

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

**Date:** 8 February 2010

**Item No: 5b**

**Heading:** Local Employment Targets

**Report Author:** Chief Constable

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**SUMMARY**

This report addresses the requirement for the Police Authority to set local employment targets for under represented groups in the 2010/11 Policing Plan.

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**RECOMMENDATION(S)**

That members consider the contents of the report with a view to adopting appropriate employment targets in relation to Recommendations 7 to 10 of the APA Circular 01/2009 and such targets to be built into the 2010/11 Policing Plan.

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**1. BACKGROUND**

- 1.1. On 6 April 2009, members received a report highlighting key issues and recommendations identified in the Association of Police Authorities (APA) "Police Authority Circular 01/2009". This report identified the Police Authority requirement for setting local employment targets for under represented groups and outlined in the 13 recommendations arising.
- 1.2. Members noted that 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.
- 1.3. The APA were therefore encouraging police authorities to consider the issues identified as part of the ongoing process of reviewing targets and priorities, even if appropriate targets are included in their policing plans for the coming year.
- 1.4. Members accepted the report and noted that by the end of the calendar year baseline information would be reviewed in order for realistic targets to be set for 2010/11. It was noted that it would not be necessary to have targets for all of the recommendations as some may not be relevant.
- 1.5. No employment targets for under represented groups were required to be set by the force in the 2009/10 Policing Plan, since the prime focus was on the single confidence measure in that year. However, some specific employment

targets will need to be set in the 2010/11 Policing Plan in line with the APA Circular 1/2009 recommendations and also bearing in mind the expectations of the December 2009 White Paper.

- 1.6. In order to progress this work a Task and Finish Group will meet in February 2010. The Group will be chaired by the Deputy Chief Constable (DCC) and membership will consist of three members of the Police Authority, an Independent Advisory Group (IAG) representative, nominated by the Chair of the IAG, Head of Learning and Development, Staff Associations and Support Network representatives. The group will report to the force Equality and Diversity Board. The group will work with the Resourcing Manager and Head of People Services to achieve creative consideration and presentation of the relevant targets for the short, medium and long term and to consider their strengths and weaknesses. The findings will be reported to the Full Police Authority meeting on April 9<sup>th</sup> for ratification, with an interim note placed in the draft Policing Plan confirming that targets are to follow. The ratified targets will be incorporated in the final version of the 2010/11 Policing Plan and informed by the Police Authority Budget setting decisions, government funding for the force, baseline and specialist funded posts which will potentially impact on recruitment retention and progression of all police officers and police staff.
- 1.7. Members should also note that the December 2009 White Paper states that “Local employment targets and consultation with local communities on the setting of those targets will be inspected on by HMIC Working for the Public Inspection”.
- 1.8. Members should note that a number of positive action initiatives were taken during 2009/10 which are worthy of note as follows:-
  - The Community Engagement and Recruitment Teams ran two familiarisation sessions targetted at potential Black and Mixed Ethnicity (BME) applicants who were considering applying for the role in the October 2009 police officer recruitment campaign. These sessions was also attended by BME officers within the force. These sessions were well received by the attendees who were appreciative that the force had been able to explain the nature of the police officer role and the details of the application process in such detail.
  - Familiarisation sessions were also held for all applicants who had passed the application stage and who were being invited to the December 2009 SEARCH Assessment Centre. Inspector Booth gave an input on the role of a police officer and the Recruitment Team provided information about the assessment centre and second interview process. Again this was well received by the attendees who commented that very few forces offer anything like this before the assessment centre.
  - The number of BME applicants that applied for the October 2009 was 2.8% of the total applicants (48 out of 1706). The number of BME applicants who passed the Shortlisting stage was 3.7% (16 out of 429). These will be invited to the next assessment centre planned for this year.

