



Promoting diversity

# Ethnicity monitoring 2006 - 2007

August 2007

STATUTORY DUTIES REPORT  
RACE RELATIONS (Amendment) ACT 2000

# Contents

Executive summary	3
Introduction	10
Background demographics	14
Analysis and recommendations	16
Glossary	43
Appendix	44



# Executive summary

The Race Relations (Amendment) Act 2000 places a statutory duty on public authorities to promote race equality. There is a specific requirement for public authorities to both collect and, on an annual basis, publish this information. There is a further understanding that authorities should monitor such data in order to identify any patterns of inequality and take action, as appropriate, to remove barriers and promote equality of opportunity.

The purpose of this report is to provide an overview of the demographic make-up of The British Transport Police at various stages of the force's employment and service delivery processes. This is known as 'Ethnicity Monitoring' and is geared to highlight possible inequity in the way services are provided. The report is based on statistical data showing how many individuals, from different racial groups, are involved in, or affected by, the various HR processes performed by BTP.

It should be noted that any apparent differences between racial groups, as identified within this report, does not itself constitute any evidence of inequality. Instead, it provides an indicator of where additional investigation may be required in order to establish actual reasons for the differences and to identify and overcome any specific barriers to equality.

BTP are bound by the requirements of the employment duty, as described by the Commission for Racial Equality, and by the requirements of ACPO's (Association of Chief Police Officers) employment monitoring duty.

Currently, BTP are unable to monitor, by racial group, the following which are required by both bodies:

- applicants for employment, training and promotion
- employees receiving training



# Executive summary

Furthermore, BTP are currently unable to monitor, by racial group, the following requirements as set out by ACPO guidelines:

- other aspects of the recruitment process
- other aspects of the promotion process
- other aspects of the training process
- length of time taken to deal with each stage of the grievance process
- nature of informal complaints and outcomes
- reasons for dismissals and resignations
- length of time taken to deal with each stage of tribunal case and who is respondent
- number of employees receiving Special Priority Payments
- number of employees taking paternity and parental leave

# Executive summary

## Key findings

### Disclosure and workforce profile

Non disclosure of ethnic origin is currently low in BTP at only 2.9%. This is, however, a higher level than last year.

The visible ethnic minority representation of BTP's total workforce, across all roles, is currently proportionately high when compared to Britain's working populations; a similar result to last year's report.

The ethnic minority representation amongst police officers has increased by **1.4%** since last year and meets BTP's Policing Plan target of **5.9%**.

Of the Economically Active in Britain, the **Asian** population is nearly twice that of the **Black** population. However, BTP's total workforce consists of a smaller proportion of Asian employees than Black employees. This is more apparent in officer positions, where the Asian populations are extremely under represented.

The **Chinese (and other ethnic)** populations are under-represented; which represents no change from last year.

# Executive summary

## Key findings

### **Regional representation**

In the North West, The North East and Scotland, the visible minority is under-represented, compared to the economically active.

### **Grievance, discipline & allegations of harassment & discrimination**

56 grievances were recorded, 16.1% of which were reported by employees from ethnic minority groups

### **Leaving**

The number of employees of ethnic minority backgrounds that have left this year is disproportionately high compared to the economically active and the profile of staff in post

There is also a very disproportionately high number of “other white” employees who have left.

There is a high proportion of employees from the Black African and Black Caribbean populations who have left compared to Britain’s economically active and the profile of staff in post.

# Key findings

Large proportions of employees of Indian (5.6% of Special Constables), Bangladeshi (6.7% of PCSO's) and Black Africans (8.3% and 6.4% of Special Constables and Police Staff respectively) backgrounds have left this year. This is disproportionate to the economically active and the percentage of staff of each ethnicity in post in each role.

## **Pay and Benefits**

The visible ethnic minority representation of BTP's total workforce is currently over-represented in pay bands £10,000 to £40,000 and under-represented in higher pay bands.



# Executive summary

## Recommendations

We recommend that BTP undertake a range of actions which relate to monitoring, reporting and understanding and addressing areas of non-proportionality:

### Immediate reporting requirements

Introduce monitoring processes and systems to meet legal and ACPO reporting requirements in the areas of recruitment, training and promotion. For example:

- deploy the new reporting function of the recruitment system.
- implement a new training system to hold information centrally and communicate to all regions the functionality and ensure a force-wide approach to training reporting.
- embed processes to capture and record promotion information.

Introduce monitoring processes and systems to meet ACPO requirements in the areas of grievances, leavers, tribunal cases, pay and family friendly policies. For example:



# Executive summary

- introduce a process to record informal complaints.
- implement a new recording system to capture confidentially, the reasons that employees are leaving
- consider migrating all HR information onto a centrally held system; rather than in spreadsheets.
- reconcile information on current systems.

## **Recommendations to improve proportionality**

Investigate the reasons for non-proportionality and improve the process by which ethnicity information is currently gathered; consider an audit of the current information held on the systems.

Produce an action plan to address known or perceived causes.



# Introduction

## Purpose

The Race Relations (Amendment) Act 2000 places a statutory duty on public authorities to promote race equality. There is a specific requirement for public authorities to both collect and, on an annual basis, publish this information. There is a further understanding that authorities should monitor such data in order to identify any patterns of inequality and take action, as appropriate, to remove barriers and promote equality of opportunity.

The Act lays out specific duties for public authorities to collect and monitor information on their employees, by reference to ethnic group, in relation to a range of HR processes.

The purpose of this report is to provide an overview of the demographic make-up of British Transport Police at various stages of the force's employment and service delivery processes. This is known as 'Ethnicity Monitoring' and is geared to highlight possible inequity in the way services are provided. The report is based on statistical data showing how many individuals, from different ethnic groups, are involved in, or affected by, the various HR processes performed by BTP.

This report provides an overview of the key findings. This report follows the same format as the 2005/2006 report but contains the 2 additional sections: Pay and Benefits and the Management of Family Friendly Policies.



# Introduction

## Methodology

### We did the following:

- Gathered the data to meet the monitoring requirements and validated this with data from other sources.
- Analysed the data by providing a comparison against background populations derived from Official Census data. Primary sources for the demographic comparison are the 2001 National Census and the annual Labour Force Surveys.
- Used the 16+1 ethnicity categories to analyse the data except where the numbers being monitored were very small or where individuals could be identified from the data. In these cases, the collapsed 5+1 category was used.
- Suggested future actions for BTP to undertake to ensure that its workforce reflects the community it serves.
- Made every effort to ensure that the figures presented are accurate and complete. However, it is important to note that this data has been extracted from large administrative data systems which may contain errors that were not identified as part of this process.



# Introduction

## Methodology

We took the following decisions about what data to include and exclude in the analysis:

- We included all BTP employees; police officers and staff, special police constables and PCSOs and excluded those that are employed by the Police Authority although paid via BTP payroll.
- We excluded those employees on nil pay (circa 60) due to career break, long term sickness, extended maternity leave etc.



# Introduction

## About the data

- BTP’s population was derived using the central HR system and the payroll system. BTP’s total workforce is currently 4,390 employees.
- All data used in the analysis relates to the period 1<sup>st</sup> April 2006 to 31<sup>st</sup> March 2007. The payroll data was taken as a snapshot at 31<sup>st</sup> March 2007.
- All statistics derived from the analysis have been rounded to 1 decimal place. Therefore the analysis is based on this assumption and of course that some of the accuracy may be lost.
- There are some cases where an employee’s ethnicity has not been provided in the 16+1 format but instead is just written for example, “white”, the assumption has therefore been made that this represents W9 = “white other”.
- The key used in data monitoring tables throughout the analysis is as follows:

Above 5% EA level

Figures in green represents those that are more than 5% above the % Economically Active (EA) for that grouping (except in sections F, G & H where green means 5% below the %EA).

Within 5% EA level

Figures in yellow represents those that are within 5% of the % Economically Active (EA) for that grouping.

Below 5% EA level

Figures in red represents those that are more than 5% below the % Economically Active (EA) for that grouping (except in sections F, G & H where red means 5% above the %EA).

- Data sources are included in the appendix.



# Background demographics

The data in this report has been compared against background demographics for the whole of Britain (i.e. England, Scotland and Wales).

The primary comparison has been made with demographic data compiled by the Office of National Statistics (for England and Wales) and the General Register Office (for Scotland) as part of the 2001 Census.

Further comparison has been made against Labour Market Statistics, in line with Home Office guidance, to identify the actual demographics of the background population who would be of working age. In theory this provides a more accurate picture of the demographics of the general population who would potentially be available for employment.

Further comparisons have been made in this report against Labour Market Statistics for each BTP boundary, identifying the actual working population in each region by ethnicity (5+1 category). The primary source of data for this is the Annual Local Area Labour Force Survey. There is a slight difference in region definition between BTP and these statistics, and an indication of any differences can be seen overleaf.

# Background demographics



Annual Local Area Labour Force Survey boundaries

**Below, we have highlighted the regional boundary differences between those defined in the Annual Local Area Labour Force Survey and those defined by BTP:**

BTP's London North is defined as 'East' and also includes some of the South East region from this map.

BTP's London South is defined as 'South East' but does not include all the of the South East region from this map but the bottom right hand corner of 'South West'.

BTP's North East is defined as 'North East', 'Yorkshire and Humberside' and 'East Midlands' from this map.

BTP's Wales and Western is defined as 'Wales', 'West Midlands' and 'South West' from this map.

All demographics in Section A of this report have been altered to reflect these definitions as closely as possible.



