Office for
Statistics Regulation

UK Statistics
Authority

Assessment of compliance with the Code of Practice for Statistics

Police officer uplift statistics

(produced by Home Office)

Assessment Report 371

July 2022

Office for Statistics Regulation

We provide independent regulation of all official statistics produced in the UK. Statistics are an essential public asset. We aim to enhance public confidence in the trustworthiness, quality and value of statistics produced by government.

We do this by setting the standards they must meet in the [Code of Practice for Statistics.](#) We ensure that producers of government statistics uphold these standards by conducting assessments against the Code. Those which meet the standards are given National Statistics status, indicating that they meet the highest standards of trustworthiness, quality and value. We also report publicly on system-wide issues and on the way statistics are being used, celebrating when the standards are upheld and challenging publicly when they are not.

Executive Summary

Why we carried out this assessment

ES.1 These statistics provide timely, high quality and insightful information on the UK Government's target to recruit an additional 20,000 police officers in England and Wales by 31 March 2023. They are used to monitor progress towards meeting the target and the diversity of officers recruited through the Police Uplift Programme (PUP), at both the England and Wales and police force level.

ES.2 Home Office asked the Office for Statistics Regulation (OSR) to assess its police officer uplift statistics. In requesting this assessment, the uplift statistics team at Home Office is demonstrating its commitment to produce statistics that meet the standards required of National Statistics and the Code of Practice for Statistics.

ES.3 Our assessment found widespread good practice in the production of these statistics. We have identified three actions for Home Office to fulfil in order for the police officer uplift statistics to be designated as National Statistics. Once the statistics team demonstrates that these steps have been undertaken, OSR will recommend that the UK Statistics Authority designate the statistics as National Statistics. Home Office has made some of these improvements ahead of the next publication of the uplift statistics scheduled for 27 July 2022.

Key Findings

ES.4 Home Office's development of the uplift statistics represents best practice where government makes a manifesto commitment related to the workforce. By producing official statistics on a consistent basis and releasing them in an orderly, transparent way, Home Office is demonstrating trustworthiness, quality and value and supporting public confidence in the statistics and the uplift programme. Data requirements and information needs were considered from the outset of the uplift programme; from day one there was discussion about how to count the number of officers recruited and how to get information about the programme into the public domain.

ES.5 The uplift statistics team has a very close and positive working relationship with Home Office users and stakeholders. It has a deep understanding of the policy context and use of the statistics and is able to meet those users' and stakeholders' evolving needs.

ES.6 The statistical bulletin gives a good overview of the police uplift programme, clearly reporting progress towards the target to recruit an additional 20,000 police officers and the protected characteristics of officers. To enhance the insight of the bulletin, Home Office should expand the commentary and information about variation in recruitment among forces, funding arrangements and police officer allocation.

ES.7 Users we spoke to told us they would like to see information on a range of other topics, particularly retention, deployment and entry routes of new recruits, to get a more complete picture of the uplift programme. We recognise that this is a longer-term development which is not feasible within the current publication cycle. To enhance the value of the statistics, Home Office should look into publishing additional statistics on the retention and entry routes of new uplift recruits outside the normal regular publication process if necessary, possibly as ad hoc releases. It should also publish more complete and granular data on protected characteristics as soon as it is confident in the data quality.

ES.8   We are impressed by the robustness of the methodology and the clarity around the baseline: it is well-explained, and Home Office has been transparent with users about its development. The clear baseline ensures that progress towards the target is reported in a consistent way, which supports trustworthiness of the statistics.

ES.9   We commend Home Office, National Police Chiefs' Council (NPCC), College of Policing and police forces on their collaborative, joined up approach to collecting data and producing statistics on the uplift programme. The setup ensures that the data are fit for purpose and users can have confidence in data quality.

ES.10 The new 'National Standards for Workforce Data', developed jointly by Home Office, NPCC and College of Policing, have enhanced the coherence of the statistics. They ensure that data on the protected characteristics of officers are collected in a consistent way across all forces. This standardisation will have long-term benefits for workforce data quality and policy by allowing for better-evidenced decision making.

ES.11 Home Office and NPCC are continuing efforts to increase the completeness of the protected characteristics data. The information about the limitations of these data should be expanded, for example, by explaining the completeness of data for all protected characteristics.

ES.12 The quality assurance process is rigorous and well-established. To demonstrate transparency and help users understand the quality of the data, Home Office should explain the quality assurance process in more detail, including the roles and responsibilities of the different organisations involved.