- The September 2009 Student Officer intake is the first intake since April 2008 and the male/female split was 8 males and 14 females. There was no BME candidate in this intake, however the Chair of the IAG did sit in and observe some of the recruitment and selection processes for this course. The March 2010 intake will have 7 males and 11 females. Whilst there are no BME candidates in the March 2010 intake, we will work proactively with those BME candidates who are to be invited the next Assessment Centre.
- Due to the 2011 reviews of back office services, the force has restricted external police staff recruitment in 2009/10. However the results have been positive in the sense that there have been a number of promotion and sideways developments and also no compulsory redundancies have had to be declared.
- PCSO Recruitment in 2009/10 was restricted to internal candidates as part of the 2011 restrictions on police staff recruitment. It was noticeable that there was quite a diverse range of internal applicants for these processes, which included Eastern European and Welsh language speakers. Familiarisation sessions were also held for these candidates similar to those held for police officer candidates and which were valued and appreciated by those who attended.
- There is a task and finish group which has been created through the Gwent Police Women's Development Association Development Days, which is chaired by T/Chief Inspector Julia Walsh. In addressing the issues this group raised the whole promotion assessment process which were then internally reviewed by the DCC and this has impacted positively on the number of females across the ranks who are engaging in these processes less than 12 months ago. Police Officers and Police Staff across the force have commented positively on the amended promotion processes.

## **2. PROPOSAL FOR CONSIDERATION BY COMMITTEE/CURRENT POSITION**

- 2.1. The APA Circular 1/2009 listed 13 recommendations. Recommendations 7 to 10 related specifically to Employment Targets as shown below. The text in italics are the initial views of the force on these matters and these points will be firmed up through discussion at the Task and Finish Group which is meeting in February 2010.

- **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.

*At 31 December 2009 the force employed 22 BME police officers (i.e. 1.54% of the Full Time Equivalent (FTE) strength of 1425.78). The 2001 census figure for Gwent's BME population was 1.63%. The force wishes to maintain its BME police officer numbers during 2010/11. As part of its forthcoming recruitment campaign, the force will be taking appropriate positive action steps with the objective of increasing its BME representation on a gradual incremental basis over the longer term. When the 2011 census figures are published in 2012, the revised Gwent BME population percentage will form the force's target for BME representation.*

*At 31 December the force employed 371.49 FTE female police officers (i.e. 26.1% of the FTE strength of 1425.78). This is one percentage point above the national average for the police service of 25.1% at 31 March 2009. The force wishes to maintain its female police strength during 2010/11. As part of the forthcoming recruitment campaign, the force will be taking appropriate positive action steps with the objective of increasing its female police officer representation on a gradual incremental basis over the longer term. It is also likely that workforce demographics will see a gradual increase in female representation within the police service over the coming years as a greater proportion of males than females will be retiring. It is anticipated that the service as a whole will achieve 30% female representation in the long term and this is likely to continue to rise. The force would wish to maintain its position above the national average through this period and beyond.*

*Subject to budget setting the force is seeking to recruit 150 police officers and up to 20 PCSO's during 2010/11. Police Officer recruitment has to be conducted according to a nationally prescribed process, but the force will also have a second in-force interview stage. The force will target as part of its workforce planning, presentations, attachments and a number of positive action familiarisation sessions to encourage and support applicants from under represented groups. The force will also seek to involve the IAG in this process. IAG members have been involved in observing selection processes previously. The force would wish to sustain and ideally increase its performance in terms of under represented groups and as a result of positive action initiatives taken internally and externally.*

*The force will not be seeking to increase its police staff numbers in the coming year and will continue with the current downsizing programme on police staff numbers. Recruitment will be primarily focused on internal applicants as we continue to implement 2011 staff changes, but there will be a requirement to recruit some external applicants particularly in specialist areas of the business. In those areas where we are recruiting police staff, we will seek to take positive action measures to address under representation.*

