

**GWENT POLICE AUTHORITY**  
**Equality and Human Resources Committee**

**Date:** 6<sup>th</sup> April 2009

**Item No: 4a**

**Heading:** Police Authority Requirement for Setting Local Employment Targets for Under Represented Groups

**Report Author:** Chief Executive

---

**SUMMARY**

This report identifies the Police Authority requirement for setting local employment targets for under represented groups, and outlines the recommendations arising.

---

**RECOMMENDATION(S)**

That Members consider the content of the report with a view to establishing a process for reviewing targets and priorities relating to setting local employment targets for under represented groups in Gwent.

---

**1. BACKGROUND**

- 1.1 Since 1999, the police service has been aspiring to meet a national ten-year 7% BME police officer strength target, as introduced following the Stephen Lawrence enquiry. Although nationally the service has doubled its BME police officer representation to 4.1% in ten years, it has become clear that a local target setting would be more beneficial in reflecting local circumstances and community needs.
- 1.2 This report highlights the key issues and recommendations identified in the Association of Police Authorities (APA) 'Police Authority Circular 01/2009'. A copy of the original document is available from the secretariat if required.

**2. PROPOSAL FOR CONSIDERATION BY COMMITTEE AND CURRENT POSITION**

- 2.1 The recent Government policing green paper proposed that local employment targets relating to race and gender should be agreed locally by police authorities and forces in consultation with communities. This action was confirmed in the Government's review of the green paper consultation.
- 2.2 The APA has recognised that there has been limited time for authorities to prepare following the Government's announcement before Christmas, so

restricting the time allowed for preparation and consultation on employment targets for under-represented groups.

2.3 The APA has made a number of recommendations based on this which identify key work areas for the setting of local employment targets:

- **Recommendation 1: Conduct a community mapping exercise** to consider relevant demographic information.
- **Recommendation 2: Engage key partners and other sources** in order to obtain relevant demographic data. Use up-to-date data from key partners such as the local police force, local authorities and Primary Care Trusts. Similarly, the Office of National Statistics will be a useful resource for authorities.
- **Recommendation 3: Conduct an assessment of all relevant workforce data** and study trends in order to identify any areas of concern which need to be addressed. Data sets should be disaggregated for gender and race as a minimum, and all relevant employment data should be considered, for example sickness rates or officers on restricted duties, and projected retirement rates.
- **Recommendation 4: Engage staff associations and diversity support groups** at the earliest stage in the target setting process. This engagement should include the local employment data assessment process, and representatives should include Trade Unions, statutory staff associations, and diversity staff support groups.
- **Recommendation 5: Involve Independent Advisory Groups (IAGs)** in both analysing local mapping exercises and developing appropriate local targets. As a minimum, police authorities should be engaging IAGs to assist in analysing local community mapping exercises along with force employment assessments, and then in considering proposals from the police authority on what potential employment targets could be set.
- **Recommendation 6: Local communities should be consulted** on the proposed targets for 2009/2010 local policing plans through existing consultation processes. If at all possible, time should be set aside to explain why employment targets are a priority for the police authority, what has been done to identify potential targets and to ask opinions on suggested targets.
- **Recommendation 7: Longer-term stretch targets should be considered** for inclusion in policing plans, alongside annual milestone targets. Police authorities should consider where they would want the force to be in relation to its workforce demographics not just in twelve months time, but also longer term. Therefore, stretch/ambitious targets should be considered as part of longer term strategic planning.
- **Recommendation 8: Authorities should set employment targets for police staff (including Community Support Officers)** alongside those for

police officers. **Although some forces may not be recruiting officers next year this does not mean that employment targets can not be set.**

