practice, and better understanding the communities we serve, we will improve the experience of victims, support policing by consent, build public confidence and make sure our workforce has the skills and confidence to deliver for Wiltshire.

Every police force, including Wiltshire Police, has publicly committed to being an anti-discriminatory organisation. This strategy responds to that national imperative, while rooting our approach in the unique context of Wiltshire.

Wiltshire is a predominantly rural county with widely dispersed communities. We recognise that traditional policing models must adapt to rural contexts, where geographic distances and isolation can create barriers to engagement and access.

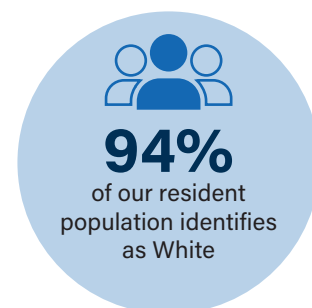
Over the last 12 months, we have doubled our public visibility and engagement deployments, helping us to strengthen our presence and connections across our communities. We have also deployed mobile police stations and introduced a range of accessible engagement opportunities, including our Chief Constable's Facebook live sessions, our external website, which is routinely updated with latest



Deputy Chief Constable
Mark Cooper

information and guidance, engagement with our local and strategic Independent Advisory Group and our bi-weekly Chief Constable open letter to the Police and Crime Commissioner.

We will continue to innovate and use a blend of in person and digital approaches to ensure every community has opportunities to access, engage with and influence our police service. Wiltshire's demographics also shape our priorities. Over **94%** of our resident population identifies as White, with about **5.6%** identifying as Black, Asian, Mixed or Multiple and other ethnic groups ([Census 2021](#)).



Through our commitment to the [Police Race Action Plan](#), we continue to address disparities affecting Black People and are committed to strengthening trust and confidence within communities where this has historically been lower. We report openly on our progress and recognise that our workforce, of which around **3.8%** currently identify as belonging to a minority ethnic group, does not yet fully reflect the diversity of the public we serve.

We have made meaningful progress towards a more inclusive and representative workforce. Over the last three years we reduced our median [Gender Pay Gap](#) from **9%** to **6.6%**, in favour of males, and achieving a **0%** median gap for female officers. These improvements reflect the impact of our collective commitment to increasing parity for women and enhancing pathways for development across all roles.

Our initiatives, from leadership and development programmes, menopause champions, applying a gender decoder to all job adverts and anonymised applications for roles, have strengthened our culture of fairness and supported colleagues to pursue their aspirations. While we are proud of the strides made, these gains also remind us there is more to do as we continue working towards a truly inclusive organisation.

Another defining feature of Wiltshire is the strong-armed forces presence in our communities. With major military bases and more than nineteen thousand serving personnel, veterans and families settled here, we are proud to be a forces-friendly police service.

Wiltshire Police has signed the [Armed Forces Covenant](#), formally pledging support to the armed forces community. This strategy reinforces that pledge from helping veterans and spouses find roles in policing, to understanding the needs of military families in the community. We recognise the value the armed forces community brings to our workforce and the importance of ensuring they face no disadvantage in accessing our services.

Recent external inspections have further guided our strategy. His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) 2026 PEEL report graded Wiltshire Police as 'Good' at using its powers fairly, appropriately and with justification, with effective and internal scrutiny of police powers. The use of stop and search, for instance, is now subject to robust external scrutiny by independent panels that review officers' actions and provide feedback every six weeks. This feedback loop has led to fairer, more respectful encounters and a narrowing of disparities in how powers are applied, we will continue to strengthen such scrutiny as we view this area as critical guidance for our ED&I efforts, ensuring we focus on both cultural change and procedural fairness.

In summary, this strategy is driven by a confluence of national momentum and local necessity. Through the delivery of its annual commitments, it supports the ambitions of the [Government's Police Reform White Paper](#), the priorities set out in the [Wiltshire and Swindon Police and Crime Plan 2025-2029](#), and the [National Police Chiefs' Council \(NPCC\) National Policing Culture and Inclusion Strategy 2025-2030](#).

We will regularly keep you updated with progress.

Yours sincerely

Mark Cooper
Deputy Chief Constable
Wiltshire Police

02 Wiltshire Police Vision

Our Vision:

To be an inclusive police service, representing and supporting our communities and where our people know they belong.

