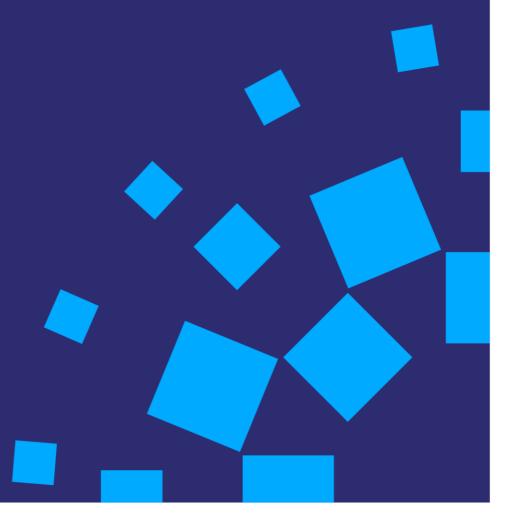# Using diversity data to make better informed decisions

Tips on how to make the best of your workforce information

Introduction

This paper provides a variety of suggestions in relation to the use and measurement of workforce diversity information. It is not formal College guidance.

Many forces will already been in a strong position with regards to the analysis of this type of information, making good use of analysts and using evidence to informed decisions and policy. However, some forces have highlighted a gap in this area and this paper sets out ways to make good use of existing data, which will allow these forces to achieve an enhanced understanding of its wider equality issues, provide a sound evidence base for reassurance and allow for better informed decision making.

The paper also offers some suggestions in relation to regular reporting and monitoring that should help to embed continual process of risk identification and performance improvement.

It is very important to understand that an indicator is exactly that. Regular reporting should highlight opportunities to dig deeper into underlying problems and evaluate the effectiveness of any remedial action taken.

The following considers the key areas of focus, suggestions for key indicators to achieve the most meaningful inferences, some key benefits, as well as some potential issues and considerations linked each one.

The College of Policing Diversity and Inclusion (D&I) Team is always available to offer advice and support.

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Representation

Representation is a key D&I indicator for any organisation, with a number of ways to measure what success might look like. Generally speaking, representation is a baseline for the organisation. It can be measured and monitored in a number of ways, other than a basic percentage representation.

- **What to look at and how to measure it**

To provide meaningful inferences, representation (across as many protected characteristics that provide meaningful volumes (See Appendix A) should be compared over time in order to identify trends and highlight emerging risks as well as against a useful comparator, in most cases, the local community. More in-depth, distribution information can be used when looking at progression, which is covered later in this paper.

Divide the number of people from one group by the overall workforce to achieve a % representation value. This can then be compared against other categories within a protected characteristic group (female, male or minority ethnic and white, etc.), mapped over time (to identify trends, highlight emerging risks, etc.) and compared to a relevant comparator (likely a force or borough/division local population).

It is important to note that individual groups may have specific issues and that aggregating these groups (Asian, Black, Mixed and Other into a larger minority ethnic aggregation for example) may make it impossible to ascertain what these specific issues might be. Aggregating is useful, because it provides a greater volume to work with, but it also has risks. Intersectionality may also need to be considered, for example, Black Women or younger males. It is always worth looking at the available data in granular detail, even if you do not report or publish lower volumes, it could offer important context.

- **National Comparisons**

The % point gap between the forces representation in different areas and that of its local population can be monitored and compared to other forces. There are of course a number of caveats to consider, population data can become out of date very quickly and it is important to note that a proportion of the workforce will not be recruited from the local population.

- **Potential issues**

There are a number of caveats and potential issues when measuring representation. As long as these are clearly understood, then we should still be able to make useful inferences. Some of these potential issues are listed below, a number of which will also relate to other areas of measurement and monitoring.

Targets – Setting targets for one specific indicator can potentially lead to other areas of performance suffering.

Comparative Data – The population census is run once every 10 years and data from this source quickly becomes outdated. There are organisations that offer mid-year estimated population information but this is usually based on projections and does not consider unforeseen population changes.

Be aware that some population data may use total population. When considering how reflective a workforce is, working age population is a better comparator.

Transient Population – Police forces will have a number of officers and staff employed, that live in other police force areas, making any workforce comparisons, heavily skewed.

