



Equality impact assessment (EIA)

Promotion Policy

How to complete an equality impact assessment

The equality impact assessment (EIA) will help evidence our public sector equality duty (PSED) compliance. It is a live document that outlines the way equality has been considered throughout the life of the policy, process or other project (hereafter referred to as 'product').

Our aim is to mainstreaming Equality and Human Rights in everyday business, to becoming the best at understanding and responding to the needs of all the communities we serve and build trust and confidence amongst those who need us most. Completing equality impact assessments systematically will support us towards achieving this.

If you need help, contact EDI team at EqualityDiversityAndInclusion@south-wales.police.uk.

Version control

Version number	Date	Author	Comments
V3	May 2025	David Middleton Katie Roderick	

Overview

Name of product under development or review	Promotion Policy.
Description of the product	South Wales Police is committed to providing a high quality service to the public of South Wales and recognise that the recruitment, progression and retention of a skilled and diverse workforce is key to realising the Force mission of keeping South Wales safe. This policy sets out the framework for promotion and as such the policy is based on the key principles outlined in Appendix A.
EIA start date	January 2024.
EIA author and role	Katie Roderick HR Business Partner – Talent
EIA owner and role	David Middleton Resourcing Manager
Date of last review	May 2025.
Date of next review	July 2026.

Key product development dates

To evidence PSED compliance, equality and inclusion must be considered throughout the life cycle of a product. You can do this by integrating EIA reviews into key product development stages. List your product's key stages and the dates you will review your EIA here.

Key stage	Date
KS1 – Review in preparation for 2025	December 2024.
KS2 – Development and ongoing review	July 2025.

Research and evidence

To undertake effective equality assessment that meets PSED compliance standards, you must work from an evidence base. Use this section to list the research you will use to understand the product's potential or actual equality impacts (for example, surveys, customer feedback, protected characteristic data, academic research).

1. Monitoring information held on internal systems;
2. Professional association publications and reports;
3. Feedback and comments from all individuals; and
4. Relevant evidence from previous promotion policies and practices.

Consultation record

Stakeholder consultation will give you a better understanding of your product's impacts and is crucial to satisfying the PSED requirements. Use this section to record the engagement you have undertaken; summarise the feedback received and note subsequent actions. This section can also be used to record nil returns.

Name of group or organisation	Date of contact	Date reply received	Feedback	Action taken or reason why no action was taken

General considerations

Use this section to note any general diversity, equality and inclusion activities or considerations that are relevant to the product. Please only document general considerations here. Protected characteristic analysis can be completed in the section below.

If properly implemented this policy should support diversity within South Wales Police. After consideration it is felt a Full Impact Assessment is not required and the provisions in place will not create an Adverse Impact.

There will be feedback from each process and pass data reviewed.

Impact assessment and actions

Apply learning from research, consultation and project knowledge to consider equality considerations relevant to your product. This should include any potential or actual impacts (positive or negative), as well as how the project will uphold the three PSED aims for each of the [protected characteristics](#).

1. Eliminate discrimination, harassment and victimization.
2. Advance equal opportunity.
3. Foster good relations between people of different characteristics.

If you have identified a negative impact, note what mitigating action will be taken to reduce or eliminate that impact. If no mitigating action can be taken, please explain why. The issues or impacts identified may change, or new factors may emerge, as your project develops. Use the EIA to document these and how your project has evolved to accommodate equality considerations.

Don't forget to consider intersectionality. This refers to when characteristics overlap to shape experiences of inequality and discrimination.

Duplicate the boxes below if required. If you need further information about a protected characteristic, open the webpage linked to each subtitle.

Age

Details of positive and/or adverse impact or other issue
• In terms of participation in promotion processes there could be barriers for individuals due to their age; which prevent them from fully participating or disadvantages them. • For example, applications may be concerned regarding how their level of experience, capabilities and performance can be perceived. • Overall with mitigation should address any adverse impact.
Mitigating action for any adverse impact or rationale for no further action
Mitigation takes place which has an impact on removing barriers for individuals with protected characteristics, including: • Panels will include an Independent where possible to ensure fairness. Diversity is also a consideration, although this has limitations sometimes with regards to rank in promotion processes. • Data will be monitored to ensure there is no adverse impact. • Mandatory College Learn courses for hiring managers. To support sound decision making in selection. • Our Delivery plan – Chief Officer focus on diversity. We have a strong commitment to equality and diversity both within the organisation and in the service we provide. Our aim is to attract, recruit, support and promote talented individuals who represent the diverse communities we serve. • Robust governance structure. • Development Hub – which provides guidance available to all (regardless of age) in relation to lateral and promotional moves. • Staff Networks provide support to individuals. • Appeals process - Where the perception of unfairness exists in a selection process an appeals procedure exists to address those issues/concerns. • Staff members aware of Union membership for further advice and support.