This vision, jointly developed with our staff and local community groups, is ambitious but essential. It means a police service where everyone regardless of background, identity or ability is valued and included. It means a workforce that reflects the public of Wiltshire in all its diversity, and a workplace culture where officers and staff can thrive. It also means policing services delivered with fairness, empathy and respect, such that all communities trust that we act with integrity.

Our vision is underpinned by our ethics and our guiding principles.

Our ethics:

Courage

As policing professionals, we commit to making, communicating and being accountable for decisions, and standing against anything that could bring our profession into disrepute.

Respect & empathy

As policing professionals, we commit to encouraging, listening to and understanding the views of others, and seeking to recognise and respond to the physical, mental and emotional challenges that we and other people may face.

Public service

As policing professionals, we commit to working in the public interest, fostering public trust and confidence, and taking pride in providing an excellent service to the public.

Our guiding principles:

Inclusion and Belonging

We strive to create a culture of belonging internally, and a feeling of inclusion for all communities externally. Wiltshire Police has zero tolerance for any form of discrimination, bullying or harassment. Internally, behaviours that undermine an inclusive culture will be challenged at every level. Externally, every community group should feel respected and safe in their interactions with us.

Equality and Fairness

We will treat people according to their needs and actively work to eliminate unfair disparities. This applies both to our workforce and our communities. We recognise that simply avoiding discrimination is not enough, we must also proactively identify, address and reduce systemic bias wherever it exists.

Representation

A truly legitimate police service is one that reflects its communities. We are committed to improving representation of under-represented groups in our workforce, including (but not limited to) women, Black, Asian and minority ethnic people, LGBTQ+ people, people with disabilities, and the armed forces community. This is not just about numbers, but about embracing the diversity of perspectives and experiences that make us stronger. A representative workforce will help us police

more effectively and fairly, bringing cultural understanding and broadening our perspective.

Integrity and Accountability

We hold ourselves to the highest ethical standards. Being anti-discriminatory is non-negotiable for Wiltshire Police. We will identify, challenge, prevent and address prejudice and misconduct that betrays our values. Leaders are expected to lead by example, modelling inclusive behaviour and swiftly addressing any conduct that falls short. We will also be transparent and accountable, inviting independent scrutiny of our progress.

Collaboration and Community Engagement

Policing by consent relies on strong relationships with the public. We will collaborate with partners and communities to co-create solutions to challenges. Listening to community concerns, especially from those who historically have not been heard, is one of our guiding principles. We know trust is earned through consistent, respectful engagement and by involving communities in shaping how we police.

These principles place inclusion at the heart of our culture, as recommended by the [Angiolini Inquiry](#) and endorsed nationally by Chief Constables. By adhering to these principles, Wiltshire Police will fulfil its vision.



03 Key Themes

To turn our vision into reality, we will deliver across four key themes:

01 Our People (Workforce Culture and Diversity)

Our goal is to foster a diverse, skilled and inclusive workforce where every officer, staff member and volunteer is valued and can achieve their full potential. We will cultivate a workplace that attracts the best talent from all parts of our communities, and where everyone, including the family members of our workforce, feels they belong.

02 Our Policies and Processes (Fair and Inclusive Systems)

This theme focuses on the policies, procedures, and decision-making processes that underpin our organisation, from HR policies to operational protocols. Our objective is to ensure that all policies and processes are transparent and will create the structural foundation for a truly fair police service. This not only improves the experience of our workforce but also enhances our legitimacy in the eyes of the public.

03 Our Public (Service Delivery and Community Engagement)

We aim to improve the experience of policing for all communities in Wiltshire. Whether it's a member of the public calling in a crisis, a victim seeking justice, or a community group working with us to solve a local problem, everyone should feel that Wiltshire Police is respectful, fair, and inclusive.

We will continually adapt our approach based on feedback and outcomes, recognising that public expectations evolve and that trust, once built, must continually be earned.

04 Our Partners (Collaboration and External Partnerships)

The challenges we face in policing from reducing crime to increasing community cohesion cannot be solved by the police alone. Partnerships are crucial. This theme focuses on how we will work with a range of partners to promote equality and diversity and deliver better outcomes for the public through our inclusive cultures.

Our objective is to build strong, inclusive partnerships across the criminal justice system and our communities, leveraging collective effort to achieve our mutually supportive CED&I goals.

04 Meeting Our Legal Responsibilities

Wiltshire Police is committed to our delivery of the Equality Act 2010 and the Public Sector Equalities Duty. To discharge our legislative responsibilities, Wiltshire Police must have 'due regard' to the need to:

- 01 Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Equality Act 2010;
- 02 Advance equality of opportunity between people who share a protected characteristic and those who do not; and
- 03 Foster good relations between people who share a protected characteristic and those who do not.