- **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.**

*At 31 December 2009, the force employed 7 BME Police Staff (i.e. 0.84% of the FTE strength of 825). There has been a freeze on external Police Staff recruitment as a result of the 2011 changes and therefore it has been difficult for the force to positively influence this figure. Once all of the 2011 police staff changes have been completed and the force recommences external police staff recruitment, it would want to see an incremental increase in its BME representation to get to the same proportion of BME's in the Gwent population as measured by the latest census.*

*At 31 December 2009 the force employed 3 BME Police Community Support Officers (i.e. 2.0% of the FTE PCSO strength of 151). The 2001 census figure for Gwent's BME population was 1.63% and therefore the force has a representative BME PCSO workforce. The force wishes to maintain its BME PCSO numbers during 2010/11 and will examine the 2011 census population figures when published to ensure that the BME numbers are still representative of the community.*

*At 31 December the force employed 78.2 FTE female Police Community Support Officers which is 51.75% of the FTE strength of 151.01. The force therefore has a more or less equal representation of male and female PCSO's, which it would seek to maintain throughout 2010/11.*

- **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.

*The objective in relation to addressing the under representation of females and BME's in specialist units is supported, however the value of targets in this area is questionable as the numbers involved are relatively small. It is more a question of changing the culture and taking advantage and promoting the opportunities for under represented groups to move into these areas which traditionally have tended to be the preserve of white males. It is recommended that, as a minimum, a direction of travel be set, although this area should be supported by a base line and some sort of action plan.*

- **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.

*Recommendations 7, 8 and 9 address recruitment targets for gender and race. As far as disability is concerned, employment quotas for people with*

*disabilities were removed with the introduction of the Disability Discrimination Act in 1995. It is therefore not appropriate to set targets for disability employment. However the force will continue to monitor self declared disability by staff through its equal opportunities monitoring process. It will also continue to maintain records of police officers and police staff who the Occupational Health Unit and the Force Medical Adviser consider to be covered by the provisions of the DDA.*

*As far as setting targets for other under represented groups are concerned, the force would not wish to set specific targets as such but to focus on education and awareness, culture change and taking advantage of opportunities.*

*As far as all groups are concerned, the force will be exploring areas such as the establishment and take up of Positive Action initiatives (internally and externally); the take up of family friendly policies; training of managers to be confident in utilising family friendly policies; access to training opportunities, staff officer roles for police staff and general lateral development opportunities and access to specialist units. The force feels that there should be a shift away from recruitment in the setting of targets and more focus placed on retention and progression and economic factors. This would benefit from a specific action plan to fully support activity in this area.*

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

- 3.1. Implications for staffing or personnel are dependent on the outcome of the local employment target setting process. As the force is due to recruit approx 150 police officers and some specialist trained police staff in 09/10 additional pump priming funding will be required in this coming year to assist the recruitment, training and equipment requirements of all these personnel. Additionally, as the Chief Constable and the Association of Police Authorities vision is to sustain and retain its police officer establishments to 1498 (minus any workforce modernisation processes), under the current financial restraints, then it will need to recruit at least 80 police officers on an annual basis from 2011/2012 onwards. The force will work with the Police Authority in the local employment target setting process to address the national requirement and local desire for our police service to be representative of the community it serves.

### **4. FINANCIAL IMPLICATIONS**

- 4.1. Please refer to paragraph 3 above and additional financial support may be required to enable the force to raise its profile in the community through a number of positive action initiatives.

### **5. CONSULTATION**

- 5.1. It is proposed that in February 2010, this will be taken forward with all the groups mentioned in this report including the Community Cohesion Team, lead by the DCC.

## **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 set 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. Some Employment Targets are required to be set in the 2010/11 Policing Plan and members are asked to consider the comments of the force presented in this report in the setting of such targets.

## **10. CONTACT OFFICER**

- 10.1 Robert Parker – Head of People Services

## **11. BACKGROUND PAPERS**

- 11.1 Home Office White Paper December 2009  
11.2 APA Police Authority Circular 01/2009 – 10 March 2009.

## **12. APPENDICES**

- 12.1. None