Disability Including Neurodiversity

Details of positive and/or adverse impact or other issue
• In terms of participation in promotion processes there could be barriers for individuals with a disability, either physical or non-physical, which prevent them from fully participating or disadvantages them. • At present, 4.96 % of Officers state they have a disability. • The force has improved awareness and approach to neurodiversity, and has a dedicated staff network to provide support and guidance relating to neurodiverse individuals and/or those who have caring roles outside of work.

- In terms of participation in promotion processes there could be barriers for individuals due to their disability; which prevent them from fully participating or disadvantages them. For example, applications may be concerned regarding how their physical and mental capabilities and performance can be perceived.
- Overall with mitigation should address any adverse impact.

Mitigating action for any adverse impact or rationale for no further action

Mitigation takes place which has an impact on removing barriers for individuals with protected characteristics, including:

- Candidates have the opportunity to request reasonable adjustments for recruitment/promotion processes and once they have joined.
- Candidates who have reasonable adjustments in place, under the Equality Act 2010, will continue to have those adjustments accommodated during the promotion process.
- This will be determined in communication with candidates and will take into account any accessibility issues to ensure full participation.
- Applicants will be asked if they require reasonable adjustments to be considered for any part of the promotion and selection process.
- Universal time to pre-read is being implemented for Interview questions.

Additionally:

- Panels will include an Independent where possible to ensure fairness. Diversity is also a consideration, although this has limitations sometimes with regards to rank in promotion processes.
- Data will be monitored to ensure there is no adverse impact.
- Mandatory College Learn courses for hiring managers. To support sound decision making in selection.
- Our Delivery plan – Chief Officer focus on diversity. We have a strong commitment to equality and diversity both within the organisation and in the service we provide. Our aim is to attract, recruit, support and promote talented individuals who represent the diverse communities we serve.
- Development Hub – which provides guidance available to all in relation to lateral and promotional moves.
- Staff Networks provide support to individuals.
- Appeals process - Where the perception of unfairness exists in a selection process an appeals procedure exists to address those issues/concerns.
- National guidelines are followed.
- RA process being reviewed

Gender reassignment

Details of positive and/or adverse impact or other issue
• There could be barriers to colleagues who have undergone gender reassignment being promoted. • It is important to identify any potential barriers so they can be proactively addressed. • For example, applicants may be concerned regarding the confidentiality of personal data and workplace culture. • Overall with mitigation should address any adverse impact.
Mitigating action for any adverse impact or rationale for no further action
Current data suggests LGBTQ+ officers are more likely than other groups to state 'Prefer Not to Say' on documents. A Safe to Say Campaign has been completed by SWP and will be repeated periodically. It is noted that the force Transgender Policy is under review which will provide additional guidance for managers. Mitigation takes place which has an impact on removing barriers for individuals with protected characteristics, including: • Panels are reminded to use inclusive language throughout the process, and it is good practice to ask the applicant how they wish to be referred to – these are included in all process 'scripts'. • Incorporated in the policy and guidance to managers: Transgender applicants may have qualification certificates, ID that may differ from how they present themselves in the process and should be treated with confidentiality and sensitivity throughout. • The above will also be incorporated in the Accredited Interview College Learn package. Additionally: • Panels will include an Independent where possible to ensure fairness. Diversity is also a consideration, although this has limitations sometimes with regards to rank in promotion processes. • Data will be monitored to ensure there is no adverse impact. • Mandatory College Learn courses for hiring managers. To support sound decision making in selection. • Our Delivery plan – Chief Officer focus on diversity. We have a strong commitment to equality and diversity both within the organisation and in the service we provide. Our aim is to attract, recruit, support and promote talented individuals who represent the diverse communities we serve.

- Development Hub – which provides guidance available to all in relation to lateral and promotional moves.
- Staff Networks provide support to individuals.
- Wales LGBT+ Network have launched an Ally CPD Package on College Learn – this is recommended for all promotion panel members when invited to attend; providing practical advice on pronouns, names and the transition process.
- Appeals process - Where the perception of unfairness exists in a selection process an appeals procedure exists to address those issues/concerns.
- Staff members aware of Union membership for further advice and support.