# Analysis contents

<b>Section</b>	<b>Process</b>	<b>Page</b>
A	Staff in post	17
B	Recruitment	23
C	Training	24
D	Promotion	25
E	PDRs	26
F	Grievances	28
G	Leaving	32
H	Tribunal	33
I	Pay and benefits	34
J	Flexible and part time working	41
K	Management of family friendly policies	42

## Section A – staff in post

Of BTP's total workforce, the spread of employees across the different ethnic groups are as follows:

5+1 breakdown

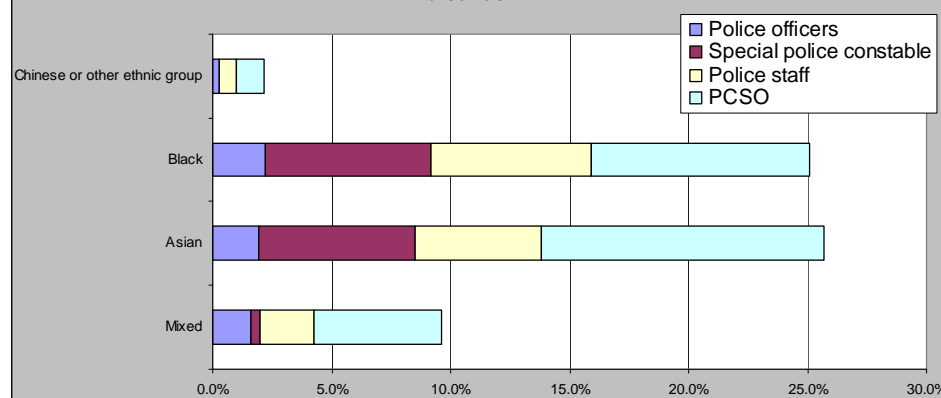
Key: Above 5% EA level Within 5% of EA level Below 5% EA level

Ethnicity	Police Officers		Special Constables		Police Staff		PCSOs		Workforce Total		Population (Britain)	
	No	%	No	%	No	%	No	%	No	%	Census 2001	Economically Active %
White	2593	92.9%	190	77.9%	858	78.4%	180	69.0%	3821	87.0%	91.9%	93.2%
Mixed	44	1.6%	1	0.4%	25	2.3%	14	5.4%	84	1.9%	1.2%	0.8%
Asian	54	1.9%	16	6.6%	58	5.3%	31	11.9%	159	3.6%	4.0%	3.4%
Black	61	2.2%	17	7.0%	74	6.8%	24	9.2%	176	4.0%	2.0%	1.8%
Chinese or other ethnic group	8	0.3%	0	0.0%	8	0.7%	3	1.1%	19	0.4%	0.8%	0.8%
Not stated	29	1.0%	20	8.2%	71	6.5%	8	3.1%	128	2.9%	0.0%	0.0%
Unknown	1	0.0%	0	0.0%	1	0.1%	1	0.4%	3	0.1%	0.0%	0.0%
<b>Visible Minority Total</b>	<b>167</b>	<b>6.0%</b>	<b>34</b>	<b>13.9%</b>	<b>165</b>	<b>15.1%</b>	<b>72</b>	<b>27.6%</b>	<b>438</b>	<b>9.9%</b>	<b>8.0%</b>	<b>6.8%</b>
<b>Grand Total</b>	<b>2790</b>		<b>244</b>		<b>1095</b>		<b>261</b>		<b>4390</b>			

### Observations

- The visible ethnic minority population within BTP's total workforce, across all roles, is currently over represented when compared to Britain's working populations; a similar result observed in last year's report. However, the overall visible ethnic minority representation (to 1 d.p) has decreased by 0.1% since last year.
- The ethnic minority representation amongst police officers has increased by 1.4% since last year. Overall, the level is still disproportionate to Britain's working population but meets BTP's Policing Plan target of 5.9%.
- Total numbers of employees with ethnic minority backgrounds have increased for police staff and PCSOs since last year. However, the overall minority representation for these positions in percentage terms have decreased. This suggests that the rate at which **White** populations are growing in BTP is greater than the rate at which ethnic minority populations are growing, for staff and PCSOs only.
- Currently 2.9% of the total workforce have not stated their ethnic origin, compared to 1.6% in the last period.

The spread of BTP staff across the different ethnic minorities groups - 5+1 breakdown



- Of the Economically Active in Britain, the **Asian** population is nearly twice that of the **Black** population. However, BTP's total workforce consists of a smaller proportion of Asian employees than Black employees. This is more apparent in officer positions, where the Asian populations are extremely under represented.
- The **Chinese (and other ethnic)** populations are under represented; no change from last year.

A1 – A3

ACPO  
ethnicity  
reporting  
requirements:

- Police Officer strength (including special constables)
- Police staff strength
- Permanently Outsourced staff (including PCSOs)

BTP:

- recruit PCSOs but do not currently recruit other permanently outsourced staff



## Section A – staff in post

A more detailed break down of BTP's employee population:

16+1 breakdown

Key: Above 5% EA level Within 5% of EA level Below 5% EA level

Ethnicity	Police Officers		Special Constables		Police Staff		PCSOs		Workforce Total		Population (Britain)	
	No	%	No	%	No	%	No	%	No	%	Census 2001	Economically Active %
White British	2420	86.7%	177	72.5%	795	72.6%	165	63.2%	3557	81.1%	88.2%	89.0%
White Irish	42	1.5%	3	1.2%	14	1.3%	2	0.8%	61	1.4%	1.2%	1.3%
Other White	131	4.7%	10	4.1%	49	4.5%	13	5.0%	203	4.6%	2.5%	2.9%
Mixed	44	1.6%	1	0.4%	25	2.3%	14	5.4%	84	1.9%	1.2%	0.8%
Indian	21	0.8%	6	2.5%	42	3.8%	17	6.5%	86	2.0%	1.8%	1.9%
Pakistani	21	0.8%	2	0.8%	2	0.2%	6	2.3%	31	0.7%	1.3%	0.8%
Bangladeshi	4	0.1%	6	2.5%	3	0.3%	6	2.3%	19	0.4%	0.5%	0.3%
Other Asian	8	0.3%	2	0.8%	11	1.0%	2	0.8%	23	0.5%	0.4%	0.4%
Black Caribbean	34	1.2%	4	1.6%	47	4.3%	5	1.9%	90	2.0%	1.0%	1.0%
Black African	19	0.7%	10	4.1%	21	1.9%	19	7.3%	69	1.6%	0.8%	0.7%
Other Black	8	0.3%	3	1.2%	6	0.5%	0	0.0%	17	0.4%	0.2%	0.1%
Chinese	4	0.1%	0	0.0%	4	0.4%	0	0.0%	8	0.2%	0.4%	0.4%
Other ethnic group	4	0.1%	0	0.0%	4	0.4%	3	1.1%	11	0.3%	0.4%	0.4%
Not Stated	29	1.0%	20	8.2%	71	6.5%	8	3.1%	128	2.9%	0.0%	0.0%
Unknown	1	0.0%	0	0.0%	1	0.1%	1	0.4%	3	0.0%	0.0%	0.0%
<b>Visible Minority Total</b>	<b>167</b>	<b>6.0%</b>	<b>34</b>	<b>13.9%</b>	<b>165</b>	<b>15.1%</b>	<b>72</b>	<b>27.6%</b>	<b>438</b>	<b>9.9%</b>	<b>8.0%</b>	<b>6.8%</b>
<b>Grand Total</b>	<b>2790</b>		<b>244</b>		<b>1095</b>		<b>261</b>		<b>4390</b>			

### Non proportionality

- There is over representation from the majority of ethnic minority groups within BTP's overall workforce; except from the **Pakistani, Chinese and other ethnic** populations.
- The **Black** populations are over represented in all positions across BTP. However the **Chinese** populations are consistently disproportionate to Britain's working population; in particular there are no Chinese special constables nor PCSOs for both this year and last.

- **Asian** employees who are police officers are under represented compared with the Britain's Economically Active. In addition, there is a high proportion of Indian employees who are police staff but a disproportionate number of **Pakistani and Bangladeshi** police staff; both of these areas experiencing minimal change from last year.
- The **Mixed** ethnic group in terms of all positions across BTP are well represented, with the exception of those employees in special constable roles whom are under represented.

A1 – A3

ACPO ethnicity reporting requirements:

- Police Officer strength (including special constables)
- Police staff strength
- Permanently Outsourced staff (including PCSOs)

BTP:

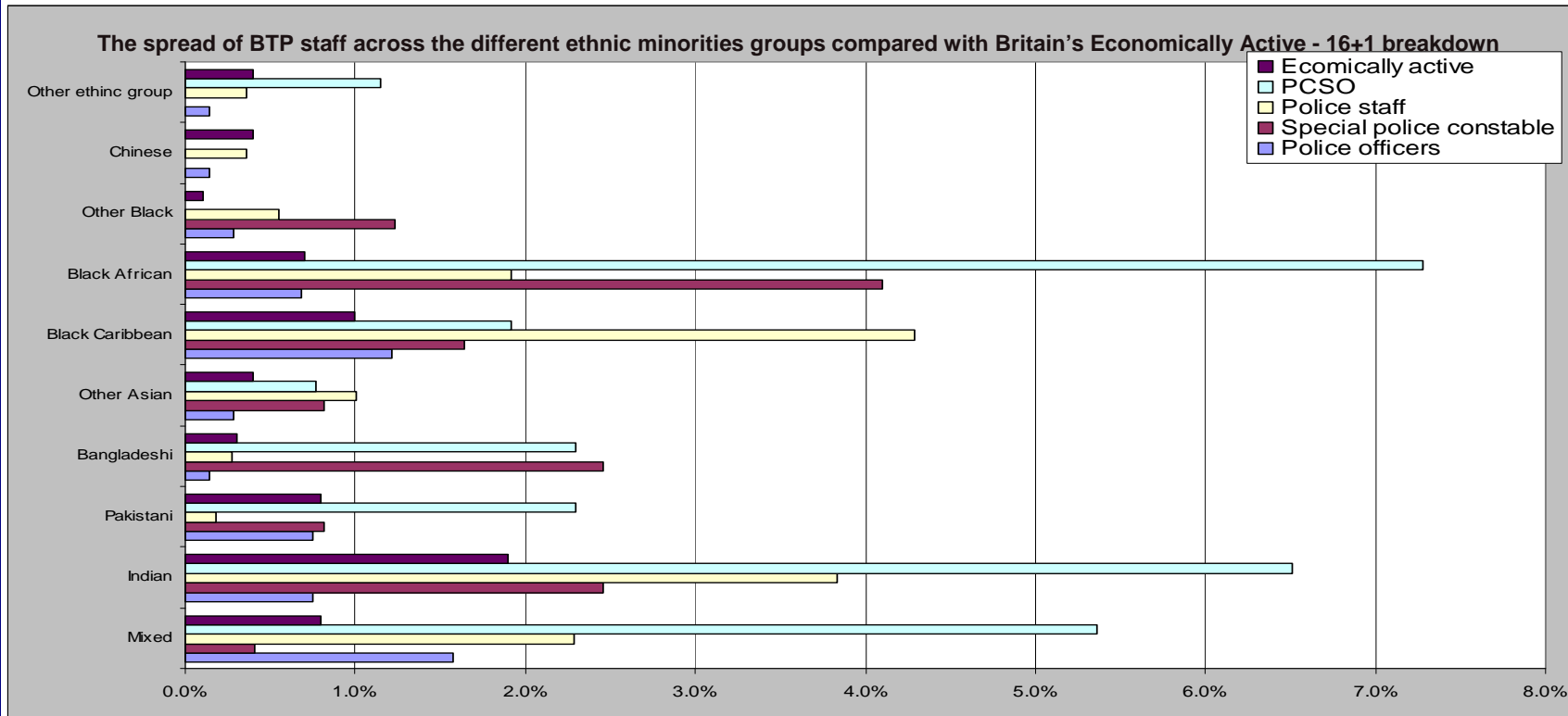
- recruit PCSOs but do not currently recruit other permanently outsourced staff



# Section A – staff in post

A graphical representation of BTP’s employee population, including comparisons with % Economically Active in Britain:

16+1 breakdown



A1 – A3  
ACPO  
ethnicity reporting requirements:

- Police Officer strength (including special constables)
- Police staff strength
- Permanently Outsourced staff (including PCSOs)

BTP:  
• recruit PCSOs but do not currently recruit other permanently outsourced staff

- From the graph, it is possible to see that all the ethnic minority groups are represented by both police officers and police staff.
- There is an extremely high proportion, when compared with Britain’s Economically Active, of **Black African** employees who are special constables (4.1%), **Black Caribbean and Indian** employees who are police staff (4.3% and 3.8% respectively) and **Black African, Indian and Mixed** race employees who are PCSOs (7.3%, 6.5% and 5.4% respectively). Please see graph.
- It would appear that the **Chinese** and **other (including other Black)** populations are least represented by BTP employees i.e. the Chinese and other ethnic minority groups are not represented by employees in special constable roles. Furthermore, the Chinese (and other Black populations) are not represented by those in PCSO roles.