ES.13 Pre-release access is closely guarded and well-enforced by the statistics team. However, the pre-release access list is longer than we would expect it to be. To minimise the risks around the release of the statistics, Home Office should reduce as far as possible the number of individuals granted pre-release access and explain publicly who has access to the monthly management information to inform the public of the different uses of the data.

ES.14 We found several examples of Home Office policy or press statements that present the uplift statistics in an unclear or potentially misleading way. This is poor practice that undermines both the trustworthiness of the statistics and the efforts of the statistics team in releasing these statistics in an orderly way. Demonstrating trustworthiness is a fundamental pre-requisite to attaining and maintaining National Statistics status, and therefore it is essential that Home Office presents the statistics accurately and objectively in all Home Office outputs.

Introduction

1.1   In September 2019, the UK Government made a [commitment](#) to recruit an additional 20,000 police officers in England and Wales by 31 March 2023, with the aims of reducing crime, protecting communities and improving diversity in policing. To help achieve this, Home Office established the Police Uplift Programme (PUP) – a collaboration between Home Office, National Police Chiefs' Council (NPCC), College of Policing and police forces. The programme provides funding to all 43 territorial police forces in England and Wales to support the recruitment and training of additional officers: 6,000 in the year ending March 2021; 6,000 in the year ending March 2022; and a final 8,000 in the year ending March 2023. Almost all additional officers are recruited through the uplift programme, with the remainder recruited through local funding.

1.2   Home Office publishes [quarterly statistics](#) on progress towards meeting the 'additional 20,000 officers' target. The statistics provide information on the recruitment of officers through the uplift programme for all forces as well as information on a range of protected characteristics of new recruits including ethnicity, sex, age, sexual orientation and disability status. Police uplift data are collected monthly from police forces' Human Resource systems. Home Office also publishes [biannual National Statistics](#) on the police workforce, which contain more-detailed information on all types of police workers and long-term trends in police numbers. Whereas the police workforce statistics are presented on both a headcount and full-time equivalent (FTE) basis, the uplift statistics are presented on a headcount basis only, as headcount is the most appropriate way to monitor the recruitment of individuals.

1.3   Home Office's development of the uplift statistics represents best practice where government makes a manifesto commitment related to the workforce. By producing official statistics on a consistent basis and releasing them in an orderly, transparent way, Home Office is demonstrating trustworthiness, quality and value and supporting public confidence in the statistics and the PUP. Data requirements and information needs were considered from the outset of the programme; from day one there was discussion about how to count the number of officers recruited and how to get information about the programme into the public domain.

User engagement

1.4   The statistics are an excellent example of professionals working together to identify key questions to be answered and adding public value. The statistics team has a very close and positive working relationship with Home Office users and stakeholders, including Home Office PUP policy and analytical teams. The level of engagement and analytical support provided by the statistics team is exemplary, and engagement happens in a range of ways. For instance, the statistics team speaks to the policy team daily and attends the policy team's weekly meetings, and the team meets weekly with Home Office researchers. The statistics team has also held workshops to understand the policy team's requirements.

1.5   Because statisticians are so well-integrated with policy colleagues, the team has a deep understanding of the policy context and use of the statistics and is able to meet those users' evolving needs. The team acts on user feedback; for example, it made improvements to the publication of information on protected characteristics because of feedback.

1.6   The extensive collaboration with policing organisations, particularly the NPCC and College of Policing, was highlighted as a strength by NAO in its [recent audit](#) of the programme, calling it "a positive example of engagement between the [Home Office] and policing". We welcome that the statistics team has built constructive working relationships with these stakeholders through the uplift programme and encourage it to build on this success.

1.7   It is understandable that user engagement is largely focused on Home Office and policing organisations, as this is critical for the successful delivery of the uplift programme. To ensure that the statistics are relevant and add value for all types of users, the statistics team should build its understanding of the users and uses of the statistics outside of these groups. Further development of the statistics after March 2023 offers an opportunity to broaden the types of users the team engages with.

1.8   The statistics are widely promoted, and Home Office has been good at raising awareness of the data. Usually, a press notice is issued on the same day as the statistics, and this has highlighted new developments to the statistics, for example, new data on protected characteristics. It is unfortunate that the April 2022 quarterly statistics, which covered the year ending March 2022 and report on whether the end-of-year target has been met, coincided with the 2022 pre-election period. It is good that the team is thinking about how it will handle press and communications around meeting the 20,000 additional officers target in April 2023, which will again coincide with a pre-election period.