'Due regard' means consciously considering these duties throughout decision-making, service delivery, policy development, operational activity and organisational change.

Equality, diversity and inclusion are not standalone activities: they are fundamental to delivering effective policing, maintaining public trust and confidence, and policing by consent.

Protected Characteristics and Wider Diversity Considerations

The Equality Act 2010 identifies the following protected characteristics:



Wiltshire Police recognises that individuals are shaped by a range of personal characteristics, lived experiences and circumstances which may influence how they experience policing services and employment. In addition to the protected characteristics defined in legislation, Wiltshire Police recognises the importance of considering factors such as socio-economic background, educational attainment, caring responsibilities, military affiliation, rurality, neurodiversity and other relevant characteristics where appropriate.

We also recognise that individuals may possess multiple characteristics and experiences which interact and overlap. This is commonly referred to as intersectionality. Understanding these intersecting factors helps Wiltshire Police better identify potential barriers, understand disproportionality and ensure services, policies and practices are fair and inclusive.

Wiltshire Police already undertakes Equality Impact Assessments (EIAs) and, where appropriate, Community Impact Assessments (CIAs). These provide a transparent and structured approach to understand the potential impact of policies, projects, operational decisions, organisational change and service delivery on different communities and protected groups, internally and externally, and support evidence-led decision making.

Where potential adverse impacts are identified, Wiltshire Police seeks to eliminate, reduce or mitigate those impacts wherever reasonably practicable.

All leaders are accountable for embedding equality, diversity, inclusion and belonging within their areas of responsibility.

Specific Duties Under the Equality Act 2010

In addition to the General Equality Duty, Wiltshire Police is required to comply with the Equality Act 2010 (Specific Duties) Regulations. These duties require the Force to publish information that demonstrates compliance with the Public Sector Equality Duty and to publish one or more equality objectives at least every four years.

The required published information will include, where appropriate:

To comply with our legal responsibilities, Wiltshire Police already publishes relevant quantitative and qualitative information, together with contextual narrative to help explain performance, areas of progress and areas requiring further improvement.

- 01

Information relating to our workforce and protected characteristics;
- 02

Information relating to communities, victims, service users and others affected by our policies, services and operational activities;
- 03

Progress against our published equality objectives;
- 04

Information that supports transparency, accountability and continuous improvement.

This includes:

Workforce representation and demographic data;

Gender Pay Gap and other workforce equality measures;

Organisational learning;

Community confidence, legitimacy and victim satisfaction measures;

Analysis of disproportionality and the use of police powers where appropriate;

Outcomes and themes from our professional standards and organisational learning boards.

All publication of information is undertaken in accordance with the UK General Data Protection Regulation (UK GDPR), the Data Protection Act 2018 and relevant confidentiality requirements. Care is taken to ensure that individuals cannot be identified through published information where cohort sizes are small.



05 Providing Assurance and Accountability

Wiltshire Police is committed to being transparent about its progress in delivering its CED&I Strategy and meeting its statutory responsibilities.

The Annual Delivery Commitments (Appendix A) lists specific activities to progress this strategy and deliver our vision.