**Recommendations**

Investigate the reasons behind areas of non proportionality, in particular, the areas highlighted in red on the previous page.

Examine, in terms of recruitment, the number of applicants from different ethnic groups and the rate at which the **White** populations are offered and take up roles compared with the ethnic minority groups.

Improve the process by which ethnic origin information is gathered by ensuring the completion of forms on application and updating systems.



## Section A – staff in post

A more detailed break down of BTP’s employee population, split by region :

5+1 breakdown

Key: Above 5% EA level Within 5% of EA level Below 5% EA level

Ethnicity	FHQ	LN	LS	LU	NE	NW	SC	WW	Workforce Total	Population (Britain)	
										Census 2001	Economically Active %
White	80.3%	83.0%	86.4%	84.9%	93.2%	95.8%	95.3%	92.7%	87.0%	91.9%	93.2%
Mixed	2.0%	3.2%	2.3%	2.5%	0.9%	0.5%	0.4%	1.1%	1.9%	1.2%	0.8%
Asian	4.0%	5.9%	4.0%	4.4%	0.9%	1.6%	0.4%	3.4%	3.6%	4.0%	3.4%
Black	5.4%	5.7%	4.9%	5.6%	0.3%	1.6%	0.0%	1.8%	4.0%	2.0%	1.8%
Chinese or other ethnic group	0.7%	0.5%	0.3%	0.6%	0.0%	0.5%	0.0%	0.2%	0.4%	0.8%	0.8%
Not stated	7.7%	1.7%	1.9%	1.9%	4.6%	0.0%	4.0%	0.7%	2.9%	0.0%	0.0%
Unknown	0.0%	0.0%	0.2%	0.2%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%
<b>Visible Minority Total</b>	<b>12.0%</b>	<b>15.3%</b>	<b>11.5%</b>	<b>13.0%</b>	<b>2.2%</b>	<b>4.2%</b>	<b>0.7%</b>	<b>6.6%</b>	<b>9.9%</b>	<b>8.0%</b>	<b>6.8%</b>

A1 – A3

ACPO ethnicity reporting requirements:

- Police Officer strength (including special constables)
- Police staff strength
- Permanently Outsourced staff (including PCSOs)

BTP:

- recruit PCSOs but do not currently recruit other permanently outsourced staff

- The overall visible minority representation across BTP’s total workforce is extremely well represented, particularly in the London regions of the force headquarters, London North, London South and London Underground.
- Ethnic minority representation in Wales and Western is on par with the Economically Active populations in Britain. However, the regions in the North, i.e. North East, North West and Scotland, the ethnic minority populations are disproportionate to Britain’s working populations.
- The overall minority representation in Scotland and the North East are particularly low at 0.7% and 2.2% respectively compared with an overall Economically Active population of 6.8%. See overleaf for further regional analysis.
- BTP’s Mixed raced populations are well represented in the majority of regions, with the exception of Scotland and the North West. However, BTP’s Chinese populations are under represented across all regions.
- The Asian and Black populations are well represented in the London regions. However, both these populations are under represented in the Northern regions.

### Recommendation

Investigate the reasons behind areas of non proportionality, in particular, the **Asian and Black** populations in central London, North East, North West and Scotland.

Explore reasons behind the extremely low proportionality of ethnic minority groups within BTP in central London.

Consider positive actions that can be taken to improve proportionality e.g. Increase the of engagement ethnic minority groups in regions such as the North East, North West and Scotland.



## Section A – staff in post

A more detailed break down of BTP's employee population, split by region and compared with Britain's Economically Active for each region:

A1 – A3

ACPO  
ethnicity  
reporting  
requirements:

- Police Officer strength (including special constables)
- Police staff strength
- Permanently Outsourced staff (including PCSOs)

BTP:

- recruit PCSOs but do not currently recruit other permanently outsourced staff

5+1 breakdown

Key: Above 5% EA level Within 5% of EA level Below 5% EA level

Ethnicity	FHQ	LU	Economically Active %
White	80.3%	84.9%	69.6%
Mixed	2.0%	2.5%	1.4%
Asian	4.0%	4.4%	11.0%
Black	5.4%	5.6%	10.8%
Other	0.7%	0.6%	7.2%
Not stated	7.7%	1.9%	0.0%
Unknown	0.0%	0.2%	0.0%
<b>Visible Minority Total</b>	<b>12.0%</b>	<b>13.0%</b>	<b>30.4%</b>

Ethnicity	LS	Economically Active %
White	86.4%	95.1%
Mixed	2.3%	0.6%
Asian	4.0%	2.1%
Black	4.9%	0.7%
Other	0.3%	1.5%
Not stated	1.9%	0.0%
Unknown	0.2%	0.0%
<b>Visible Minority Total</b>	<b>11.5%</b>	<b>4.9%</b>

Ethnicity	LN	Economically Active %
White	83.0%	95.0%
Mixed	3.2%	0.4%
Asian	5.9%	2.1%
Black	5.7%	1.0%
Other	0.5%	1.5%
Not stated	1.7%	0.0%
Unknown	0.0%	0.0%
<b>Visible Minority Total</b>	<b>15.3%</b>	<b>5.0%</b>

Ethnicity	WW	Economically Active %
White	92.7%	94.6%
Mixed	1.1%	0.5%
Asian	3.4%	2.9%
Black	1.8%	1.1%
Other	0.2%	0.9%
Not stated	0.7%	0.0%
Unknown	0.0%	0.0%
<b>Visible Minority Total</b>	<b>6.6%</b>	<b>5.4%</b>

- The overall visible minority representation across BTP's total workforce is extremely well represented, particularly in the London regions except for in central London, for force headquarters and London Underground. From the Annual Local Area Labour Force Survey, it is possible to see that there is an extremely high proportion of people of ethnic minorities making up 30.4% of Britain's working population in central London.
- The overall visible minority representation across BTP's total workforce is still extremely well represented in London North and London South.

- Ethnic minority representation in Wales and Western is on par with the Economically Active populations in the Wales and Western region. In particular the **Mixed** race populations are over represented.



## Section A – staff in post

A more detailed break down of BTP's employee population, split by region and compared with Britain's Economically Active for each region:

A1 – A3

ACPO  
ethnicity  
reporting  
requirements:

- Police Officer strength (including special constables)
- Police staff strength
- Permanently Outsourced staff (including PCSOs)

BTP:

- recruit PCSOs but do not currently recruit other permanently outsourced staff

### 5+1 breakdown

Ethnicity	NW	Economically Active %
White	95.8%	94.6%
Mixed	0.5%	0.5%
Asian	1.6%	3.1%
Black	1.6%	0.8%
Other	0.5%	1.0%
Not stated	0.0%	0.0%
Unknown	0.0%	0.0%
<b>Visible Minority Total</b>	<b>4.2%</b>	<b>5.4%</b>

Ethnicity	NE	Economically Active %
White	93.2%	94.9%
Mixed	0.9%	0.4%
Asian	0.9%	3.2%
Black	0.3%	0.6%
Other	0.0%	0.9%
Not stated	4.6%	0.0%
Unknown	0.0%	0.0%
<b>Visible Minority Total</b>	<b>2.2%</b>	<b>5.1%</b>

- In the regions in the North, i.e. North East, North West and Scotland, the ethnic minority populations are disproportionate to Britain's working populations. From Annual Local Area Labour Force Survey, this is true particularly for Scotland.
- However, the non proportionality in the North West and North East is only really apparent in the **Asian** and **other ethnic** populations. The **Mixed and Black** populations are in fact well presented.

Key: Above 5% EA level Within 5% of EA level Below 5% EA level

Ethnicity	SC	Economically Active %
White	95.3%	98.1%
Mixed	0.4%	0.2%
Asian	0.4%	1.0%
Black	0.0%	0.2%
Other	0.0%	0.5%
Not stated	4.0%	0.0%
Unknown	0.0%	0.0%
<b>Visible Minority Total</b>	<b>0.7%</b>	<b>1.9%</b>

- The **Asian** populations in the North West and North East are extremely under represented, i.e. Asian employees in the North West make up **1.6%** of BTP's NW workforce compared with **3.1%** of Asian people in employment in the NW region. A similar observation is seen of the Asian population in the North East, where **0.9%** of Asians make up BTP's NE workforce compared with **3.2%** of Asian people in employment in the NE region.
- BTP's Mixed raced populations are well represented in the majority of regions, with the exception of Scotland and the North West. This is true also when comparing with the labour force statistics split by region.
- BTP's other populations are under represented across all regions.
- The Asian and Black populations are well represented in the London regions except for in central London where these populations are extremely under represented. BTP's employees make up under 6% each of force head quarters and London Underground. But Black and Asian populations in these regions are represented by more than 10% of the population.
- Both Black and Asian populations are under represented in the Northern regions in particular Scotland. The Asian populations are less well represented than the Black populations.



## Section B – recruitment

### NO DATA AVAILABLE

A new recruitment system was deployed in 2007.

There are plans in place to set up a new reporting function within this new recruitment system. In the meantime, no information can be extracted.

### Recommendation

Implement appropriate system and robust processes to comply with monitoring requirements.

B1

ACPO  
ethnicity  
reporting  
requirements:

The number of applicants for employment for both officers and staff including:

- requests for application forms
- those that applied
- successful candidates at each stage of recruitment
- rejected applications at each stage of recruitment
- appointments offered
- appointments not taken up
- applicants failing the Respect of Race and Diversity elements of the recruitment process



## Section C – training

C1

ACPO  
ethnicity  
reporting  
requirements:

The number of employees applying for and receiving training for both police officers and staff and their completion rates.

### NO DATA AVAILABLE

There are plans for a new training module to be rolled out, which replaces the TAS module, currently part of NSPIS.

Currently, information on the TAS module is not regularly and consistently used and updated by all employees of BTP, neither locally nor centrally.

### Recommendation

Implement appropriate system and robust processes to comply with monitoring requirements.



## Section D – promotion

### NO DATA AVAILABLE

Processes for the capture of diversity information in relation to promotion are still not in place for the year 2006 / 2007.

### Recommendation

Implement appropriate system and robust processes to comply with monitoring requirements.

D1

#### ACPO ethnicity reporting requirements:

The number of employees, for both officers and staff:

- applying for promotion
- supported by HPDS during application
- failing promotion process at each stage
- promoted

In terms of career progression, the number of:

- applications for specialist posts / secondments
- applications rejected
- appointments offered
- appointments not taken up



## Section E – PDR assessments

E1

ACPO  
ethnicity  
reporting  
requirements:

The number of employees, for both officers and staff, to have their PDRs (Performance Development Review) completed including the scores (whether employee is exceptional, competent or in development).