Blank and Unknown Records – In many cases HR records may be blank or inaccurate and evidence shows that people are less likely to share personal information that related to sexual orientation or disability. This can limit the usefulness of data when monitoring, especially if some groups are less likely to share information than others.

Minority Ethnic aggregations and grouping – Due to low volumes, there is often a requirement to aggregate information into larger groups. This increases confidence in findings but also has limitations and risks that should be considered.

There is some debate as to what ethnic groups should be included in an overall Minority Ethnic aggregation. Some forces include some sub categories of "White" whilst others do not. As long as the counting system is explained, consistent and the same rules are being used with the comparator group, then this should not cause problem.

The ONS Minority Ethnic aggregation includes all those that self-define their ethnicity as either Mixed, Asian, Black or Other ethnic group. This does not consider other minority ethnic groups that fall within the White category.

To avoid skewing or confusion, be clear what counting rules are being used and ensure that any comparisons conform to the same grouping system.

Age Grouping – One grouping system may not be useful across different workforce types and this should be carefully considered when setting up regular monitoring. When forming age groups make sure that these provide a mechanism for useful outputs. In some cases an average age can be taken and comparison between the older and younger workforce can be made.

Inadvertently Identifying or Outing Individuals – The potential to out or identify an individual, increases when disaggregating data, especially when looking at characteristic groups with lower volumes such as sexual orientation. It is unlawful to out a person who has provided personal information and great care should be taken not to do this inadvertently when disaggregating data or working with low volumes.

Recruitment

As with representation, recruitment data can be measured in a number of ways. However, it is very important to look at more than just representation of joiners and instead look at what happens before entering the recruitment process and what happens at each point of the recruitment process, where people are unsuccessful, etc. The outputs of this should inform improvements to the process and highlight opportunities for positive action initiatives.

- **What to look at and how to measure it**

Attraction – Measure how the representation of applicants compares to that of those eligible to apply. The eligible group is of course impossible to accurately quantify and as such, this should only be used as an indicator of attraction trends.

Recruitment decision points – Monitoring success rates, for different groups at various decision points throughout both the recruitment and vetting process, will allow a force to better understand how it's processes may be impacting on applicants who share a characteristic. This information will highlight where further investigation may be required and provide evidence to inform positive action initiatives.

At each decision or drop out point, calculate the success rates of applicants and compare the rates of different groups within a protected characteristic (female and male for example or minority ethnic and white). If one group is consistently or significantly less likely to succeed at a specific point, measures should be taken to identify what is causing the difference. The information should be used to identify any direct or indirect discrimination.

Recruitment decision points would usually include vetting, sifts, interviews, entry tests, etc.

Joiner representation – Comparing the representation of successful joiners against the relevant population and the current workforce will allow the organisation to effectively workforce plan, especially when considered alongside planned leaver information, etc. This indicator can be developed by comparing the gap between the forces joiner representation and its population comparator. This figure can then be compared to other forces or the national average. However, a number of caveats exist when doing this, most importantly that not all of the forces joiners will be from the force area.

Post joining – In the past (especially when recruitment targets have been set), data has highlighted that joiners from underrepresented groups are more likely to leave in their first two years of joining the police service. It may be worth regularly monitoring leavers within a two year period of joining to identify any areas of concern. This can be done by comparing leaver rates (the proportion of a group leaving within a set period) at specific service lengths for people from different groups. Exit interview analysis for those leaving within two years would also offer important contextual information.

Further qualitative research – Useful additional information can be obtained by asking unsuccessful applicants about their experiences of the recruitment process. This information may highlight areas of disparity that are not evident through the usual analysis and provide details of where improvements might be made.

To increase attraction from underrepresented groups, the organisation will need to obtain information from people who do not choose to apply. Whilst difficult to ascertain, this information would be invaluable in developing attraction strategies in the future.

Talent Pools – Local data should include a joiners "entry method" which is also collected by the Home Office annually, via the ADR (Annual Data Return). Analysis of this information can provide details of the most effective entry methods and identify potential talent pools (Specials, PCSOs, etc.). Further analysis can be conducted to track groups with the same entry methods to ascertain which are the most effective in retaining joiners once in post.