Clarity and insight

1.9   The statistical bulletin gives a good overview of the police uplift programme. Most users told us it "does exactly what it says on the tin": it reports progress towards the target to recruit an additional 20,000 police officers, and generally, it does this well. The statistics are presented clearly, and the commentary is neutral and insightful. It explains trends over time in the both the additional number of officers recruited (through the uplift programme) and the total number of police officers, and the visualisations clearly illustrate progress towards the target.

1.10   The bulletin comments on the diversity of existing officers and new officers, focusing on the ethnicity, sex and age of officers (the protected characteristics for which data quality is high). It presents the proportion at the England and Wales level and compares it with the rate seen in the general population, using census population estimates, which adds insight on whether the police are becoming more like the communities they serve. It also compares the ethnic diversity of different police forces, and for the biggest forces, such as the Metropolitan Police, it shows how this has changed over time.

1.11   The bulletin is transparent about the nature of each figure, for example, by highlighting which officers do and don't count towards the uplift figure, and the background information provides clear guidance for users on how to interpret the statistics. The bulletin also explains the similarities and differences between the uplift statistics and police workforce statistics. Both sets of statistics are released in a coherent way: the biannual workforce statistics are published on the same day as the quarterly uplift statistics.

1.12   The insight of the bulletin could be enhanced in several ways. While it compares the ethnic diversity of officers across forces, there is no commentary on variation in recruitment among forces. Adding commentary on this aspect of the programme

would help users monitor whether individual forces have met their end-of-year target and understand how different forces are approaching uplift recruitment (some forces may recruit everybody upfront in April, whereas other may wait until the end of the financial year to recruits).

1.13   The bulletin contains some basic information about funding arrangements, but this needs to be expanded, for example, by describing how much funding has been allocated and how this allocated. The overview of the uplift programme in the annual [police funding for England and Wales statistics](#) might be a useful template for this, and the police funding statistics should be signposted. Home Office told us it will add commentary to future releases of the statistics on how the police officer allocation is based on the funding allocation.

1.14   Users we spoke to identified several gaps in the statistics and data. They told us they would like to see information on a range of other topics, particularly retention, roles/deployment and entry routes of new recruits, and that adding this information would give a more complete picture of the uplift programme. Almost all users said retention was *the* key data gap. Retention is a key performance indicator of the uplift programme because it reflects whether forces are managing to retain (the diversity of) new officers. For instance, it is helpful for users to know whether new female or ethnic minority recruits are leaving the police at a proportionately higher rate than new male or white recruits. Another important aspect of the programme is the roles to which new recruits are assigned. This information would help users assess what proportion of recruits are working in frontline roles at any given time. Lastly, information on entry routes would add insight on the relative success of the different pathways for joining the police.

1.15   NPCC collects record-level data on the retention and entry routes of new recruits from all forces. The Home Office uplift statistics team told us it does not publish this information because it has concerns about the completeness and accuracy of the data, and, due to the fast turnaround of the statistics (Home Office publishes the statistics within seven days of receiving the data from NPCC), it has no capacity to add further breakdowns to the bulletin. The retention and entry routes data would need an additional layer of quality assurance. We recognise that this is a longer-term development which is not feasible within the current publication cycle. Given these constraints, Home Office should look into publishing additional statistics on the retention and entry routes of new uplift recruits outside the normal regular publication process if necessary, possibly as ad hoc releases. Home Office told us it will raise awareness of the leavers data in the main police workforce statistics, by improving signposting and cross-referencing between the uplift and police workforce statistics in future releases of the uplift statistics.

1.16   Home Office told us that researchers within the department are preparing a paper on the deployment of new recruits, which is expected to add insight on the roles to which new officers are assigned. To help users find related research and analysis about the uplift programme, where relevant, links to research outputs should be added to the statistical bulletin.

1.17   Users also told us they would like to see more granular or complete data on a range of protected characteristics. For instance, they said they would welcome more information on gender, disability and sexual orientation, and further breakdowns for age and ethnicity. We understand that Home Office and NPCC are working to improve the completeness of protected characteristics data (see 1.29). We

encourage Home Office to publish more data as soon as it is confident in the quality.