**NO DATA AVAILABLE**

**Due to data hygiene issues, this page is not available. An analysis of PDR scores will follow shortly.**



## Section E – PDR assessments

E1

ACPO  
ethnicity  
reporting  
requirements:

The number of employees, for both officers and staff, to have their PDRs (Performance Development Review) completed including the scores (whether employee is exceptional, competent or in development).

**NO DATA AVAILABLE**

**Due to data hygiene issues, this page is not available. An analysis of PDR scores will follow shortly.**



## Section F – grievance, discipline and allegations of harassment and discrimination

It is essential to monitor these areas to ensure that there are no significant or unjustifiable differences in the number of employees from the different ethnic groups involved in grievance procedures. The following tables can be used to monitor this:

### 5+1 breakdown

Key: Above 5% EA level Within 5% of EA level Below 5% EA level

Ethnicity	Employees raising grievances		Population (Britain)		Ethnicity	Police staff	Police officers	PCSO	Special police constable
	Total No	%	Census 2001	Economically Active %					
White	47	83.9%	91.9%	93.2%	White	11	34	1	1
Mixed	1	1.8%	1.2%	0.8%	Mixed		1		
Asian	2	3.6%	4.0%	3.4%	Asian	1	1		
Black	4	7.1%	2.0%	1.8%	Black	4			
Chinese or other ethnic group	2	3.6%	0.8%	0.8%	Chinese or other ethnic group		2		

The total number of grievances recorded this year is **56** and **16.1%** of these were reported by employees from ethnic minority groups.

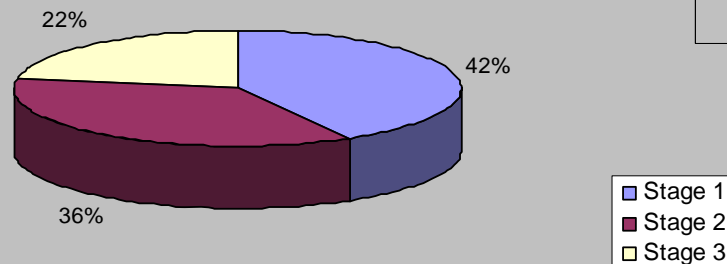
The number of grievances recorded has decreased by **30%** since last year.

Of the grievances recorded this year, **68%** were raised by police officers. Of the whole population of police officers and staff, the proportion of police officers raising and recording grievances is **1.4%**, compared with **1.5%** of police staff. Last year's results found that police officers were over represented among those raising grievances, however this year this is not the case as the proportion of officers raising grievances as part of BTP's population is proportionate to that of police staff.

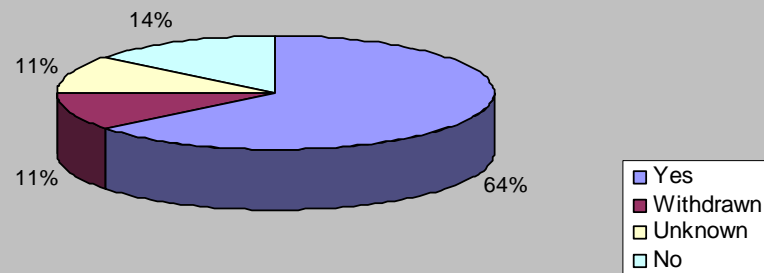
**57%** of formal grievances raised were of a bullying / harassment / discrimination nature. **18%** was attributable to a form of discrimination such as disability, ethnic origin, gender or sexual orientation. **11%** was due to overbearing management.

These pie charts illustrate the proportion of cases that were resolved and at which stage they were resolved

**% of grievance cases resolved and at which stage**



**The resolution / outcome from the formal grievances raised**



Of all grievances raised this year, **64%** of cases were resolved and **42%** of these resolved at the first stage.

Of the grievances raised by the black population, **75%** of these were resolved and all resolved at the first stage.

Of the white population, **62%** of grievances raised were resolved, of which more cases were resolved at the second (45%) stage than the first (31%).

F1

**ACPO ethnicity reporting requirements:**

The number of employees raising formal grievances under a grievance procedure including:

- nature
- resolution or outcome
- if resolved, at what stage
- length of time taken to deal with at each stage

**BTP:**

- do not currently record the length of time it take to deal with each stage



## Section F – grievance, discipline and allegations of harassment and discrimination

The following tables look at the number of grievances (from page 18) that are due to specific complaints around bullying, harassment or discrimination:

5+1 breakdown

Key: Above 5% EA level Within 5% of EA level Below 5% EA level

Ethnicity	Specific complaints of bullying, harassment or discrimination		Population (Britain)	
	No	%	Census 2001	Economically Active %
White	26	81.3%	91.9%	93.2%
Mixed	1	3.1%	1.2%	0.8%
Asian	2	6.3%	4.0%	3.4%
Black	3	9.4%	2.0%	1.8%

Ethnicity	Police staff	Police officers	Special police constable
White	6	19	1
Mixed		1	
Asian	1	1	
Black	3		

Of the **56** recorded grievance instances, **32** of these were as a result of specific complaints of bullying, harassment or discrimination. **18.8%** of these were reported by employees from ethnic minority groups. There are 3 less reported cases this year compared with last and more police staff recorded this year that have raised a grievance (10 this year compared with 6 last year).

Of these specific types of grievances, **50%** of these are of a bullying / harassment / victimisation nature. **13%** is over discrimination over disability, **9%** over gender, **6%** over ethnic origin and **3%** over sexual orientation.

A smaller proportion of police officers (less than 1%) compared with police staff (more than 1 %) have raised a formal complaint.

The numbers appear too low to perform any significant statistical analysis, especially for the ethnic minority groups. Although it would appear that the from the small number of cases, there is a disproportionate number of employees from **Black** populations that have raised grievances this year.

The following table illustrates the outcome of each case:

Ethnicity	Resolved	Not resolved	Withdrawn	Unknown
White	17	5	1	3
Mixed	1			
Asian	2			
Black	3			

### Recommendations

Introduce and embed a robust processes of recording informal complaints.

This information can be used to track how long these take to resolve and if and when informal complaints escalate and become formal ones. This will provide an indication of the management quality and style which can then be addressed

Investigate the increase in the number of formal complaints raised by police staff. Continue to track their progress and how long it takes to resolve.

The following table illustrates those cases that were resolved and at which stage they were resolved (9 cases in which the outcome is unknown):

Cases that were resolved at which stage	No	%
Stage 1	11	47.8%
Stage 2	5	21.7%
Stage 3	7	30.4%

F2 - F3

ACPO  
ethnicity  
reporting  
requirements:

The number of employees raising complaints, both formal and informal, of bullying, harassment or discrimination including:

- nature
- resolution or outcome
- if resolved, at what stage
- length of time taken to deal with at each stage

BTP:

- do not currently have procedures in place to record informal complaints
- do not currently record the length of time it takes at each stage to deal with formal complaints



# Section F – grievance, discipline and allegations of harassment and discrimination

The following table looks at the number of grievances (from page 18) that have led to suspensions, that have taken place within the period 1<sup>st</sup> April 2006 to 31<sup>st</sup> March 2007:

5+1 breakdown

Key: Above 5% EA level Within 5% of EA level Below 5% EA level

Ethnicity	Police Officers		Police Staff		Workforce Total		BTP employee population	Population (Britain)	
	No	%	No	%	No	%		Census 2001	Economically Active %
White	7	33.3%	8	38%	15	71%	3817	91.9%	93.2%
Mixed	0	0.0%	1	5%	1	5%	84	1.2%	0.8%
Asian	0	0.0%	3	14%	3	14%	158	4.0%	3.4%
Black	0	0.0%	1	5%	1	5%	175	2.0%	1.8%
Unknown	0	0.0%	1	5%	1	5%	128	0.0%	0.8%

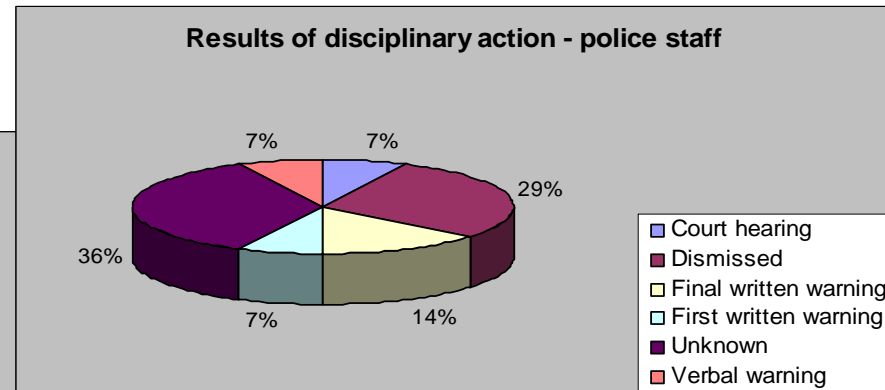
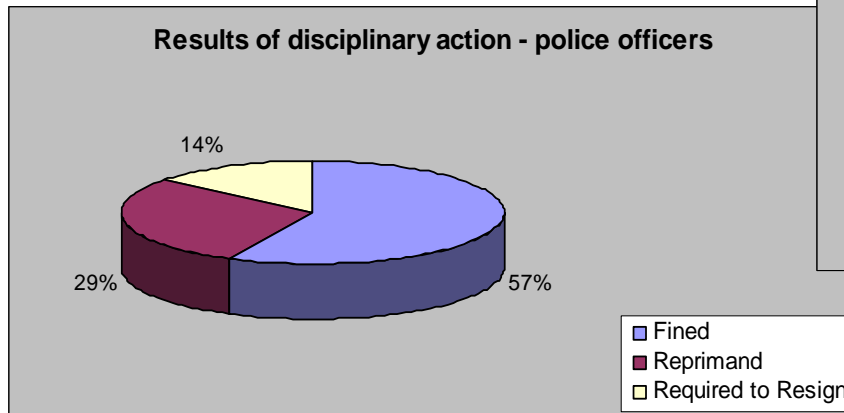
15 suspensions occurred during this year. The numbers appear too low to perform any significant statistical analysis, especially for the ethnic minority groups. Although it would appear that the from the small number of police staff from ethnic minority populations that were suspended, there is a proportionately large number compared to Britain's working population.

Of the BTP employees that have underwent a formal disciplinary proceeding, 19% was as a result of internet / email abuse, 14% criminal drink driving, and 24% due to general misconduct.

There were only 2 cases where police officers appealed against the disciplinary action.

10 cases resulted in suspension of police officers; split 30% amongst the **White** population, 30% amongst the **Asian** population and 30% amongst the **Black** population.

The following graph shows the results of disciplinary action for police officers. In the majority of cases this results in a fine and only in a small number of cases are the officers required to resign.



The above graph shows the results of disciplinary action for police staff.

It is possible to see that there is a large proportion of disciplinary cases that result in dismissal. Of those that were dismissed, 50% were of **White** background and the other 50% of **Asian** background.