Marriage and civil partnership

Details of positive and/or adverse impact or other issue

- In terms of participation in promotion processes, we do not anticipate an adverse impact, however there could be barriers for individuals due to their marital or civil partnership status.
- For example, candidates may be concerned regarding how their marital status may be linked with job performance and workforce planning e.g. a recently married female may be concerned that she is disadvantaged during promotion selection due to a perception that she may intend to require maternity leave in the near future.
- Overall with mitigation should address any adverse impact.

Mitigating action for any adverse impact or rationale for no further action

Mitigation takes place which has an impact on removing barriers for individuals with protected characteristics, including:

- Applicants will be asked if they require accommodations to be considered for any part of the promotion and selection process.
- Panels will include an Independent where possible to ensure fairness. Diversity is also a consideration, although this has limitations sometimes with regards to rank in promotion processes.
- Data will be monitored to ensure there is no adverse impact.
- Mandatory College Learn courses for hiring managers. To support sound decision making in selection.
- CC Delivery plan – Chief Officer focus on diversity. We have a strong commitment to equality and diversity both within the organisation and in the service we provide. Our aim is to attract, recruit, support and promote talented individuals who represent the diverse communities we serve.
- Development Hub – which provides guidance available to all in relation to lateral and promotional moves.
- Staff Networks provide support to individuals.

- Appeals process - Where the perception of unfairness exists in a selection process an appeals procedure exists to address those issues/concerns.

Pregnancy and maternity

Details of positive and/or adverse impact or other issue

- SWP is supportive of all expectant parents; to ensure their health and wellbeing are prioritised and they do not face direct or indirect discrimination.
- In terms of participation in promotion processes there could be barriers for individuals due to pregnancy and maternity, which prevent them from fully participating or disadvantages them.
- For example, candidates may be concerned regarding how their capabilities, career aspirations and performance can be perceived.
- Overall with mitigation should address any adverse impact.

Mitigating action for any adverse impact or rationale for no further action

Mitigation takes place which has an impact on removing barriers for individuals with protected characteristics, including:

- Applicants will be asked if they require reasonable adjustments or accommodations to be considered for any part of the promotion and selection process e.g. if an officer experiences sickness during mornings then they can request an afternoon slot.
- Accommodations for both menopause and peri-menopausal symptoms are available to be requested.
- Options for consideration include: facilities to express/breastfeed, option to sit/stand for comfort, regular breaks (sometimes there may be limitations due to the assessment centre format. This is acknowledged and HR Team will make best endeavours).
- Pregnancy Champions are embedded across SWP.
- Officers on maternity leave will be allowed to apply (if meet eligibility criteria).
- Panels will include an Independent where possible to ensure fairness. Diversity is also a consideration, although this has limitations sometimes with regards to rank in promotion processes.
- Data will be monitored to ensure there is no adverse impact.
- Mandatory College Learn courses for hiring managers. To support sound decision making in selection.
- Our Delivery plan – Chief Officer focus on diversity. We have a strong commitment to equality and diversity both within the organisation and in the service we provide. Our aim is to attract, recruit, support and promote talented individuals who represent the diverse communities we serve.
- Development Hub – which provides guidance available to all in relation to lateral and promotional moves.

- Staff Networks provide support to individuals.
- Appeals process - where the perception of unfairness exists in a selection process an appeals procedure exists to address those issues/concerns.
- Only those Police Officers who have selected that they wish to be considered for promotion will be invited to attend selection processes, dependent on whether they are supported for promotion. However, provisions and considerations during the eligibility/selection processes are in place for Officers on maternity/parental leave who will not have been able to select to be considered for promotion as they will have not been able to complete their PERFORM.

Race/Ethnicity

Details of positive and/or adverse impact or other issue

- It is recognised that ethnically diverse officers are under-represented. This is addressed through a strategic plan, focused positive action and additional resources. This is a key force priority.
- 3.4% of Officers are ethnically diverse.
- Under representation is replicated throughout the rank structure.
- In terms of participation in promotion processes there could be barriers for individuals due to their race/ethnicity; which prevent them from fully participating or disadvantages them.
- For example, applications may be concerned regarding how their career development aspirations can be and achieved or that they may receive prejudice.
- Overall with mitigation should address any adverse impact.