- **National Comparisons**

National joiner data is collected by the Home Office. Taking into consideration the caveats and issues around force area population comparisons (See Representation), national comparisons can be made by comparing the % point gap between joiner representation and the local population (potentially excluding those joiners who live outside the area) to that of similar forces.

- **Potential issues**

Joiner data is collected by the Home Office and published online, making national comparisons possible, however, without local context this may not provide much benefit.

As mentioned earlier, it should be noted that not all applicants or joiners will be from the local force area, any indicator will therefore be skewed by the population characteristics of surrounding areas.

Development

It is important to consider and monitor development opportunities as well as actual progression. Whilst these indicators go hand in hand, research (Progression 2018 Officer survey 2014) highlighted that a notable proportion of minority ethnic officers felt opportunities to develop and prepare for progression were not fairly distributed. These opportunities often lead to progression in rank, grade or role.

- **What to look at and how to measure it**

Provision of development opportunities – Comparing the proportion of the eligible group that are afforded different types of development opportunities by specific characteristics is a good start.   This can be done by calculating the proportion of each group that have been offered or taken up training opportunities, secondments, temp duties, etc. Divide the number of people attending a course (for example) by those eligible to attend the course and convert this into a % rate. The rates can then be compared as a snap shot, or over time, to identify trends or disparity.

Some of the development opportunities to consider are listed below.

- Training courses offered and /or attended
- Leadership programmes offered and/or attended
- Secondments
- Acting up, Temp duties and attachments
- Opportunities to work on force projects/programmes

If any notable gaps are identified, the organisation should look at ways to advance equality of opportunity and develop appropriate positive action.

Provision of funding opportunities – Research has also suggested that officers from underrepresented groups are less likely to receive funding towards further education. Whilst difficult to quantify, a public sector organisation has a duty to ensure that groups of people who share a protected characteristic are not less likely to be afforded this type of support. Any calculation should consider the distribution of funding and the level of funding offered or provided.

- **National Comparisons**

Data related to development opportunities is not collected by the Home Office making national comparisons impossible.

- **Potential issues**

Identifying the truly eligible group is very important to making sound inferences and should always be carefully considered to avoid any skewing. An example of this would be specific leadership course where the eligible group might be a single rank. Be aware that some people within this "eligible" rank group may have already attended a course and should not be counted as part of the truly eligible group. This may not always be possible, in which case, appropriate caveats should be included.

Progression and Promotion

Progression can be measured in a number of ways, but is generally speaking it should consider incrementally progressing up the rank or grade scale, or laterally into specialist posts (See Appendix B). Essentially the organisation needs to ensure that, where appropriate, its groups of people with different characteristics are distributed equally across ranks, grades and specialisms. Of course, there are a number of other contextual factors that will need to be considered when measuring this. It should also be noted that any gaps in distribution may correlate to gaps in development opportunities and highlight opportunities for focused positive action.

- **What to look at and how to measure it**

Rank / Grade Progression – The high level indicator for rank progression is a comparison between the distribution rates (not representation rates) of people from different groups across a set structure, in this case the rank / grade structure. Historically forces have compared the representation levels of people who have different characteristics within each rank against overall representation with in their organisation, this does not offer much benefit if an organisation is under represented across the board. Instead a more useful way to consider equality is to compare distribution rates which are not skewed by overall under representation but do have other limitations (See Potential Issues).

Whereas Representation calculations look at the proportion of each rank and how it is split, Distribution looks at each group of people (female, male, minority ethnic, etc.) and measures the proportion of each group that fall within each rank or grade. Distribution rates are calculated by dividing the volume of people within each rank who share a protected characteristic by the total volume of that group.

So, if you have 100 female officers and 10 are distributed in the rank of Inspector, the Inspector rank distribution rate for female officers is 10%. If you have 1,000 male officers and 100 of these are distributed in the rank of Inspector, the distribution rate is also 10%.

Specialist Posts – Forces provide the Home Office with details of how their workforce is split between a list of role types. There is no set aggregation of role types that suggests they are "Specialist" and it is up to individual forces to determine constitutes a specialist post themselves. The role list and aggregations, used by the Home Office and published annually are provided in Appendix B.