F4 – F8

ACPO ethnicity reporting requirements:

The number of formal disciplinary proceedings for both officers and staff including:

- nature of offence
- results of disciplinary action
- rates of appeal against disciplinary action
- use of suspensions
- referrals to units such as an 'integrity unit'

BTP:

- do not currently have units such as 'integrity units'



## Section G – leaving

The spread of BTP leavers (involuntary and voluntary) across the different ethnic groups are as follows:

G1 – G3

### ACPO ethnicity reporting requirements:

The number of employees leaving due to:

- dismissals (including reasons)
- resignations (including reasons)
- ill health, retirement, transfer, death in service

### BTP:

- do not currently record reasons for dismissals, (unless the employee underwent a disciplinary procedure) nor for resignations on the HR system.

16+1 breakdown

Key: Above 5% EA level Within 5% of EA level Below 5% EA level

Ethnicity	Police Officers		Special Constables		PCSO		Police Staff		Workforce Total		Population (Britain)	
	No	%	No	%	No	%	No	%	No	%	Census 2001	Economically Active %
White British	156	89.7%	23	54.8%	21	61.8%	120	59.7%	322	71.9%	88.2%	89.0%
White Irish	4	2.3%	0	0.0%	2	5.9%	2	1.0%	8	1.8%	1.2%	1.3%
Other White	6	3.4%	3	7.1%	1	2.9%	21	10.4%	31	6.9%	2.5%	2.9%
Mixed	1	0.6%	0	0.0%	1	0.0%	3	0.5%	0	0.0%	1.2%	0.8%
Indian	0	0.0%	2	4.8%	1	2.9%	5	2.5%	8	1.8%	1.8%	1.9%
Pakistani	0	0.0%	1	2.4%	0	0.0%	1	0.5%	2	0.4%	1.3%	0.8%
Bangladeshi	0	0.0%	1	2.4%	2	5.9%	3	1.5%	6	1.3%	0.5%	0.3%
Other Asian	0	0.0%	0	0.0%	1	2.9%	5	2.5%	6	1.3%	0.4%	0.4%
Black Caribbean	3	1.7%	0	0.0%	2	5.9%	8	4.0%	13	2.9%	1.0%	1.0%
Black African	2	1.1%	3	7.1%	1	2.9%	11	5.5%	17	3.8%	0.8%	0.7%
Other Black	0	0.0%	0	0.0%	0	0.0%	4	2.0%	4	0.9%	0.2%	0.1%
Chinese	0	0.0%	0	0.0%	0	0.0%	1	0.5%	1	0.2%	0.4%	0.4%
Other ethnic group	2	1.1%	0	0.0%	2	5.9%	1	0.5%	5	1.1%	0.4%	0.4%
Not Stated	0	0.0%	9	21.4%	0	0.0%	16	8.0%	25	5.6%	0.0%	0.0%
<b>Visible Minority Total</b>	<b>8</b>	<b>4.6%</b>	<b>7</b>	<b>16.7%</b>	<b>10</b>	<b>26.5%</b>	<b>42</b>	<b>19.9%</b>	<b>62</b>	<b>13.8%</b>	<b>8.0%</b>	<b>6.8%</b>
<b>Grand Total</b>	<b>174</b>		<b>42</b>		<b>34</b>		<b>201</b>		<b>448</b>			

- The number of employees of ethnic minority backgrounds that have left this year remains relatively unchanged from the number of leavers last year but this is disproportionate to the % economically active. There is disproportionately high number of “other white” employees who have left.
- Of the **Asian** employees who are police officers, there were no leavers this year compared with 2 officers from last year. There is a disproportionate number of Special Constable employees who have left of **Pakistani** and **Indian** backgrounds when compared to Britain’s

- Alternatively, there is a proportionate number of employees who have left of **Indian, Bangladeshi** and other **Asian** backgrounds, which means that more employees have left compared to the Economically Active.
- There is a high proportion of employees from the **Black African and Black Caribbean** populations who have left compared to Britain’s Economically Active.
- There is a low proportion of employees from the **Chinese** populations who have left compared to Britain’s Economically Active.

working populations.



## Section G – leaving

The following illustrates the spread of employees across the different ethnic groups leaving BTP; those that have left voluntarily or dismissed:

G1 – G3

ACPO  
ethnicity  
reporting  
requirements:

The number of  
employees  
leaving due to:

- dismissals (including reasons)
- resignations (including reasons)
- ill health, retirement, transfer, death in service

BTP:

- do not currently record reasons for dismissals, (unless the employee underwent a disciplinary procedure) nor resignations on the HR system.

16+1 breakdown

Key: Above 5% EA level Within 5% of EA level Below 5% EA level

Ethnicity	Dismissals				Voluntary Resignation				Population (Britain)	
	Police Officers	Special Constables	Police Staff	PCSO	Police Officers	Special Constables	Police Staff	PCSO	Census 2001	Economically Active %
White British	66.7%	100.0%	61.1%	33.3%	84.4%	47.2%	56.7%	63.3%	88.2%	89.0%
White Irish	0.0%	0.0%	0.0%	0.0%	3.3%	0.0%	0.0%	6.7%	1.2%	1.3%
Other White	16.7%	0.0%	5.6%	0.0%	5.6%	8.3%	12.8%	3.3%	2.5%	2.9%
Mixed	0.0%	0.0%	2.8%	0.0%	1.1%	0.0%	1.4%	3.3%	1.2%	0.8%
Indian	0.0%	0.0%	5.6%	33.3%	0.0%	5.6%	2.1%	0.0%	1.8%	1.9%
Pakistani	0.0%	0.0%	0.0%	0.0%	0.0%	2.8%	0.7%	0.0%	1.3%	0.8%
Bangladeshi	0.0%	0.0%	0.0%	0.0%	0.0%	2.8%	1.4%	6.7%	0.5%	0.3%
Other Asian	0.0%	0.0%	2.8%	0.0%	0.0%	0.0%	2.8%	3.3%	0.4%	0.4%
Black Caribbean	0.0%	0.0%	11.1%	0.0%	2.2%	0.0%	2.1%	6.7%	1.0%	1.0%
Black African	16.7%	0.0%	5.6%	33.3%	1.1%	8.3%	6.4%	0.0%	0.8%	0.7%
Other Black	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	2.8%	0.0%	0.2%	0.1%
Chinese	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.7%	0.0%	0.4%	0.4%
Other ethnic group	0.0%	0.0%	2.8%	0.0%	2.2%	0.0%	0.0%	6.7%	0.4%	0.4%
Not Stated	0.0%	0.0%	2.8%	0.0%	0.0%	25.0%	9.9%	0.0%	0.0%	0.0%
<b>Visible Minority Total</b>	<b>16.7%</b>	<b>0.0%</b>	<b>30.6%</b>	<b>66.7%</b>	<b>6.7%</b>	<b>19.4%</b>	<b>20.6%</b>	<b>26.7%</b>	<b>8.0%</b>	<b>6.8%</b>

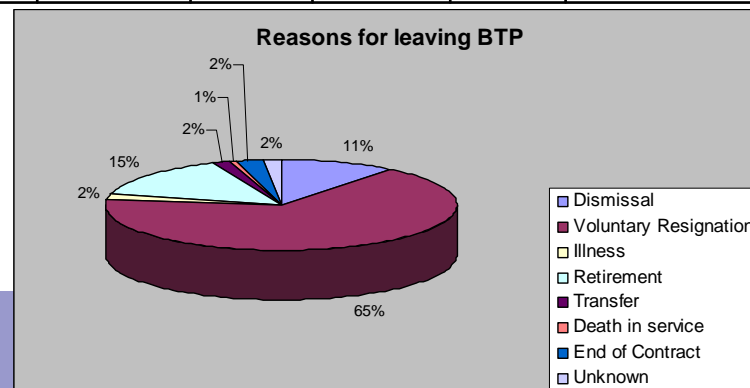
From the table above, it is possible to see that large proportions of employees of **Indian** (5.6% who are special constables), **Bangladeshi** (6.7% who are PCSOs) and **Black African** (8.3% and 6.4% who are special constables and police staff respectively) backgrounds have left BTP this year.

33% of Indian and Black African employees who are PCSOs were dismissed this year

The graph opposite illustrates some of the reasons why employees leave BTP; a large proportion of leavers resigned voluntarily this year. Last year, **233 leavers** resigned voluntarily, compared with a total of **296** this year.

### Recommendation

- Complete the exit interview process review (due for completion in August 2007) and implement a robust process to investigate the reasons why BTP employees are resigning. (Currently, the leaving process in BTP consists of a questionnaire and an exit interview takes place only if one has been requested or information in the questionnaire indicates that one is required.)
- Implement processes to comply with legal monitoring requirements.
- Monitor the training and promotion processes to ensure equal access opportunities. Getting these processes right may have a positive impact on BTP retention levels.





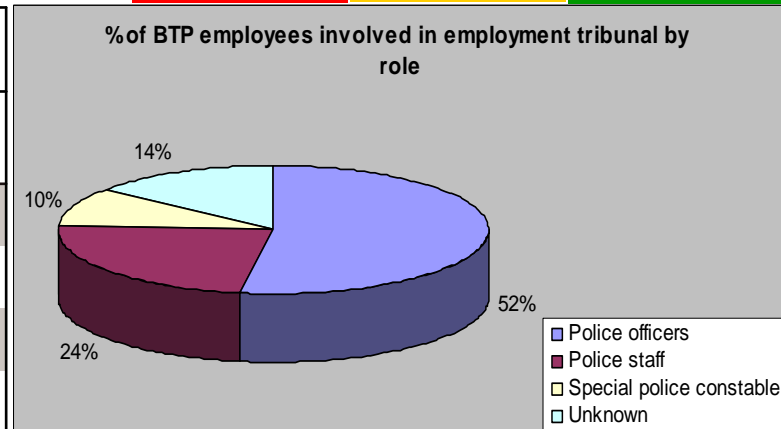
## Section H – tribunal cases

Of the tribunal cases taking place between the period 1<sup>st</sup> April 06 to 31<sup>st</sup> March 07, the following shows the spread of employees across the different ethnic groups:

### 5+1 breakdown

Ethnicity	Employment tribunal cases		Population (Britain)	
	No	%	Census 2001	Economically Active %
White	15	71.4%	91.9%	93.2%
Asian	2	9.5%	4.0%	3.4%
Black	2	9.5%	2.0%	1.8%
Chinese or other ethnic group	2	9.5%	0.8%	0.8%

Key: Above 5% EA level (Red), Within 5% of EA level (Yellow), Below 5% EA level (Green)



There is a total of **21** cases this year, compared with only **8** cases last year.

The numbers here are too low to make any significant statistical analysis. 29% of these cases that took place involved employees from ethnic minority groups. There is a large increase in the number of employment tribunals involving employees from White populations, compared to last year (an increase of 11 cases). In both years, the Mixed race population have not been involved in tribunal cases.

