

How to collect and use diversity data

Culture Change Guide



6. HOW TO COLLECT AND USE DIVERSITY DATA

How do you know if you are a diverse and fair organisation? Monitoring the effectiveness of your policies and actions is essential to show that your activities are achieving your intended outcomes.

The first step is to gather information on the diversity of your organisation, eg workforce or audience reach. Diversity information is based on current UK equality legislation, which aims to prevent discrimination on the grounds of age, sex, disability, race, sexual orientation, religion or belief, pregnancy and maternity, marriage and civil partnership and gender reassignment.

What can you do to improve your collection and use of diversity data?

- decide what you want to know and what information you need to collect
- collect information to understand the scale, eg numbers and qualitative information
- tell people why you want to collect the information – link this to your aspirations on enhancing diversity
- only collect information that you will use
- tell people how you will use the information
- reaffirm how you will maintain confidentiality
- collect information in a way in which you can compare your organisation with similar organisations
- use the data to put in place pragmatic actions for enhancing your business
- tell people how you have used the information
- monitor the outcome of actions and put in place plans to review the data again

6.1 BARRIERS TO OVERCOME

- data is collected but not used
- data collection, when used, reflects a lack of diversity in people applying for roles and evidences certain interventions are not enhancing the diversity of applicants – this can provide disheartening evidence
- organisations with small workforces – issues of confidentiality and small datasets preclude use of data
- individuals feel uncomfortable answering questions regarding their diversity

Opportunities

- Achieve greater responses to diversity data – explain to stakeholders that the process is worthwhile and necessary to make equality policy a reality.
- Monitoring can ensure that every employee has the same access to training, promotion and other opportunities.
- The information can be compared with other groups of people within the organisation, in the broader community, or against national labour market statistics.

These comparisons may show differences between groups, for example a disparity between the number of men and women being recruited.

- The data can support equality impact analysis (EIA), which should uncover root causes and give an indication why there might be inequalities in an organisation. It can support positive action programmes under the Equality Act 2010. This allows employers to favour an individual within an under-represented protected characteristic among others to promote vacancies, or to target candidates for developmental opportunities.

6.2 GOOD PRACTICE CASE STUDIES

These case studies show how equality data can make a real difference to how you target your efforts and resources to achieve diversity.

Sound and Music – data transparency informing scheme and promotion

Sound and Music is using data to support their development of actions to increase diversity within performers. Data analysis revealed the organisation is homogeneous – white, middle class, working in London and university educated. They accumulated enough data to gain an understanding of who is (and, importantly, who isn't) applying for the opportunities created. This supported their strategy to broaden the range of people that they work with as a starting point.

Their recently published equal opportunities data revealed that very few disabled people apply for opportunities, and an even smaller proportion of those applications were appointed. The statistics around ethnic diversity have gaps but show that in the 2015/16 financial year not a single person of Indian, Pakistani or Bangladeshi heritage applied for opportunities. Fifty per cent of all of the people who applied to their programmes in the 2015/16 financial year live in London and despite previous campaigning work on gender, only 31 per cent of the applications were from women.

The data supports interventions, as part of a major Paul Hamlyn Foundation supported programme, which include inviting UK artists who are either registered disabled or from backgrounds other than white British to join residency programmes. The organisation intends to learn what the barriers are, both real and perceived, through working closely with these artists.

In addition to this they will be creating opportunities with a larger range of partners outside of London. They want to see if this increases the number of artists from outside the city that engage with the opportunities.



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How has diversity data impacted upon what you do?

- Why did you decide to collect information?
- What did you do?
- What were the challenges and how did you overcome them?
- How did you analyse the information?
- What did you do?
- What difference did it make?

6.3 DOWNLOADABLE RESOURCES

Downloadable resource:

How to collect and use equality information



How to collect and use Equality Information

Almost everything you do will affect someone...

Why do I need to collect diversity information?

- Help you make decision which are informed by sound evidence
- To show you are meeting you obligations set out in the Public Sector Equality Act Duty
 - o Eliminate unlawful discrimination
 - o Advance equality of opportunity
 - o Fester good relations

How much information do I need to collect?

- Take a balance and proportionate approach. Only collect what you need to analyse or report on. Ask yourself "what will this information tell me?"
- Collect data in a way in which you can compare yourself with other organisations and report to your funders.
- Collect data to determine what you want to know e.g. do part-time workers have the same access to development opportunities as full time workers?
- If you have gaps, make provision to collect in the future.

When do I use the information?

- Use the information to help you plan, set budgets and allocate resources
- Use information to assist you in developing services or to reduce/cut services
- Use data to understand who benefit s or disbenefits from the decisions you take
- Involve people and seek their views e.g. using surveys
- Use the data to publicise what you are doing to promote equality



What do I do if people are not comfortable sharing their information?

- Tell people why you need the information and how you will use it
- If possible, use a third party to collect the information
- Store information safely and securely and let people know how you have safeguarded their personal data
- Do not report information which will compromise the identify of an individual unless they feel comfortable to talk about their response
- Give people the option to "prefer not to say"

How do I know if I should be concerned with the results?

- You are looking out for bias that can occur if there are significant differences in the way your decision will affect groups of people
- Use 4/5 rule of thumb – if a group is less than that 4/5 of the rate of the highest successful group, it may indicate a bias (ACAS Managers' Guide to Equality Impact Assessment)



In conjunction with ewgroup