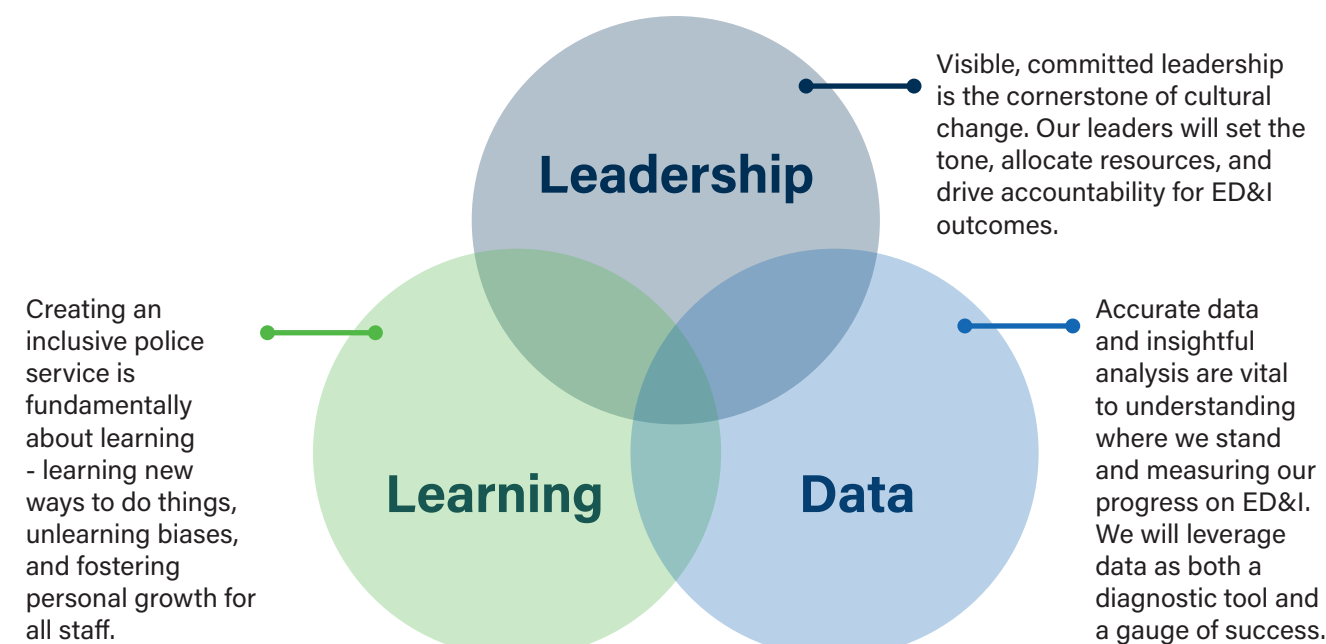
These, together with the discharge of our legal obligations, will be monitored and measured through:

- | | |
|---|---|
| <p>01 The scrutiny and oversight of the Wiltshire Police Confidence and Legitimacy Board</p> | <p>06 Annual staff engagement surveys</p> |
| <p>02 Office of the Police and Crime Commissioner oversight, scrutiny and challenge</p> | <p>07 Feedback from our staff support networks</p> |
| <p>03 The findings from the ONS Public Confidence and Trust Survey</p> | <p>08 External scrutiny through His Majesty's Inspectorate of Constabulary and Fire & Rescue Services using their continual evaluation and level grading</p> |
| <p>04 Independent challenge through our Strategic and Local Independent Advisory Groups</p> | <p>09 Evaluation and benchmarking through the Home Office National Performance Framework</p> |
| <p>05 Wider community feedback through policing teams and our website</p> | <p>10 Delivery against the National Policing Culture and Inclusion Strategy 2025-2030 (NPCIS)</p> |

We will communicate progress to both our workforce and communities on a quarterly basis.