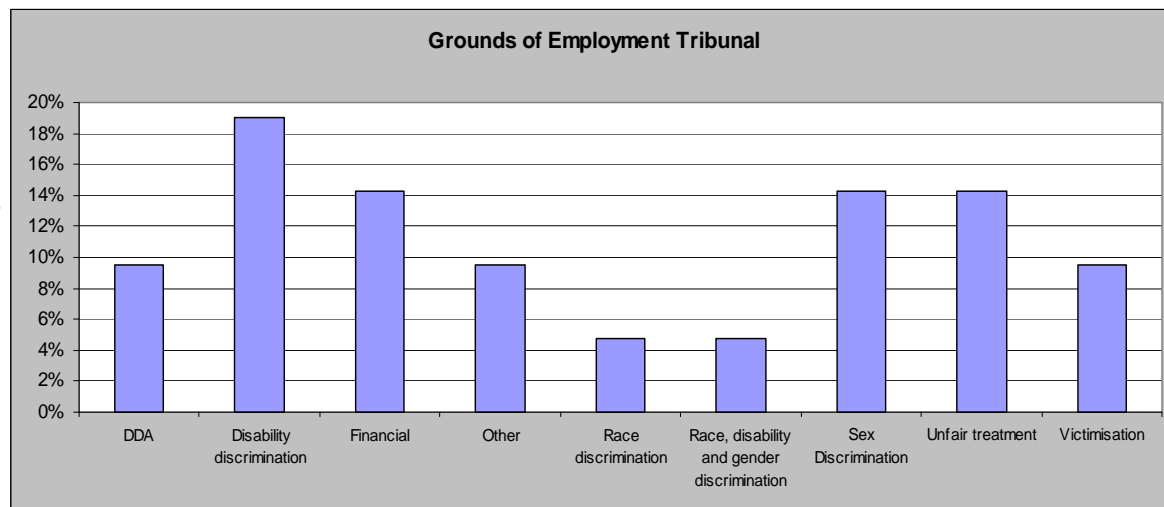
In the last period, no police staff recorded were involved in tribunal cases. This year 24% of tribunal cases held were for police staff.

The graph, opposite, illustrates the grounds for an employment tribunal to take place. It is possible to see that a larger proportion of cases this year have been as a result of disability discrimination.

Race discrimination has a lower occurrence within the 21 cases that took place in this period.

### Recommendation

Investigate any reasons for the increased number of employment tribunal cases this year.



- grounds
- preliminary hearing
- outcome
- length of time at each stage
- who is respondent
- cost
- numbers referred to IPCC

- only record grounds of employment tribunal, the outcome and the cost.



## Section I – pay and benefits

Of those BTP employees that get paid an annual salary (excluding Special Police Constables who are volunteers and therefore do not get paid), the spread of employees across the different ethnic groups are as follows:

### SALARY - % of total workforce - 16+1 breakdown

Key: Above 5% EA level Within 5% of EA level Below 5% EA level

Ethnicity									Population (Britain)	
	£10K and below	£10K-£20K	£20K-£30K	£30K-£40K	£40K-£50K	£50K-£60K	£60K and above	Workforce Total	Census 2001	Economically Active %
White British	90.4%	81.3%	73.1%	63.4%	57.7%	53.1%	50.9%	81.5%	88.2%	89.0%
White Irish	1.4%	1.1%	1.3%	1.6%	3.7%	0.0%	4.5%	1.4%	1.2%	1.3%
Other White	4.0%	6.4%	4.1%	1.9%	2.5%	3.4%	4.5%	4.7%	2.5%	2.9%
Mixed	0.9%	2.4%	3.5%	1.6%	1.2%	0.0%	0.0%	2.0%	1.2%	0.8%
Indian	0.5%	2.2%	4.2%	1.6%	0.0%	3.4%	0.0%	1.9%	1.8%	1.9%
Pakistani	0.3%	1.1%	0.8%	0.3%	0.0%	0.0%	0.0%	0.7%	1.3%	0.8%
Bangladeshi	0.0%	0.3%	0.6%	1.0%	0.0%	0.0%	0.0%	0.3%	0.5%	0.3%
Other Asian	0.2%	0.4%	1.1%	1.0%	0.6%	0.0%	0.0%	0.5%	0.4%	0.4%
Black Caribbean	1.1%	1.9%	4.3%	1.3%	1.8%	0.0%	0.0%	2.1%	1.0%	1.0%
Black African	0.5%	1.1%	3.5%	1.9%	0.6%	0.0%	0.0%	1.4%	0.8%	0.7%
Other Black	0.2%	0.3%	0.8%	0.0%	0.6%	0.0%	0.0%	0.3%	0.2%	0.1%
Chinese	0.1%	0.1%	0.5%	0.3%	0.0%	0.0%	0.0%	0.2%	0.4%	0.4%
Other ethnic group	0.1%	0.3%	0.5%	0.3%	0.6%	0.0%	0.0%	0.3%	0.4%	0.4%
Not stated	0.5%	1.1%	1.8%	22.7%	0.6%	0.0%	0.0%	2.6%	0.0%	0.0%
Unknown	0.0%	0.0%	0.0%	1.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%
<b>Visible Minority Total</b>	<b>3.7%</b>	<b>10.1%</b>	<b>19.7%</b>	<b>9.4%</b>	<b>5.5%</b>	<b>3.4%</b>	<b>0.0%</b>	<b>9.7%</b>	<b>8.1%</b>	<b>6.9%</b>

### Observations

- The visible ethnic minority representation of BTP's total workforce, across the different pay brackets, is currently over represented in pay bands between £10,000 and £40,000 when compared to Britain's working populations. However, there is under representation in the pay band £10,000 and below and in the higher pay bands of £40,000 and above.
- Overall, there is a proportionate number of employees from **Black** and **Asian** populations (with the exception of Pakistani employees) who received a salary compared with Britain's Economically Active. However, there is a disproportionate number of **Chinese** employees.

### Non proportionality

- There is a high proportion of employees from ethnic minority populations that received a salary between £10,000 and £40,000. The exceptions are **Indian, Pakistani and Chinese** employees and those of other ethnic backgrounds. However, only a very small proportion of employees from ethnic minority populations reached the top pay bands.
- Employees from **Black** populations reached salaries of up to £50,000. However, only one **Asian** employee received a salary of more than £50,000 whereas no **Chinese** employees did at all.
- There is a proportionate number of employees from **Black Caribbean** populations and **other Black** populations that received a salary under £10,000.

11  
ACPO  
ethnicity  
reporting  
requirements:

The number of employees and remuneration levels to include:

- basic pay
- performance pay such as Special Priority Payments (SPP) and Competency Related Threshold Payments (CRTP)
- overtime
- allowances
- bonus Payments

BTP:

- Currently do not hold SPP payments on the payroll



## Section I – pay and benefits

Of those BTP employees that get paid an CRTP (excluding Special Police Constables who are volunteers and therefore do not get paid), the spread of employees across the different ethnic groups are as follows:

CRTP - % of total workforce - 16+1 breakdown

Key: Above 5% EA level Within 5% of EA level Below 5% EA level

							Population (Britain)	
Ethnicity	No CRTP	£500 and below	£500-£1000	£1000-£1200	£1200 and above	Workforce Total	Census 2001	Economically Active %
White British	78.8%	89.6%	90.4%	92.3%	100.0%	81.5%	88.2%	89.0%
White Irish	1.5%	0.0%	2.9%	0.9%	0.0%	1.4%	1.2%	1.3%
Other White	4.9%	5.6%	2.9%	3.8%	0.0%	4.7%	2.5%	2.9%
Mixed	2.3%	0.8%	0.0%	1.1%	0.0%	2.0%	1.2%	0.8%
Indian	2.3%	0.8%	1.0%	0.3%	0.0%	1.9%	1.8%	1.9%
Pakistani	0.8%	0.8%	0.0%	0.2%	0.0%	0.7%	1.3%	0.8%
Bangladeshi	0.4%	0.0%	0.0%	0.0%	0.0%	0.3%	0.5%	0.3%
Other Asian	0.6%	0.0%	1.0%	0.2%	0.0%	0.5%	0.4%	0.4%
Black Caribbean	2.4%	2.4%	0.0%	0.8%	0.0%	2.1%	1.0%	1.0%
Black African	1.8%	0.0%	0.0%	0.0%	0.0%	1.4%	0.8%	0.7%
Other Black	0.3%	0.0%	1.9%	0.2%	0.0%	0.3%	0.2%	0.1%
Chinese	0.2%	0.0%	0.0%	0.0%	0.0%	0.2%	0.4%	0.4%
Other ethnic group	0.3%	0.0%	0.0%	0.0%	0.0%	0.3%	0.4%	0.4%
Not stated	3.2%	0.0%	0.0%	0.3%	0.0%	2.6%	0.0%	0.0%
Unknown	0.1%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%
<b>Visible Minority Total</b>	<b>11.5%</b>	<b>4.8%</b>	<b>3.8%</b>	<b>2.7%</b>	<b>0.0%</b>	<b>9.7%</b>	<b>8.1%</b>	<b>6.9%</b>

### Observations

- The visible ethnic minority representation of BTP's total workforce, across the different CRTP brackets, is currently over represented where employees did not receive CRTP. In addition, there is a low proportion of employees that received CRTP above £0, when compared with Britain's Economically Active.
- There is a higher proportion, when compared to Britain's working population, of **Black Caribbean and Black African** employees who did not receive CRTP (2.4% and 1.8% respectively).
- No **Chinese** employees received CRTP of any amount this year.

### Non proportionality

- There is a proportionate number of employees from **other Black** populations that received CRTP between £500 and £1,200. In addition, there is a proportionate number of employees from other **Asian** populations that received CRTP above £500, **Black Caribbean** employees that received under £500 and **Mixed** race employees that received between £1,000 and £1,200. However, of all the employees that received the highest CRTP of £1,200 and above, 100% of these were from **White** populations.
- Indian** employees received CRTP of amounts more than £0, but there is a disproportionate number of them compared to Britain's Economically Active.