Requirement 1: The value of the statistics should be enhanced in several ways. Home Office should:

a) **add further insight by expanding the commentary and background information on the variation in recruitment among forces, funding arrangements and police officer allocation.**

b) **publish additional statistics on the retention and entry routes of new uplift recruits outside the normal regular publication process if necessary, possibly as ad hoc releases.**

c) **where relevant, add links to related research and analysis outputs about the uplift programme.**

d) **publish more complete and granular data on protected characteristics as soon as it is confident in the data quality.**

Accessibility

1.18   The information on protected characteristics is valuable because it enables Home Office and the public to monitor whether police forces are becoming more representative of the communities they serve – a key objective of the uplift programme. Users told us they welcomed the detailed data on the diversity of the workforce. Since January 2022, Home Office has published record-level data on the number of police officers in post and new joiners by ethnicity, sex and age groups in an open data format. The publication of record-level data encourages re-use – it gives users greater flexibility in producing their own analysis and allows them to compare data between quarters more easily. We support the continued growth of data published on the programme.

1.19   The Home Office statistics team disseminates the uplift data to Home Office and policing stakeholders in a range of ways. It produces several quarterly data products which are tailored to different types of users, including a database and dashboard for the PUP; a PUP overview dashboard for NPCC; a diversity dashboard for police contacts and NPCC regional leads; an uplift achievements summary for the grants team (which informs payments to police forces); and an overview for Ministers. Separately, the NPCC data team produces a dashboard of monthly management information for police forces and Ministers, which allows forces to monitor their performance and compare it with other forces. These dashboards were developed in an iterative way with feedback from users. It is good that both Home Office and NPCC regularly engage and consult users to understand their requirements for analytical products, and that the needs of different types of users are considered. These dashboards are not in the public domain. Home Office may want to consider developing a publicly available dashboard to add value for users outside the department and policing organisations.

1.20   The statistics are easy to access, and the data tables are well-structured. The bulletin signposts data tables throughout the commentary, making it easy for users to find the relevant data. All data are broken down by police force, and the data tables contain separate totals for England and Wales. Most users we spoke use only the data tables; they do not read the statistical bulletin. To facilitate appropriate

use by such users, Home Office should explore ways to add information about data quality to the data tables.

Innovation and improvement

1.21 Home Office has ambitions to further develop these statistics. The statistics team is currently thinking about the legacy of the uplift statistics and what it will continue to publish on a regular basis after March 2023, when the programme ends. Some users we spoke to are keen to see the continuation of the uplift statistics in some form. They would like to monitor whether police forces are retaining the additional 20,000 officers, and therefore, whether the uplift programme has delivered a long-term boost to the police workforce. It is good that the statistics team intends to run user engagement sessions to understand which aspects of the statistics are needed most. It should continue to be transparent with users about future developments.

1.22 These statistics are delivering a lot of public value already. To further enhance the value for all users of police workforce statistics and maximise the benefits of improvements, Home Office should apply the lessons learned from the uplift statistics to all police workforce statistics. Continued improvement of the quality of the protected characteristics data is particularly important, as this is the aspect of the uplift programme we think has added the most value long-term. We are pleased that there is a central NPCC working group that will be taking forward this work after the uplift programme ends.

Data quality

1.23 The quality of the uplift data is high. Most users we spoke to told us that data quality meets their needs, and that, generally, they have no concerns about the accuracy and reliability of the statistics.

1.24 To measure progress in recruiting additional officers, Home Office had to establish a baseline. The methodology is complex: Home Office took the headcount figure from the police workforce statistics at 31 March 2019 as a starting figure and adjusted this to account for people in post at the start of the recruitment drive and other recruitment planned prior to the uplift announcement. Further, smaller in-year adjustments are made to account for organisational restructuring (including posts transferring out of a territorial force to the National Crime Agency). Each force has its own baseline, and only when forces exceed the baseline level will newly recruited officers count towards their uplift allocations. This means that the actual number of new officers that forces are recruiting through the programme is much higher than 20,000, because they must backfill officers that have left, for example, because they resigned or retired. The National Audit Office (NAO) has estimated that forces will have to recruit approximately 50,000 officers across the three years of the programme.

1.25 We are impressed by the robustness of the methodology and the clarity around the baseline: it is well-explained and Home Office has been transparent with users about its development. The close engagement with police forces means there is a shared understanding of the baseline and which officers count towards the uplift target, which is vital for the successful delivery of the programme. The clear baseline also ensures that progress towards the target is reported in a consistent way, which supports trustworthiness of the statistics.

1.26 We commend Home Office, NPCC, College of Policing and police forces on their collaborative, joined up approach to collecting data and producing statistics on the uplift programme. The data supply chain is unique:

- Police forces send their data to an NPCC regional lead, who collates the data across the forces for which they are responsible.