In the same way as rank /grade, the measurement here is to compare the level of a group that is distributed in these specialist posts to another group with different characteristics. To calculate a specialist post distribution rate, divide the volume of people that fall within specialist posts to the total volume of that group and convert this result into a % distribution rate. It is important to note that basing a calculation on aggregated specialist posts may be misleading (See Potential Issues – Aggregating Specialist Posts).

Exams and Assessments - National data suggests that people from different groups consistently perform better or worse at different stages within some selection processes. It is important to note that disparity may not indicate that the examination or assessment being unlawfully discriminatory. There will be a number of factors that will influence success rates across different groups.

All exams, tests and assessments are used to select the best possible candidate, but should not discriminate unlawfully. With this in mind, if disparity is highlighted then it is wise to look at potential causation more closely and not to make any unsupported judgements. Quantitative indicators will point to areas for further qualitative research which could be exploited to better understand the reasons for disparity in success rates.

The initial indicator however is a simple one. Take a specific assessment and compare the success rates for different groups. Success rates are calculated by dividing the volume of successful applicants by the volume of total applicants (ideally with an outcome) and converting this into a % rate.

- **National Comparisons**

The Home Office does collect national rank level data broken down by ethnicity, gender and some other characteristics, making it possible to compare distributions to national averages and other forces. This can also be done for specialist posts. The lack of a consistent national Police Staff grading system means that it is, as yet, impossible to easily do the same for police staff.

- **Potential issues**

Skewing caused by small volumes – For obvious reasons, underrepresented groups are often low in volume. When using smaller samples be aware that, smaller numeric changes can result in greater proportional changes. This often becomes apparent when measuring distribution rates of different groups.

Aggregating Specialist Posts – Whilst it is fair to consider a total specialist post distribution rate, it should at least be noted that different posts will have a greater propensity to attract people that share specific characteristics. With this in mind, it is appropriate to consider individual specialist posts separately to avoid disparity in one, cancelling disparity in another. For example, Firearms teams are consistently underrepresented by female offices whilst vulnerable persons units are (generally) overrepresented by female officers. Aggregating these roles may show a misleading level of parity in distribution rates and hide potential underrepresentation in some roles.

Service Length and Eligibility – It is important to note that officers with less than three years' service are less likely to be posted into specialist posts. An officer within probation would certainly not be posted in these roles. Therefore using officers over a specified service length as your denominator to calculate distribution rates is very important, especially if the characteristics of officers younger in service differs greatly from that of officers later in service.

Satisfaction and Confidence

Regular staff surveys are useful for obtaining qualitative workforce information, context and to ascertain areas for further quantitative and qualitative research. Further qualitative research may be in the form of focus groups or interviews to help drill down into a particular issue or be a simple matter of changing or adding questions to the current regular survey script.

There are generally two ways to consider staff survey results, firstly by comparing responses to the same questions from different groups to ascertain disparity or by asking questions that deal specifically with fairness and equality.

- **What to look at and how to measure it**

Comparing Responses by Respondent Characteristics – An effective way to ascertain any disparity is to compare the responses of two different groups, to the same question. For example, a survey may ask "On a scale between 1 and 10 (1 being totally confident and 10 being totally unconfident), how confident are you that your force supports your development?" Responses to this question can be broken down by protected characteristic, summarised, charted (a spider gram is particularly useful here) and compared to identify any notable disparity between groups. Statistical tests can be used to highlight significance but this is not always useful when working with lower volume groups.

Questions Specific to Fairness and Equality – Another way to "health check" an organisation through surveying is to ask specific questions across all groups. Including a section that looks specifically at equality can provide information relating to wider inclusion considerations and is a good way to identify areas of further research. The responses to these questions are also useful to identify trends and highlight emerging risks.

- **National Comparisons**

There is no consistency in staff surveys nationally, making it impossible to make national comparisons. Collaborating with other forces in the production of these surveys could be a way of providing useful comparisons.

- **Potential issues**

Perception versus reality - It is important to remember that survey output is perception and subjective. This should always be kept in mind when analysing this sort of information. Where perceptions do not reflect reality there may be a requirement for improved communication or transparency.