Mitigating action for any adverse impact or rationale for no further action

Mitigation takes place which has an impact on removing barriers for individuals with protected characteristics, including:

- Applicants will be asked if they require accommodations to be considered for any part of the promotion and selection process.
- Panels will include an Independent where possible to ensure fairness. Diversity is also a consideration, although this has limitations sometimes with regards to rank in promotion processes.
- PALS/ATLAS programmes
- Data will be monitored to ensure there is no adverse impact.
- Mandatory College Learn courses for hiring managers. To support sound decision making in selection.
- CC Delivery plan – Chief Officer focus on diversity. We have a strong commitment to equality and diversity both within the organisation and in the service we provide. Our aim is to attract, recruit, support and promote talented individuals who represent the diverse communities we serve.
- Robust governance structure.
- PA with respect to Recruitment.

- Growth of Positive Action and EDI Team.
- Development Hub – which provides guidance available to all in relation to lateral and promotional moves.
- Staff Networks provide support to individuals.
- Appeals process - Where the perception of unfairness exists in a selection process an appeals procedure exists to address those issues/concerns.

Religion or belief

Details of positive and/or adverse impact or other issue

- It is recognised that ethnically diverse officers are under-represented. This will be replicated by some religions.
- This is addressed through a strategic plan, focused positive action and additional resources. This is a key force priority.
- Under representation is replicated throughout the rank structure.
- Overall with mitigation should address any adverse impact.

Mitigating action for any adverse impact or rationale for no further action

Mitigation takes place which has an impact on removing barriers for individuals with protected characteristics, including:

- Applicants will be asked if they require accommodations to be considered for any part of the promotion and selection process.
- Panels will include an Independent where possible to ensure fairness. Diversity is also a consideration, although this has limitations sometimes with regards to rank in promotion processes.
- Data will be monitored to ensure there is no adverse impact.
- Mandatory College Learn courses for hiring managers. To support sound decision making in selection.
- CC Delivery plan – Chief Officer focus on diversity. We have a strong commitment to equality and diversity both within the organisation and in the service we provide. Our aim is to attract, recruit, support and promote talented individuals who represent the diverse communities we serve.
- Robust governance structure.
- Growth of Positive Action and EDI Team.
- Development Hub – which provides guidance available to all in relation to lateral and promotional moves.
- Staff Networks provide support to individuals.
- Appeals process - Where the perception of unfairness exists in a selection process an appeals procedure exists to address those issues/concerns.

Sex

Details of positive and/or adverse impact or other issue
• Females are underrepresented in certain roles and ranks. • Numbers of female officers are increasing with the DED Detective programme having a majority of female applicants. While not uniform in terms of distribution, there is under representation at rank. • Females tend to perform well in assessment/promotion processes; the barriers tend to be prior to application. • 36.05% of Officers are Female. • Overall with mitigation should address any adverse impact.
Mitigating action for any adverse impact or rationale for no further action
Mitigation takes place which has an impact on removing barriers for individuals with protected characteristics, including: • Potential issues may arise due to the fact that the majority of part time workers in the organisation are female. Work is ongoing to address this and also factors which may increase attrition such as workplace culture. • Officers may request accommodations for a range of reasons including menopause. • Continual assessment of data will be reviewed to ensure that part time females are not adversely affected by their choice or necessity to work part time through their perform or opportunity to apply. • Gender summit sponsored at Chief Officer level has assisted awareness and focus. • Applicants will be asked if they require accommodations or reasonable adjustments to be considered for any part of the promotion and selection process. • Panels will include an Independent where possible to ensure fairness. Diversity is also a consideration, although this has limitations sometimes with regards to rank in promotion processes. • Mandatory College Learn courses for hiring managers. To support sound decision making in selection. • Our Delivery plan – Chief Officer focus on diversity. We have a strong commitment to equality and diversity both within the organisation and in the service we provide. Our aim is to attract, recruit, support and promote talented individuals who represent the diverse communities we serve. • Robust governance structure. • Growth of Positive Action and EDI Team. • Development Hub – which provides guidance available to all in relation to lateral and promotional moves. • Staff Networks provide support to individuals.

- Appeals process - Where the perception of unfairness exists in a selection process an appeals procedure exists to address those issues/concerns.

Sexual orientation

Details of positive and/or adverse impact or other issue

- There could be barriers to members of the members of the LGBTQ+ community being promoted.
- Although not underrepresented in all areas, it is important to identify any potential barriers so they can be proactively addressed.
- For example, applicants may be concerned regarding the confidentiality of personal data particularly sensitive category information.
- Overall with mitigation should address any adverse impact.