**11**

**ACPO ethnicity reporting requirements:**

The number of employees and remuneration levels to include:

- basic pay
- performance pay such as Special Priority Payments (SPP) and Competency Related Threshold Payments (CRTP)
- overtime
- allowances
- bonus Payments

**BTP:**

- Currently do not hold SPP payments on the payroll



## Section I – pay and benefits

Of those BTP employees that get paid over time (excluding Special Police Constables who are volunteers and therefore do not get paid), the spread of employees across the different ethnic groups are as follows:

Ethnicity	No Overtime	£0 and below	£2K and below	£2K-£4K	£4K-£6K	£6K-£8K	£8K-£10K	£10K and above	Workforce Total	Population (Britain)	
										Census 2001	Economically Active %
White British	80.3%	79.0%	84.8%	83.3%	87.1%	83.3%	81.5%	86.1%	81.5%	88.2%	89.0%
White Irish	1.4%	3.7%	1.1%	1.3%	2.4%	1.9%	0.0%	5.6%	1.4%	1.2%	1.3%
Other White	4.3%	11.1%	4.9%	4.2%	4.7%	7.4%	18.5%	5.6%	4.7%	2.5%	2.9%
Mixed	2.1%	1.2%	2.1%	2.1%	0.0%	1.9%	0.0%	0.0%	2.0%	1.2%	0.8%
Indian	2.3%	1.2%	1.2%	1.7%	0.0%	0.0%	0.0%	0.0%	1.9%	1.8%	1.9%
Pakistani	0.3%	2.5%	0.9%	2.5%	2.4%	3.7%	0.0%	0.0%	0.7%	1.3%	0.8%
Bangladeshi	0.3%	0.0%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.3%	0.5%	0.3%
Other Asian	0.6%	0.0%	0.3%	0.4%	0.0%	0.0%	0.0%	0.0%	0.5%	0.4%	0.4%
Black Caribbean	2.3%	0.0%	2.0%	1.7%	0.0%	0.0%	0.0%	0.0%	2.1%	1.0%	1.0%
Black African	1.6%	1.2%	1.2%	1.3%	1.2%	0.0%	0.0%	0.0%	1.4%	0.8%	0.7%
Other Black	0.4%	0.0%	0.1%	0.0%	1.2%	1.9%	0.0%	0.0%	0.3%	0.2%	0.1%
Chinese	0.2%	0.0%	0.0%	0.0%	1.2%	0.0%	0.0%	0.0%	0.2%	0.4%	0.4%
Other ethnic group	0.2%	0.0%	0.3%	0.8%	0.0%	0.0%	0.0%	0.0%	0.3%	0.4%	0.4%
Not stated	3.5%	0.0%	0.8%	0.8%	0.0%	0.0%	0.0%	2.8%	2.6%	0.0%	0.0%
Unknown	0.1%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%
<b>Visible Minority Total</b>	<b>10.5%</b>	<b>6.2%</b>	<b>8.4%</b>	<b>10.5%</b>	<b>5.9%</b>	<b>7.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>9.7%</b>	<b>8.1%</b>	<b>6.9%</b>

### Observations

- The visible ethnic minority representation of BTP's total workforce, across the different overtime bands, is currently over represented where employees did not take overtime, paid between £2,000 and £4,000 and between £6,000 and £8,000. Furthermore, there is a low proportion of employees that were paid a negative overtime amount, between £4,000 and £6,000 and above £8,000, when compared with Britain's Economically Active.
- There is more proportionality, compared with Britain's working population, in the number employees of ethnic minority backgrounds where they were paid a lower amount of overtime.

### Non proportionality

- The number of employees from ethnic minority populations that took no overtime is mainly proportional to Britain's working populations. However, a very small number of employees from ethnic minority populations that took overtime got paid an amount over £6,000.
- Pakistani** employees received higher overtime payments and of these employees, the numbers are proportionate. On the other hand, the number of **Indian** employees that took no overtime is proportionate but the Indian employees that took between £2,000 and £4,000 are disproportionate.
- There are a proportionate number of employees from **Black African** populations that took a good range of overtime up to £6,000.

11  
ACPO  
ethnicity  
reporting  
requirements:

The number of employees and remuneration levels to include:

- basic pay
- performance pay such as Special Priority Payments (SPP) and Competency Related Threshold Payments (CRTP)
- overtime
- allowances
- bonus Payments

BTP:

- Currently do not hold SPP payments on the payroll



## Section I – pay and benefits

Of those BTP employees that get paid an allowance (excluding Special Police Constables who are volunteers and therefore do not get paid), the spread of employees across the different ethnic groups are as follows:

Ethnicity	ALLOWANCES - % of total workforce - 16+1 breakdown									Population (Britain)	
	No Allowance	£2K and below	£2K-£4K	£4K-£6K	£6K-£8K	£8K-£10K	£10K-£12K	£12K and above	Workforce Total	Census 2001	Economically Active %
White British	89.6%	69.8%	82.5%	74.5%	81.5%	82.8%	85.2%	88.9%	81.5%	88.2%	89.0%
White Irish	0.3%	1.1%	1.3%	1.3%	2.0%	3.0%	3.7%	5.6%	1.4%	1.2%	1.3%
Other White	3.1%	2.8%	4.6%	5.0%	6.3%	0.0%	11.1%	5.6%	4.7%	2.5%	2.9%
Mixed	0.8%	2.6%	1.7%	3.8%	2.4%	2.0%	0.0%	0.0%	2.0%	1.2%	0.8%
Indian	1.4%	2.2%	2.8%	3.1%	1.2%	2.0%	0.0%	0.0%	1.9%	1.8%	1.9%
Pakistani	0.5%	0.7%	0.2%	1.3%	1.2%	0.0%	0.0%	0.0%	0.7%	1.3%	0.8%
Bangladeshi	0.0%	0.7%	0.3%	0.9%	0.3%	0.0%	0.0%	0.0%	0.3%	0.5%	0.3%
Other Asian	0.4%	0.9%	0.6%	0.6%	0.4%	0.0%	0.0%	0.0%	0.5%	0.4%	0.4%
Black Caribbean	0.9%	2.6%	2.4%	3.1%	1.8%	6.1%	0.0%	0.0%	2.1%	1.0%	1.0%
Black African	0.4%	1.5%	1.4%	4.7%	1.3%	1.0%	0.0%	0.0%	1.4%	0.8%	0.7%
Other Black	0.1%	0.0%	0.4%	0.6%	0.5%	0.0%	0.0%	0.0%	0.3%	0.2%	0.1%
Chinese	0.1%	0.7%	0.1%	0.0%	0.2%	0.0%	0.0%	0.0%	0.2%	0.4%	0.4%
Other ethnic group	0.1%	0.2%	0.3%	0.6%	0.3%	0.0%	0.0%	0.0%	0.3%	0.4%	0.4%
Not stated	2.1%	13.8%	1.6%	0.3%	0.6%	3.0%	0.0%	0.0%	2.6%	0.0%	0.0%
Unknown	0.1%	0.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%
<b>Visible Minority Total</b>	<b>4.8%</b>	<b>12.0%</b>	<b>10.0%</b>	<b>18.9%</b>	<b>9.6%</b>	<b>11.1%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>9.7%</b>	<b>8.1%</b>	<b>6.9%</b>

### Observations

- No employees from ethnic minority groups received the top allowance amounts of £10,000 or more. Although a larger proportion of employees of ethnic minority backgrounds received an allowance than not. The visible ethnic minority representation of BTP's total workforce, across the different allowance brackets, is currently over represented where employees received allowances between £0 and £10,000. However the number of employees from ethnic minority groups that received no allowance is under represented.
- Only a small proportionate number from ethnic minority populations received allowances between £8,000 and £10,000.

### Non proportionality

- A large proportionate number of employees from all minority populations received an allowance between £4,000 and £6,000, with the exception of the **Chinese** employees, where nobody received this amount.
- A proportionate number of employees from **Black** populations received a range of allowances from £2,000 to £8,000. However a disproportionate number of **Chinese** employees received any allowance and even a disproportionate number of Chinese received no allowance. Please note that the overall numbers of Chinese staff within BTP is disproportionate to Britain's working populations.
- In the £0 to £4k allowance range, a proportionate number of **Indian** employees received this compared with a disproportionate number of **Pakistani** employees.

11  
ACPO  
ethnicity  
reporting  
requirements:

The number of employees and remuneration levels to include:

- basic pay
- performance pay such as Special Priority Payments (SPP) and Competency Related Threshold Payments (CRTP)
- overtime
- allowances
- bonus Payments

BTP:

- Currently do not hold SPP payments on the payroll



## Section I – pay and benefits

Of those BTP employees that get paid a bonus (excluding Special Police Constables who are volunteers and therefore do not get paid), the spread of employees across the different ethnic groups are as follows:

### BONUS PAYMENTS - % of total workforce - 16+1 breakdown

Key: Above 5% EA level Within 5% of EA level Below 5% EA level

Ethnicity	No Bonus		Bonus Paid		Workforce Total		Population (Britain)	
	No	%	No	%	No	%	Census 2001	Economically Active %
White British	3352	81.6%	28	77.8%	3380	81.5%	88.2%	89.0%
White Irish	58	1.4%	0	0.0%	58	1.4%	1.2%	1.3%
Other White	188	4.6%	5	13.9%	193	4.7%	2.5%	2.9%
Mixed	83	2.0%	0	0.0%	83	2.0%	1.2%	0.8%
Indian	79	1.9%	1	2.8%	80	1.9%	1.8%	1.9%
Pakistani	28	0.7%	1	2.8%	29	0.7%	1.3%	0.8%
Bangladeshi	13	0.3%	0	0.0%	13	0.3%	0.5%	0.3%
Other Asian	21	0.5%	0	0.0%	21	0.5%	0.4%	0.4%
Black Caribbean	86	2.1%	0	0.0%	86	2.1%	1.0%	1.0%
Black African	58	1.4%	1	2.8%	59	1.4%	0.8%	0.7%
Other Black	14	0.3%	0	0.0%	14	0.3%	0.2%	0.1%
Chinese	8	0.2%	0	0.0%	8	0.2%	0.4%	0.4%
Other ethnic group	11	0.3%	0	0.0%	11	0.3%	0.4%	0.4%
Not stated	108	2.6%	0	0.0%	108	2.6%	0.0%	0.0%
Unknown	3	0.1%	0	0.0%	3	0.1%	0.0%	0.0%
<b>Visible Minority Total</b>	<b>401</b>	<b>9.8%</b>	<b>3</b>	<b>8.3%</b>	<b>404</b>	<b>9.7%</b>	<b>8.1%</b>	<b>6.9%</b>
<b>Grand Total</b>	<b>4110</b>		<b>36</b>		<b>4146</b>			

#### Observations

- There is a proportionate number of Indian, Pakistani and Black African employees who received a bonus this year, when compared to Britain's working populations. However, no other ethnic minority group received a bonus.
- It would appear that there is a proportionate number of those employees from ethnic minority backgrounds, compared to Britain's Economically Active that did not receive a bonus. This is with the exception of Pakistani and Chinese employees.

#### Recommendation

Sense –check a sample of employees of ethnic minority backgrounds to ascertain the reasons why they do not receive higher level salaries, CRTPs and allowance payments and why a disproportionate number receive bonus payments.