Reward and Recognition

Reward and recognition comes in different forms and is often indirectly discriminatory, especially if specific roles are more likely to be seen as reward worthy. It is important to measure as many forms of these rewards to ensure that there is no risk of unlawfully discriminating and that consideration is made to other areas of the workforce that are historically less likely to receive reward. It's also important, where possible, to consider recognition that does not have a financial element.

The list below covers a number of areas where the workforce can suffer detriment or achieve benefit. Comparing the results of these by different groups will provide an indicator of how fairly your force distributes reward or recognition.

- **What to look at and how to measure it**

Rewards, Awards and Formal Recognition – most forces regularly award members of their workforce with rewards linked to working above and beyond what is expected, these include Chief Constables or Departmental Commendations, Vouchers, Bonuses or letters of appreciation. Fairness in this area can be measured in two ways, firstly by comparing the overall commendation rates (the % of each eligible group receiving a commendation), for different groups and also by monitoring the results at each decision point, within the reward approval process, for different groups. The former will provide insight into how the process can be improved or made fairer and additionally highlight any role types that are less likely to be considered, while the latter will highlight any potential discrimination in the decision making process.

Additional Responsibility Allowances (ARAs) – ARAs are given to people who are taking on extra responsibility for a fixed period. Fairness in how these are distributed can be measured in exactly the same way as rewards, awards and recognition. Measuring this data can also provide context in relation to opportunities for development within the organisation.

Appraisals and PDRs (Performance Development Reviews) – Regular Appraisals can be very subjective and open to nepotism. With this in mind it is important to ensure that the process does not unlawfully discriminate against anyone because of their characteristics. Peer review can provide increased confidence in the appraisal system and limit any risks associated with appeals.

It is very important to monitor appraisal grading if it determines benefit or detriment to the individual concerned. Benefits linked to appraisal grading may include pay increments and lower grading may link to performance plans, etc. Annual monitoring can be developed that compare the average grading of different groups by characteristics.

Pay at Joining - Public sector organisations are legally obliged to conduct regular equal pay reviews in relation to gender but should also consider other protected

characteristic areas. Guidance to calculate pay gaps is available online and public sector organisations are obliged to publish this information annually.

Police staff can be monitored in the same way as officers by comparing the distribution rates across the grades for different groups. Bell charts are a particularly effective way of highlighting any disparity in this area. By comparing the distribution of staff across grades instead of the representation within each grade limits any skewing caused by overall underrepresentation and provides a more effective measure of equal opportunity. Calculate distribution rates by dividing the volume of people (who share a characteristic, for example females) by the total workforce volume of those who share that characteristic and comparing this to another groups (in this example the male group). Any identified disparity will provide a focus for further research as to why it occurs.

College of Policing research has highlighted that female joiners were less likely to negotiate higher starting salaries within a set band than male joiners who start within the same pay band. The distribution measure will not identify any disparity in this indicator as is looks at those who fall within the same grade, irrespective of salary differences within that grade. Analysis should be conducted to highlight any disparity on joining and when changing roles internally to identify any potential discrimination.

- **National Comparisons**

The Home Office does not currently collect national data, in relation to reward and recognition.

- **Potential issues**

Highlighting Disparity - It is important to note that any identified disparity may not necessarily be due to discrimination. The measures covered above are merely indicators that provide a focus for further research. Disparity may be due to a propensity for a specific group to be posted in a specific post or job type. Further research will provide greater confidence that any inferences are accurate, regular monitoring will support this further.

Grievances

Levels of grievance by type of grievance and the characteristics of the people lodging grievances should be regularly monitored to identify emerging trends or any disparity. Common themes in different areas should be explored to provide context.

- **What to look at and how to measure it**

Grievance rates - Calculating and comparing the grievance rates of people from different groups will provide a high level assessment that can be used to focus further analysis. This can be done by dividing the volume of those **lodging** a grievance (during a specified time as opposed to the volume of live grievances at a point in time) and dividing this by the volume of total workforce. Doing this for

different groups and comparing the rates will highlight any potential disparity that can be explored further.

Comparing Outcomes – A lodged grievance is often the initial stage of a process that leads to further sanction or disciplinary action. It is important therefore to monitor outcomes and grievances at different points to identify any disparity or discrimination within the process. Do this by comparing the sanction or result rates for different groups at each point. It is important to note that disparity may or may not be an indicator of unlawful discrimination or unconscious bias and should be researched further.