Mitigating action for any adverse impact or rationale for no further action

Mitigation takes place which has an impact on removing barriers for individuals with protected characteristics, including:

- Current data suggests LGBTQ+ officers are more likely than other groups to state 'Prefer Not to Say' on documents. A Safe to Say Campaign has been completed by SWP and will be repeated periodically.
- It is noted that the force Transgender Policy is under review which will provide additional guidance for managers.
- Continual assessment of data will be reviewed to ensure that officers who disclose sexual orientation are not adversely affected.
- Wales LGBT+ Police Network provides support and event information to individuals.
- Network have launched an Ally Package on College Learn – this is recommended for panel member; providing practical advice on pronouns, names and the transition process.
- Applicants will be asked if they require accommodations or reasonable adjustments to be considered for any part of the promotion and selection process.
- Panels will include an Independent where possible to ensure fairness.
- Mandatory College Learn courses for hiring managers in order to support sound decision making in selection.
- Our Delivery plan – Chief Officer focus on diversity. We have a strong commitment to equality and diversity both within the organisation and in the service we provide.
- Appeals process - where the perception of unfairness exists in a selection process an appeals procedure exists to address those issues/concerns.

Welsh Language

In line with the requirements of the Welsh Language Standards. (No.5) Regulations 2016, please note below what effects if any (whether positive or adverse), the proposal would have:

- a) on opportunities for persons to use the Welsh language, and
- b) in terms of the force objective for the Welsh language to be treated no less favourably than the English language.

NB: Full details of each applicable Welsh Language Standard is available on BOB and further advice can be sought from our Equality Diversity and Inclusion team.

Details of positive and/or adverse impact or other issue
• South Wales Police (SWP) recognises that the ability to speak Welsh is a skill alongside other policing skills; as set out in the SWP Welsh Language Scheme (as approved under the Welsh Language Act 1993) and the Welsh Language Standards, and support everybody across the Force to demonstrate Welsh linguistic courtesy to ensure Welsh speakers do not face direct or indirect discrimination. • In terms of participation in promotion processes, SWP does not anticipate an adverse effect, however there could be barriers for individuals which prevent them from fully participating or disadvantages them e.g. promotion materials or information which are not provided bilingually. • Overall with mitigation should address any adverse impact. • South Wales Police are committed to supporting and facilitating the promotion process in Welsh – please contact talent@south-wales.police.uk to discuss further.
Mitigating action for any adverse impact or rationale for no further action
Mitigation takes place which has an impact on removing barriers for groups and/or individuals including: • Candidates are welcome to request any element(s) of promotion process, including documents and panel interviews through the medium of Welsh and will not be subject to any detriment as a result. • South Wales Police are committed to supporting and facilitating the promotion process in Welsh – please contact talent@south-wales.police.uk to discuss

further. The HRBP for Talent is a fluent Welsh speaker and will be happy to accommodate reasonable requests.

- The Welsh Language Strategic Board (WLSB) will be responsible for monitoring data and information collected from performance indicators and quality assurance processes. Whilst BCU Commanders and Department Heads are responsible for local delivery of standards and for implementing the associated processes as outlined in this document, the WLSB has overall responsibility for managing these processes and encouraging the use of Welsh in every department.
- Internal online Development Hub – resources and guidance which are not currently available in Welsh, can be translated and available upon request ensuring equal access to training, career development initiatives and opportunities and promotion process preparation.
- Continual assessment of data will be reviewed to ensure that individuals who disclose their preferred language are not adversely affected during the course of their employment.
- Applicants will be asked if they require accommodations or reasonable adjustments to be considered; for a range of reasons, for any part of the promotion and selection process.
- Panels will include an Independent person where possible to ensure fairness, integrity and consistency.
- Mandatory College Learn courses for hiring managers including unconscious bias to support sound decision making in selection.
- Our Delivery Plan – we have a strong commitment to equality and diversity both within the organisation and in the service we provide. Our aim is to attract, recruit, support and promote talented individuals who represent the diverse communities we serve.
- Staff Networks provide support to individuals.
- Appeals process - where the perception of unfairness exists in a selection process an appeals procedure exists to address those issues/concerns.

Socio-economic background

Socio-economic background is a combination of different factors, such as income, occupation, and social background. A person's socio-economic background can expose them to inequalities and undermines their ability to access human rights so it's important to understand how your product could affect different socio-economic groups.