- The regional leads send the data to the central NPCC uplift team, which collates and processes the data from all forces. The NPCC team produces a monthly management information report and dashboard on the performance of the programme.

- The NPCC team shares the raw data with the Home Office uplift statistics team, which processes the data for release as official statistics. Home Office publishes the statistics within seven days of receiving the data from NPCC.

This setup ensures that the data are fit for purpose and users can have confidence in data quality. For instance, the data are comprehensively quality assured (see 1.31) and the constructive working relationships at all levels allow data issues to be identified and resolved quickly. The regional lead is a new role, created specifically for the uplift programme. They act as a two-way communication channel between the NPCC uplift team and police forces, managing the needs of forces and providing guidance on data collection. The local context and knowledge they add helps the central NPCC team understand the performance of all forces.

1.27 As part of the initiative to improve data on the police workforce, Home Office, NPCC and the College of Policing have been collaborating in developing 'National Standards for Workforce Data'. These data standards draw on existing harmonised standards set out by the Government Statistical Service (GSS) and aim to bring more standardisation within policing for the collection of data on protected characteristics. Prior to the uplift programme, many forces did not collect data on the ethnicity or other protected characteristics of their officers in a standardised way. The new standards ensure that protected characteristics data are collected in a consistent way across all forces, enhancing the coherence of the data and allowing for comparisons across forces. Many users were extremely positive about the data standardisation work, which will have long-term benefits for data quality and policy by allowing for better-evidenced decision making.

1.28 The completeness and reliability of the protected characteristics data varies by police force and characteristic; the information is self-reported by officers on police HR systems. It is complete or mostly complete for age, sex and ethnicity, but less complete and reliable for other characteristics. Due to the incomplete nature of the data on sexual orientation and disability status, Home Office publishes these breakdowns as experimental statistics. While it is good that this information is published, the experimental statistics label is not appropriate because the statistics are not going through development; they are processed in the same way as the ethnicity, sex and age data. Under the Code of Practice, the experimental statistics status label should only be used for newly developed or innovative official statistics undergoing evaluation. Instead, we encourage Home Office to be clear about the lower quality of these data and the factors users need to consider when interpreting these statistics. Home Office has agreed to remove the experimental statistics label for future releases of the statistics.

1.29 Home Office and NPCC are continuing efforts to increase the completeness of these data. For instance, NPCC has written to individual forces to try to improve

their confidence to provide the information or to investigate system-based issues. In addition, police forces, in collaboration with the College of Policing, ran 'Safe to Say' campaigns to encourage officers to declare their protected characteristics information. The bulletin and [police workforce statistics user guide](#) contain a brief summary of the completeness of protected characteristics data and the limitations of the data, but this should be expanded, for example, by explaining the completeness of data for all protected characteristics and assigning a quality rating for each characteristic (instead of an overall rating). Home Office told us it will explain the completeness of data for all protected characteristics by adding the percentage of unknowns for each characteristic In future releases of the statistics.

1.30   The workforce statistics user guide outlines the key characteristics and limitations of the workforce numbers as well as the implications of the limitations. Users told us that the limitations of the uplift data are well-presented, with changes and revisions clearly explained and caveated. While the bulletin and user guide are transparent about the nature and limitations of the uplift data, they contain no information about the nature and limitations of the census population estimates, which are used to compare the proportion of officers of certain ethnicity with those in the general population in England and Wales. It is important to explain the limitations of the population data because the current estimates are based on the 2011 Census and will soon be replaced with those from the 2021 Census. Also, the updated estimates may affect the narrative around the representativeness of new officers and police forces, and this should be communicated to users.

1.31   The quality assurance (QA) arrangements are rigorous and well-established. Checking and validation is carried out at every step of the process. For example:

- The senior responsible officer (at the chief officer level) in police forces checks the figures before they are sent to the NPCC regional lead.

- The NPCC regional lead compares figures with those from the previous month and identifies any errors or emerging issues.

- The NPCC central team queries unusual figures with police forces and keeps a log of all QA checks raised with forces.

- Home Office carries out completeness and consistency checks.

However, the summaries of the QA process in the bulletin and user guide do not capture all aspects of the process. Also, they do not explain the roles and responsibilities of the different organisations involved in collecting and processing data.