It is also important to understand that some grievances may not be recorded if there is little or no confidence in the grievance process. Staff surveys are a good way to explore this potential issue.

- **National Comparisons**

The Home Office does collect national data in relation to grievances, making any national comparisons impossible without collaboration.

- **Potential issues**

Lack of Comparative Data – Unfortunately the Home Office does not require forces to provide data in relation to grievances. Because of this there is no way to compare information across forces. It may be useful for forces to share information to provide more robust inferences.

Misconduct and Discipline

Evidence shows that people from minority ethnic groups are more likely to be subject to formal disciplinary action and that sanctions were greater for people from these group when compared to other officers. Public sector organisations are required, by law, to ensure that no specific groups suffer disproportionate impact in relation to its practices, which include disciplinary procedures. It is important therefore that the force effectively measures and monitors those entering the misconduct process and the outcomes of these cases.

- **What to look at and how to measure it**

Misconduct Rates – As with grievances, calculating and comparing the levels of people from different groups who enter the formal misconduct process will provide a high level assessment that can be used to focus further analysis. This can be done by dividing the volume of those **entering** the disciplinary process (during a specified time as opposed to the volume of live misconducts at a point in time) and dividing this by the volume of total workforce. Doing this for different groups and comparing the rates will highlight any potential disparity that can be explored further.

Comparing Outcomes – Monitoring and comparing the outcomes or types of resolution for different groups at various stages of the disciplinary process will identify differences within the process. Do this by comparing the sanction or resolution rates for different groups at each point. It is important to note that disparity may or may not be an indicator of unlawful discrimination or unconscious bias and should be researched further.

- **National Comparisons**

The Home Office does collect and publish national data in relation to leavers, which includes statistics covering officer and staff who left as a result of misconduct procedures. The rates of leavers that left as a result of misconduct can therefore be compared across forces and nationally.

- **Potential issues**

Lack of comparative data – As with grievances, the Home Office does not require forces to provide data in relation to misconduct and discipline (apart from leaving reason) and there is no way to compare information across forces. It may be useful for forces to share information to provide more robust inferences.

Unrecorded / Informal Resolutions – Research has suggested that people from minority ethnic groups are more likely to be subject to formal processes then white colleagues for similar incidents. This is a key element to be considered when measuring fairness and equality. It has been indicated that incidents with minority ethnic subjects are more likely to be recorded formally and less likely to be informally resolved and unrecorded than incidents involving white subjects. This will cause skewing and affect the accuracy of any indicators.

Retention

Levels of leavers as well as when and why people leave an organisation are obviously very important workforce indicators. Breaking this data down by different groups and comparing the output can provide useful information and focus further areas of investigation and analysis.

- **What to look at and how to measure it**

Planned and unplanned leavers – The Home Office has provided clear counting rules for calculating what is known as a wastage rate. It is calculated by dividing the volume of leavers during a set period to the volume of workforce at the start of that period. There are potential issues with this calculation (See Potential Issues) but it is a standard that is nationally recognised. Calculating this rate and comparing it across different groups within a protected characteristic will highlight any differences and indicate a direction of travel. For smaller volume groups it may be useful to increase the leaving period from one year to two years, but doing this will of course diminish the usefulness of the output. Charting the wastage rates of different groups

on the same plot area over time is a useful way to show gaps. It is also useful to include the volumes of leavers to provide context.

Comparing the proportions of leavers across different groups, by leaving reason is a good way to start understanding potential retention issues. For example, it is useful to compare the level of leavers who leave through retirement or through voluntary resignations.

Leavers by length of service – There are some potential skewing factors that need to be considered when measuring wastage (see Potential Issues), one of which is differences in service length. It may be worth considering leavers by length of service to provide useful context.

Exit interviews – Exit interviews are a good way to collect quantitative and qualitative data with responses from different groups measured and compared to identify any differences. Whilst exit interviews are conducted when a person leaves an organisation, research suggests that additional interviews conducted at a point after a person has left (six months later for example) can provide a more open and potentially more useful data set.