- **Recommendation 9: Consideration should also be given to setting targets for representation on specialist units.** Retention and progression are two significant areas of employment concern for under-represented groups, and while progression does not necessarily mean promotion, it should include targets in relation to increasing representation of under represented groups on specialist units.
  - **Recommendation 10: Authorities should set employment targets for gender and race as a minimum.** Consideration can also be given to the need for employment targets against wider local diverse circumstances as appropriate and if relevant workforce data is available, for example, new and emerging communities, Gypsy Traveller or Roma communities, and for other strands of diversity, e.g. sexual orientation.
  - **Recommendation 11: Consideration should be given to the significance of local age profiles in target communities before setting recruitment targets.** Local mapping and workforce assessment exercises should consider not only the local and the working populations but also the average age range of recent recruits into the force. The Labour Force Survey and other information published by the Office of National Statistics will assist authorities in this area.
  - **Recommendation 12: Authorities will want to develop an appropriate communications strategy, targeting both internal and external communities,** to promote the commitment and drive of the authority in ensuring the local police force has a more representative workforce. This will include responsibilities under the Welsh Language Act. Announcing the intention to recruit a more diverse workforce will have an added benefit of both increasing confidence in policing and awareness of employment opportunities within the police, as well as ensuring that the duty to promote equality and diversity within the workforce is met.
  - **Recommendation 13: Authorities should consider setting targets for their force to record and monitor employment data beyond simply gender and race.** If the local force does not collect relevant employment diversity data beyond race and gender, then the authority may want to consider implementing targets for the force to introduce a new employment data monitoring process that covers all aspects of diversity.
- 2.4 In order to assist the setting of employment targets, the Home Office and NPIA are developing a 'Workforce Modelling Tool', which should be ready for authorities to utilise in time for 2010/2011 target setting. The Association of Police Authorities (APA) is planning to publish substantial guidance in time for next year's policing plan preparation cycle which will build on the key areas highlighted within this report, and share the best practice and experience of authorities in preparing targets for the 2009/2010 policing plans.

2.5 Members are asked to consider these recommendations with a view to establishing a process for reviewing targets and priorities in relation to setting local employment targets for under represented groups in Gwent

### **3. STAFFING/PERSONNEL IMPLICATIONS**

3.1 Implications for staffing or personnel are dependant on the outcome of the local employment target setting process.

### **4. FINANCIAL IMPLICATIONS**

4.1 There are none rising directly from the content of this report.

### **5. CONSULTATION**

5.1 There has been no consultation on the content of this report; however, a consultation process involving police officers, staff and members of the community will need to undertaken in order to fulfil the requirements of local employment target setting.

### **6. PROJECT ASSESSMENT FOR EQUALITY AND DIVERSITY MATTERS**

6.1 This project/proposal has been considered against the general duty to promote equality, as stipulated under the Police Authority's Equality Schemes, and has been assessed not to discriminate against any particular group.

### **7. RISK ASSESSMENT**

7.1 Failure to establish a process for reviewing and setting local employment targets and priorities could result in an inability to meet the Government's recommendation, and impact on the Authority's duty to promote equality and diversity within the local police force.

### **8. STAYING AHEAD (2011 REVIEW)**

8.1 The matters raised in this report have been considered in the context of the Staying Ahead Project and are not considered to have any direct consequences for the outcomes.

### **9. CONCLUSION**

9.1 The real benefit of setting targets locally is that they can be established on the basis of the local police service aspiring to reflect the demographics of the local population; the involvement of police officers, police staff and local communities in the local employment target setting process will help achieve this.

9.2 The APA are encouraging police authorities to consider the issues identified herein as part of the ongoing process of reviewing targets and priorities, even

if appropriate targets are included in their policing plans for the forthcoming year.

- 9.3 Authorities will also want to be aware of the positive action initiatives being taken by the force, and regular monitoring of the take up of internal positive action opportunities by the workforce should be undertaken. Both the NPIA and Equalities and Human Rights Commission are planning to publish guidance and good practice in relation to positive action over the coming months.
- 9.2 The Ministerial Ethnic Minority Steering Group will be reviewing the local employment targets set in 2009/2010 local policing plans. Also, Her Majesty's Inspectorate of Constabularies (HMIC) will be undertaking a workforce inspection in 2010 when it is anticipated that progress against targets set and specific action/work in this area will be assessed.

## **10. CONTACT OFFICER**

- 10.1 Caroline Hawkins, Equality and Research Officer

## **11. BACKGROUND PAPERS**

- 11.1 Home Office Green Paper 'From the Neighbourhood to the National: Policing our Communities Together'
- 11.2 APA Police Authority Circular 01/2009, 10<sup>th</sup> March 2009

## **12. APPENDICES**

- 12.1 None