Requirement 2: To support user confidence in and understanding of all aspects of the quality of the data, including limitations and quality assurance, Home Office should:

a) **expand the information on completeness of protected characteristics data, for example, by explaining the completeness of data for all protected characteristics and assigning a quality rating for each characteristic.**

b) **explain the nature and limitations of the census population estimates. Home office should also consider how to communicate the impact of the new census estimates on the uplift statistics.**

c) **explain the quality assurance process in more detail, so that users can be fully assured the data are accurate and reliable. Home Office should be**

open and transparent about how the data are collected and processed by explaining the roles and responsibilities of the different organisations involved. Our [Quality Assurance of Administrative Data (QAAD) framework](#) will be helpful for this.

1.32　The statistics team has automated the production of the data tables through implementing a reproducible analytical pipeline (RAP). This reduces the risk of errors and contributes to robust quality management. The team is currently exploring applying RAP principles to other aspects of the statistics, including the charts in the statistical bulletin. We support the team's ongoing work with RAP to enhance the quality of the uplift statistics.

Trustworthiness

1.33　The statistics are timely: they are published less than a month after the end of the reference period. Due to this fast turnaround, the latest figures are published as provisional, with finalised figures presented in the subsequent bulletin. The team is aware of this data quality risk but told us it balances this against the need to get the data into the public domain in a timely manner, and the impact of revisions tends to be small. The bulletin is transparent about the scale and impact of revisions, in line with the [Home Office revisions policy](#). It explains the change in police officer headcount compared to the previous publication, which helps users monitor revisions. Users told us the quarterly release of statistics meets their needs.

1.34　Pre-release access is closely guarded and well-enforced by the statistics team. All Home Office teams and policing stakeholders we spoke for this review understood their responsibilities under the Code of Practice in terms of handling and using the statistics. However, the pre-release access list is longer than we would expect it to be, even for a high-profile set of statistics.

1.35　In addition to pre-release access to the quarterly official statistics, policing stakeholders and Ministers (including those in Cabinet Office and No 10) receive a monthly management information (MI) report about the progress and performance of the uplift programme, produced and shared by the NPCC uplift team. The NPCC team assured us that the MI is shared in an orderly way and that access is tightly guarded, but the safeguards are less strict than those for official statistics.

1.36　We found an example of a Home Office policy or press statement that present the uplift statistics in an unclear or potentially misleading way. We have concerns about the way these statements discuss the expected impacts and benefits of the uplift programme. A [January 2022 press release](#) about the launch of new TV ads for recruitment assumed a causal relationship between the increase in the number of police officers and a supposed reduction in crime, although there is no evidence available to support this claim. This is poor practice from Home Office that undermines both the trustworthiness of the statistics and the efforts of the statistics team in releasing these statistics in an orderly way. Demonstrating trustworthiness is a fundamental pre-requisite to attaining and maintaining National Statistics status, and therefore it is essential that Home Office addresses this.

Requirement 3: To minimise the risks around the release of the statistics and data, and enhance public confidence in the integrity of the statistics, Home Office should:

a) **reduce as far as possible the number of individuals granted pre-release access.**

b) explain publicly who has access to the management information and how it is used, particularly where this differs from the official statistics, to inform the public of the different uses of the data.

c) present the statistics accurately and objectively in all Home Office outputs, including policy or press statements.

1.37 Home Office has been transparent about the development of these statistics, including the baseline methodology. Users have been, and continue to be, informed about plans and changes. For instance, the January 2020 information note for users communicated the proposed methodology for calculating the initial workforce baseline and how progress will be reported on. Similarly, the first statistical bulletin explained the finalised methodology and outlined plans for reviewing metrics on the protected characteristics of new officers.

1.38 Home Office told us that analytical resource was a challenge in early days of the uplift programme, for both Home Office and NPCC. We are pleased that the statistics team is now fully resourced, having recruited two new analysts in the last six months. The larger team, combined with the resource freed up from the roll-out of a RAP, has allowed Home Office to undertake more planning and development work on the uplift statistics. Also, the statistics team told us how the recent restructuring of analytical teams within the Home Office has improved resource sharing across policing statistics (separate divisions are now responsible for policing statistics and crime statistics).

1.39 NPCC recruited a data analyst in April 2021, who has developed management information dashboards for police forces and provides other analytical support. This has eased the pressure on the Home Office statistics team. It is our understanding that after March 2023, the NPCC uplift data team will be disbanded and merge with the main NPCC workforce team. We encourage Home Office to reflect on how this will impact its ability to deliver long-term improvements to the statistics.