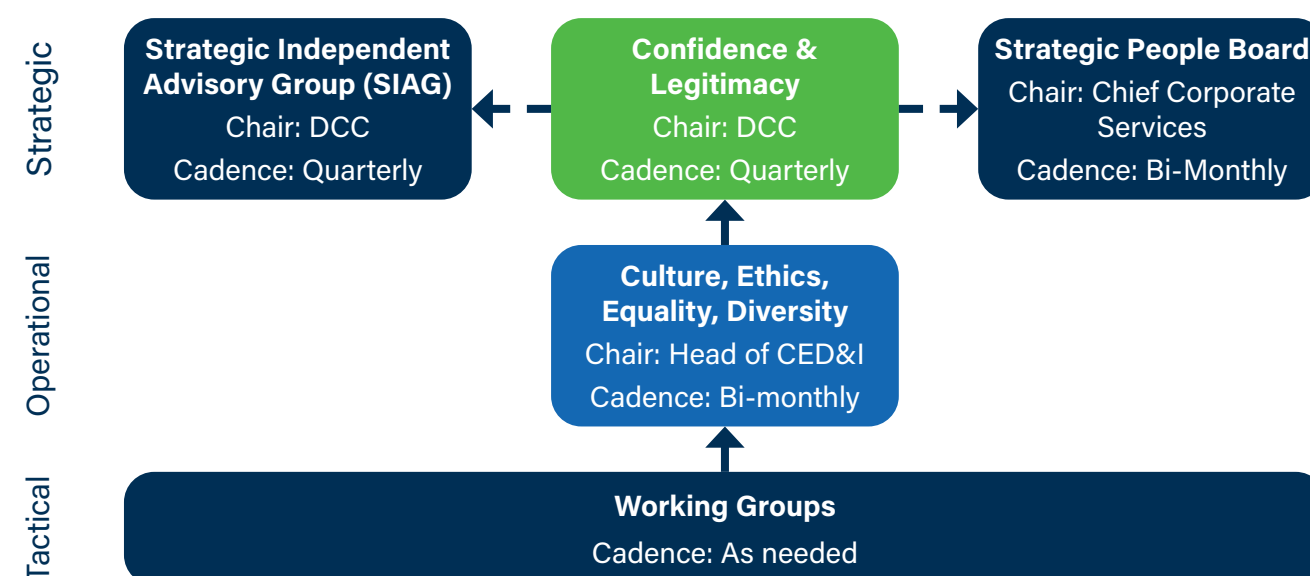
06 Enablers of Success

Delivering on the strategic objectives requires certain key enablers to be in place. These enablers are cross-cutting elements that will support and accelerate progress across all domains.



The Deputy Chief Constable (DCC) is designated by the Chief Constable as the strategic lead.

The diagram below defines the governance structures:



Our leaders will be expected to lead inclusively, ethically and with the highest professional standards. They will be expected to ensure that this strategy is not just a document, but a continuous priority to improve our policing service and support to our people.

Appendix A: Year 1 Commitments (October 2026-October 2027)

01

Invest further in force leadership training.

02

Introduce new third party reporting sites through trusted community members and organisations, extending access to reporting and support for people who may be isolated, geographically excluded or have low trust and confidence in policing.

03

Establish and increase the use of Enhanced Video Response (EVR), improving accessible and timely contact with policing and providing greater choice in how people engage with and receive support from the force.

04

Develop a Community Carer's Voice Panel, increasing meaningful carer involvement in shaping and informing the force's child centred policing approach.

05

Increase the number of partnerships with Special Educational Needs and Disabilities (SEND) establishments to co-produce and expand the range of Easy Read resources, improving access to clear, relevant policing and safety information for people with additional communication needs.

06

Explore and progress the use of signing and other accessibility measures to ensure equitable access to emergency contact, enabling people with different access requirements to reach policing when they need us most.

07

Implement a new Occupational Health case management system that strengthens accessibility, governance and service quality, while improving corporate data and insight to identify and deliver appropriate interventions where needed.

08

Establish multi-purpose wellbeing rooms across the estate to support wellbeing, reflection, neurodiverse needs and the observance of faith and religious practices.

09

Introduce an enhanced Employee Assistance Programme (EAP) with accessible support options. The EAP provision will be available to Police Officers and Staff and eligible household members aged 16 and over, supporting us to deliver our commitment under the Policing Covenant.

10

Strengthen consistent and effective support for Staff Support Networks (SSNs), to provide insight that supports the force to meet our Public Sector Equality Duty (PSED). We will increase SSN visibility through initiatives such as film nights and events helping colleagues feel represented, supported and able to reach out, while fostering greater inclusion and connection across the force.

11

Increase visibility and recognition of colleague volunteering and fundraising, demonstrating our contribution to and connection with local communities, while supporting delivery of our Police Covenant commitments and strengthening the social value we create across Wiltshire & Swindon.

12

Increase transparency and community confidence by publishing professional standards, trends and outcomes, supported by direct engagement with our communities, including opportunities for the Chief Constable and the Deputy Chief Constable to provide updates, explain organisational learning and demonstrate accountability.

13

Each Neighbourhood Policing team reviews and refreshes its community commitments to ensure local activity reflects the priorities and needs of the communities it serves.

14

Supported by the Positive Action Team we will engage at more than 100 community outreach events to strengthen access, relationships and local insight, improving trust and confidence.

15

Launch whole workforce ED&I and cultural competency training to build knowledge, confidence and capability, supporting compliance with our Equality Act 2010 and Public Sector Equality Duty commitments.

16

Upskill ambassadors to provide accessible and confidential support to officers and staff experiencing domestic violence, inappropriate sexualised behaviour, or other harmful behaviours, strengthening psychological safety and confidence to seek help early, while directly contributing to our strategic objective to reduce violence against women and girls.

17

Share accessible resources and guidance to help children and families better understand the role of police officers and staff and the demands of policing, alongside force-hosted family events supported by our SSNs, strengthening connection, wellbeing and inclusion for policing families and contributing to the delivery of our Police Covenant commitments.



Wiltshire Police

Culture, Equality Diversity
and Inclusion Strategy
2025 – 2030