- **National Comparisons**

The Home Office does collect national data in relation to leavers, which includes leaving reasons, worker type, force, ethnicity and sex. This means that overall wastage rates can be compared with additional leaving reason context and the distinction between planned and unplanned leavers can be applied.

- **Potential issues**

Joining and leaving in the same period – Be aware that people may join and leave during the same period which means they will not be counted in snapshot of workforce at the start or end of a set reporting period. Whilst unlikely, if comparatively high volumes of people do join and leave in the same period, it may cause wastage rates to exceed 100%.

Service length skewing – In the last few years minority ethnic and female officers show lower wastage rates than white, male colleagues. This is at least in part due to white male officers having longer average service lengths, making them more likely to leave the force through retirement, A19, etc. This should be taken into consideration when measuring wastage. Including service length in calculations can offer this useful context.

Effective Reporting

A number of factors will have an impact on the potential success of a D&I focussed monitoring and reporting framework.

Frequency – Workforce volumes in larger forces do not change greatly month to month. This is important when agreeing the frequency of analytical products and their presentation to the organisation or publication. Time also needs to be allowed to accurately measure the impact of any initiatives. It is also worth aligning any analysis to when comparative Home Office data is published. Generally speaking large scale analysis should be carried out annually (coinciding with other national data being available) and interim analysis should be conducted at least every six months.

The appropriate audience – Senior level "buy in" is likely to increase the likelihood of actions being taken, based on your analysis and recommendations. Executive summaries are a useful way to draw attention to critical issues and highlight improvements or emerging risks. However, key decision makers and policy leads will be important allies and most likely be responsible for implementing actions that will have a direct impact on D&I data.

Accountability and ownership – When highlighting issues and making recommendations, be clear as to where each element sits and who is responsible for taking forward any recommended actions.

Reporting back on specific issues – Regular analysis will highlight areas for further research. As well as providing regular analysis across a number of indicators, specific research elements should also be covered that either show the impact of any initiatives or provide detail in relation to a previously highlighted topic. This keeps the presentation of information relevant, promotes a system of continual improvement and can provide evidence of what works.

Appendices

Appendix A - Protected Characteristics

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race or Ethnicity
- Religion and belief
- Sex
- Sexual orientation

Appendix B – Home Office, Police roles list.

Administration Support
Advanced Public Order
Air Operations
Airport & Ports Policing Unit
Casualty Reduction Partnership
Central Communications Unit
Civil Contingencies and Events
Coroner Assistance
Criminal Justice
Criminal Justice Arrangements Command Team and Support Overheads
Criminal Record Bureau (now called Disclosure and Barring Service (DBS))
Custody
Cyber Crime
Dealing with the Public Command Team and Support Overheads
Dogs Section
Economic Crime (including Regional Asset Recovery Team)
Estates / Central Building Costs
Finance
Firearms Unit
Fixed Penalty Schemes (Central Ticket Office)
Fleet Services
Force Command
Front Desk
Human Resources
Incident (Response) Management
Information Communication Technology
Intelligence Analysis / Threat Assessments
Intelligence Command Team and Support Overheads
Intelligence Gathering
Investigations Command Team
Investigative Support Command Team and Support Overheads
Legal Services
Local Investigation/Prisoner Processing

Local Policing Command Team and Support Overheads
Major Investigation Unit
Monitoring Dangerous and Repeat Offenders
Mounted Police
National Policing
Neighbourhood Policing
Operational Support Team and Support Overheads
Other
Other Forensic Services
Performance Review / Corporate Development
Photographic Image Recovery
Police doctors/nurses & surgeons
Press and Media
Procurement
Professional Standards
Property Officer / Stores
Protecting Vulnerable People (PVP)
Public Protection Command Team and Support Overheads
Road policing Command Team and Support Overheads
Scenes of Crime Officers
Serious & Organised Crime Unit
Specialist Community Liaison
Specialist Investigation Units
Specialist Terrain
Support to Associations and Trade Unions
Traffic Units
Training
Vehicle Recovery
Witness Protection (adult and child)

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Working together with everyone in policing, we share the skills and knowledge officers and staff need to prevent crime and keep people safe.
We set the standards in policing to build and preserve public trust and we help those in policing develop the expertise needed to meet the demands of today and prepare for the challenges of the future.
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