11  
ACPO  
ethnicity  
reporting  
requirements:

The number of  
employees and  
remuneration  
levels to include:

- basic pay
- performance pay such as Special Priority Payments (SPP) and Competency Related Threshold Payments (CRTP)
- overtime
- allowances
- bonus Payments

BTP:

- Currently do not hold SPP payments on the payroll



# Section I – pay and benefits

## SALARY - total workforce - 16+1 breakdown

Ethnicity	£10K and below	£10K-£20K	£20K-£30K	£30K-£40K	£40K-£50K	£50K-£60K	£60K and above	Workforce Total
White British	1154	1228	612	196	143	27	20	3380
White Irish	18	17	11	5	6	0	1	58
Other White	51	96	34	6	4	1	1	193
Mixed	11	36	29	5	2	0	0	83
Indian	6	33	35	5	0	1	0	80
Pakistani	4	17	7	1	0	0	0	29
Bangladeshi	0	5	5	3	0	0	0	13
Other Asian	2	6	9	3	1	0	0	21
Black Caribbean	14	29	36	4	3	0	0	86
Black African	6	17	29	6	1	0	0	59
Other Black	2	4	7	0	1	0	0	14
Chinese	1	2	4	1	0	0	0	8
Other ethnic group	1	4	4	1	1	0	0	11
Not stated	6	16	15	70	1	0	0	108
Unknown	0	0	0	3	0	0	0	3
<b>Visible Minority Total</b>	<b>47</b>	<b>153</b>	<b>165</b>	<b>29</b>	<b>9</b>	<b>1</b>	<b>0</b>	<b>404</b>
<b>Grand Total</b>	<b>1276</b>	<b>1510</b>	<b>837</b>	<b>309</b>	<b>163</b>	<b>29</b>	<b>22</b>	<b>4146</b>

## CRTP - total workforce - 16+1 breakdown

Ethnicity	No CRTP	£500 and below	£500-£1000	£1000-£1200	£1200 and above	Workforce Total
White British	2581	112	94	589	4	3380
White Irish	49	0	3	6	0	58
Other White	159	7	3	24	0	193
Mixed	75	1	0	7	0	83
Indian	76	1	1	2	0	80
Pakistani	27	1	0	1	0	29
Bangladeshi	13	0	0	0	0	13
Other Asian	19	0	1	1	0	21
Black Caribbean	78	3	0	5	0	86
Black African	59	0	0	0	0	59
Other Black	11	0	2	1	0	14
Chinese	8	0	0	0	0	8
Other ethnic group	11	0	0	0	0	11
Not stated	106	0	0	2	0	108
Unknown	3	0	0	0	0	3
<b>Visible Minority Total</b>	<b>377</b>	<b>6</b>	<b>4</b>	<b>17</b>	<b>0</b>	<b>404</b>
<b>Grand Total</b>	<b>3275</b>	<b>125</b>	<b>104</b>	<b>638</b>	<b>4</b>	<b>4146</b>

11  
ACPO  
ethnicity  
reporting  
requirements:

The number of employees and remuneration levels to include:

- basic pay
- performance pay such as Special Priority Payments (SPP) and Competency Related Threshold Payments (CRTP)
- overtime
- allowances
- bonus Payments

BTP:  
• Currently do not hold SPP payments on the payroll



# Section I – pay and benefits

## OVERTIME - total workforce - 16+1 breakdown

Ethnicity	No Overtime	£0 and below	£2K and below	£2K-£4K	£4K-£6K	£6K-£8K	£8K-£10K	£10K and above	Workforce Total
White British	2300	64	645	199	74	45	22	31	3380
White Irish	39	3	8	3	2	1	0	2	58
Other White	122	9	37	10	4	4	5	2	193
Mixed	60	1	16	5	0	1	0	0	83
Indian	66	1	9	4	0	0	0	0	80
Pakistani	10	2	7	6	2	2	0	0	29
Bangladeshi	10	0	3	0	0	0	0	0	13
Other Asian	18	0	2	1	0	0	0	0	21
Black Caribbean	67	0	15	4	0	0	0	0	86
Black African	45	1	9	3	1	0	0	0	59
Other Black	11	0	1	0	1	1	0	0	14
Chinese	7	0	0	0	1	0	0	0	8
Other ethnic group	7	0	2	2	0	0	0	0	11
Not stated	99	0	6	2	0	0	0	1	108
Unknown	2	0	1	0	0	0	0	0	3
<b>Visible Minority Total</b>	<b>301</b>	<b>5</b>	<b>64</b>	<b>25</b>	<b>5</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>404</b>
<b>Grand Total</b>	<b>2863</b>	<b>81</b>	<b>761</b>	<b>239</b>	<b>85</b>	<b>54</b>	<b>27</b>	<b>36</b>	<b>4146</b>

## ALLOWANCE - total workforce - 16+1 breakdown

Ethnicity	No Allowance	£2K and below	£2K-£4K	£4K-£6K	£6K-£8K	£8K-£10K	£10K-£12K	£12K and above	Workforce Total
White British	687	319	898	237	1118	82	23	16	3380
White Irish	2	5	14	4	28	3	1	1	58
Other White	24	13	50	16	86	2	3	1	193
Mixed	6	12	18	12	33	2	0	0	83
Indian	11	10	30	10	17	2	0	0	80
Pakistani	4	3	2	4	16	0	0	0	29
Bangladeshi	0	3	3	3	4	0	0	0	13
Other Asian	3	4	7	2	5	0	0	0	21
Black Caribbean	7	12	26	10	25	6	0	0	86
Black African	3	7	15	15	18	1	0	0	59
Other Black	1	0	4	2	7	0	0	0	14
Chinese	1	3	1	0	3	0	0	0	8
Other ethnic group	1	1	3	2	4	0	0	0	11
Not stated	16	63	17	1	8	3	0	0	108
Unknown	1	2	0	0	0	0	0	0	3
<b>Visible Minority Total</b>	<b>37</b>	<b>55</b>	<b>109</b>	<b>60</b>	<b>132</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>404</b>
<b>Grand Total</b>	<b>767</b>	<b>457</b>	<b>1088</b>	<b>318</b>	<b>1372</b>	<b>99</b>	<b>27</b>	<b>18</b>	<b>4146</b>

### Recommendation

Set some targets around progressing certain number of ethnic minority employees into the mid pay and bonus bands, and also put in place some targets for ethnic minority employees to reach the upper pay and bonus bands for the future.

Link in pay and benefits with results and scores from PDR assessments.

**11**  
**ACPO**  
**ethnicity**  
**reporting**  
**requirements:**

The number of employees and remuneration levels to include:

- basic pay
- performance pay such as Special Priority Payments (SPP) and Competency Related Threshold Payments (CRTP)
- overtime
- allowances
- bonus Payments

**BTP:**  
• Currently do not hold SPP payments on the payroll



## Section J – flexible and part time working

Of the BTP workforce that have participated in flexible and part time working between the period 1<sup>st</sup> April 2006 to 31<sup>st</sup> March 2007, the spread of employees across the different ethnic groups are as follows:

### 5+1 breakdown

Key: Above 5% EA level Within 5% of EA level Below 5% EA level

Ethnicity	Employees participating in flexible and part time working		Entire BTP Workforce Total	Population (Britain)	
	No	%		Census 2001	Economically Active %
White	24	85.7%	3821	91.9%	93.2%
Black	2	7.1%	176	2.0%	1.8%
Not stated	2	7.1%	128	0.0%	0.0%

These numbers are too low to make any significant statistical analysis. Although it is possible to see that only the **White** and **Black** populations make use of BTP's flexible and part time working, and even in these cases there is a low number within the Black population.

Ethnicity	Outcome of requests for those employees that requested flexible and part time working								Population (Britain)	
	Approved		Request amended and approved		Accepted for trial period		Application not supported		Census 2001	Economically Active %
White	20	95.2%	1	50.0%	1	33.3%	2	100.0%	91.9%	93.2%
Black	0	0.0%	0	0.0%	2	66.7%	0	0.0%	2.0%	1.8%
Not stated	1	4.8%	1	50.0%	0	0.0%	0	0.0%	0.0%	0.0%

Again, these numbers are too low to make any significant statistical analysis. Although it is possible to see that within the ethnic minority groups, 100% of the cases are accepted for a trial period. Around 10% of these cases were not supported this year, where the majority of cases are approved, some with amendments made.

### Recommendation

Increase communications around BTP's flexible and part time working packages, especially to non participant ethnic minority groups.



## Section K – management of family friendly policies

Of the BTP workforce that have taken maternity leave between the period 1<sup>st</sup> April 2006 to 31<sup>st</sup> March 2007, the spread of employees across the different ethnic groups are as follows:

### 5+1 breakdown

Ethnicity	Police Officers	Police Staff	PCSO	Workforce Total
White	21	2	2	25
Asian	0	2	2	4
Black	0	3	0	3
Chinese or other ethnic group	0	1	0	1

These numbers are too low to make any significant statistical analysis. Although it is possible to see that the majority of the ethnic minority groups make use of BTP's family friendly policies.

Across the ethnic minority groups, it is the police staff that have a stronger representation from these groups.

### Recommendation

Improve the process by which records are kept regarding maternity, paternity and parental leave so that they are consistently updated and can be extracted and analysed when required to provide reliable information.

Currently, maternity records are held centrally but all files / records are held in hard copy. Plans are in place to implement an appropriate system and incorporate robust processes. This will ensure that BTP can comply with monitoring requirements.

Furthermore, put in place or improve the process, where employees advise payroll of times that they are not working so that payroll records are kept up to date.

K1

ACPO  
ethnicity  
reporting  
requirements:

The number of  
employees  
taking:

- maternity leave
- paternity leave
- parental leave
- adoption leave

BTP:

- do not currently consistently record employees taking paternity or parental leave
- has one case this year of an employee taking adoption leave



# Glossary

<b>A/</b>	Acting	<b>Insp</b>	Inspector
<b>ACC</b>	Assistant Chief Constable	<b>LN</b>	London North
<b>AHQ</b>	Area Head Quarters	<b>LRS</b>	Light Railway System
<b>AIB</b>	Area Intelligence Bureau	<b>LS</b>	London South
<b>C/Supt</b>	Chief Superintendent	<b>LU</b>	London Underground
<b>CCTV</b>	Closed Circuit Tele Vision	<b>MICC</b>	Management Information and Communication Centre
<b>CI</b>	Chief Inspector	<b>MS</b>	Management Staff
<b>CID</b>	Criminal Investigation Department	<b>NE</b>	North East
<b>CLPS</b>	Central London Police Station	<b>NPT</b>	Neighbourhood Policing Team
<b>CO</b>	Clerical Officer	<b>NW</b>	North West
<b>CRTP</b>	Competency Related Threshold Payment	<b>OSU</b>	Operational Support Unit
<b>CTPU</b>	Counter Terrorism Proactive Unit	<b>PC</b>	Police Constable
<b>CTRL</b>	Channel Tunnel Rail Link	<b>PCSO</b>	Police Community Support Officer
<b>D/C/Supt</b>	Detective Chief Superintendent	<b>PDU</b>	Personal Development Unit
<b>D/Supt</b>	Detective Superintendent	<b>PPC</b>	Probationary Constable
<b>DC</b>	Detective Constable	<b>PS</b>	Police Sergeant
<b>DCC</b>	Deputy Chief Constable	<b>PSD</b>	Professional Standards Department
<b>DCI</b>	Detective Chief Inspector	<b>PSG</b>	Police Staff Grade
<b>DI</b>	Detective Inspector	<b>SC</b>	Scottish Area
<b>DS</b>	Detective Sergeant	<b>SPC</b>	Special Police Constable
<b>ESD</b>	Explosive Search Dogs	<b>SPP</b>	Special Priority Payment
<b>FHQ</b>	Force Head Quarters	<b>SRU</b>	Specialist Response Unit
<b>FIO</b>	Field Intelligence Officer	<b>Supt</b>	Superintendent
		<b>T/</b>	Temporary
		<b>WS</b>	Wales and Western
		<b>EG</b>	Executive Grade



# Appendix

<b>Section</b>	<b>Process</b>	<b>Data source</b>
A	Staff in post	HR database system NSPIS
E	PDRs	Soft copy files
F	Grievances	Soft copy files
G	Leaving	HR database system NSPIS
H	Tribunal	Soft copy files
I	Pay and benefits	Payroll
J	Flexible and part time working	Soft copy files
K	Management of family friendly policies	Hard copy files