Details of positive and/or adverse impact or other issue

- In terms of participation in promotion processes there could be barriers for individuals due to socio-economic background which prevent them from fully participating or disadvantages them.

- For example, candidates may be concerned regarding how their employment and/or educational history, career aspirations and performance can be perceived.
- Overall with mitigation should address any adverse impact.

Mitigating action for any adverse impact or rationale for no further action

Mitigation takes place which has an impact on removing barriers for groups and/or individuals including:

- Internal online Development Hub – resources and guidance are available to every officer and employee; ensuring equal access to training, career development initiatives and opportunities and promotion process preparation.
- Applicants will be asked if they require accommodations or reasonable adjustments to be considered; for a range of reasons, for any part of the promotion and selection process.
- Panels will include an Independent person where possible to ensure fairness, integrity and consistency.
- Mandatory College Learn courses for hiring managers including unconscious bias to support sound decision making in selection.
- Appeals process - where the perception of unfairness exists in a selection process an appeals procedure exists to address those issues/concerns.

Caring Responsibilities

Details of positive and/or adverse impact or other issue

- SWP is supportive of all individuals who identify as carers; to ensure their health and wellbeing are prioritised and they do not face direct or indirect discrimination.
- In terms of participation in promotion processes there could be barriers for individuals due to additional caring responsibilities, which prevent them from fully participating or disadvantages them.
- For example, candidates may be unavailable at certain points of the working day/week due to their caring responsibilities.
- Candidates may be concerned regarding the perception of how their caring responsibilities could impact career aspirations, working hours and performance.
- Overall with mitigation should address any adverse impact.

Mitigating action for any adverse impact or rationale for no further action

Mitigation takes place which has an impact on removing barriers for groups and/or individuals including:

- SWP Carers Passport – officers and staff are able to complete and present this document to their line manager for consideration and awareness during the promotion process.
- Applicants will be asked if they require accommodations or reasonable adjustments to be considered; for a range of reasons, for any part of the promotion and selection process e.g. requesting a specific date/time for a panel interview.
- Internal online Development Hub – resources and guidance are available to every officer and employee; ensuring equal access to training, career development initiatives and opportunities and promotion process preparation.
- Continual assessment of data will be reviewed to ensure that individuals who disclose details of their caring responsibilities are not adversely affected during the course of their employment.
- Panels will include an Independent person where possible to ensure fairness, integrity and consistency.
- Mandatory College Learn courses for hiring managers including unconscious bias to support sound decision making in selection.
- Our Delivery plan – we have a strong commitment to equality and diversity both within the organisation and in the service we provide. Our aim is to attract, recruit, support and promote talented individuals who represent the diverse communities we serve.
- Staff Networks provide support to individuals.
- Appeals process - where the perception of unfairness exists in a selection process an appeals procedure exists to address those issues/concerns.

Other characteristics

Use this section to consider the PSED aims and any impacts your product may have on characteristics that are not protected under the Equality Act 2010 but are still significant to equality and inclusion. For example, your product may have a particular effect on people with English as an added language. Think creatively and invite input from stakeholders.

Details of impact or other issue
Mitigating action or rationale for no further action

Action log

Record EIA actions and monitor action progress in the action log. These should be tracked as part of department's EDI objectives.

Action	Owner	Due Date	Updates

Appendix A

Promotion Policy – Scope, Aims and Objectives

South Wales Police is committed to providing a high-quality service to the public of South Wales and recognise that the recruitment, progression and retention of a skilled and diverse workforce is key to realising the Force mission of keeping South Wales safe.

This policy sets out the framework for promotion and as such the policy is based on the key principles:

- To attract and retain and promote a workforce that meets the needs of South Wales Police and reflects the communities which it serves. The whole process will be based on equality of opportunity, fairness and the sole criteria for selection or promotion will be the candidate's suitability for the particular role.
- To identify individuals with the appropriate skills, experience, qualifications and values to enable an effective policing service to be delivered.
- To ensure transparent, consistent and reliable processes, improving confidence and legitimacy and internal procedural fairness.
- To actively seek to be representative of the communities it serves at all levels. Where there is evidence of under-representation of minority groups the Force will address any perceived barriers.
- To support those with a disability by providing reasonable adjustments, accommodations are also available to those who wish to request.
We will design our processes to ensure robust decision making but also to be efficient as possible, enhancing end user/candidate experience.
- To ensure that all selection processes adhere to the Code of Ethics.