Police forces’ case studies

Considerations for the police and their stakeholders in the use of positive action based on successful initiatives conducted by a selection of police forces
Contents

Police forces’ case studies

Contents
Introduction ........................................................................................................................................... 3
Greater Manchester Police – Operation Peel......................................................................................... 4
Greater Manchester Police – Retention and progression: Hate governance ...................................... 7
Merseyside Police – The Phoenix Leadership Programme ................................................................. 12
Nottinghamshire Police – Attraction and recruitment ........................................................................ 16
South Wales Police – Attract and support ............................................................................................ 19
Sussex Police – Mentoring programme ................................................................................................. 22
Thames Valley Police – Attraction and recruitment .......................................................................... 25
Warwickshire and West Mercia Police – BME recruitment ............................................................. 28
West Midlands Police – Attraction and recruitment ........................................................................... 32
Introduction

The following case studies detail how the police forces involved are conducting positive action initiatives. These studies will hopefully assist those who are looking to recruit or who are seeking ways of developing and progressing BME officers, staff and others who share protected characteristics.

These initiatives are, however, unique to the forces conducting them and take into account local circumstances. The measures taken are considered to be proportionate, justifiable and necessary for those local needs. The initiatives may not be suitable for other forces who will need to consider their objective justifications for taking positive action. Appropriate legal advice should be sought before introducing any initiatives.
Greater Manchester Police – Operation Peel
(Reviewed December 2014)

Background

At Greater Manchester Police (GMP) we are committed to ensuring that the diverse make-up of our workforce reflects the communities we serve. Our organisation recognises that having a diverse workforce makes us more approachable and relevant to the public.

Greater Manchester is an extremely diverse area. The city of Manchester in particular has been billed the most ethnically diverse in Europe - its population speaks at least 153 different languages.

In June 2013 it became evident that diverse representation within GMP was less than 7 per cent. We recognised that work was needed to increase this and we therefore invested significant effort and resources into a Black and Minority Ethnic (BME) recruitment project known internally as Operation Peel.

Operation Peel was so named because it aimed to support the principles set out by the founder of the police service, Sir Robert Peel, and in particular it reflected his statement that ‘the police are the public and the public are the police’.

The principles of Operation Peel are to:

- attract candidates with attributes that will support policing
- ensure our selection processes support that aim and can deliver a workforce that reflects our communities
- support individuals to have a rewarding career with GMP.

Approach

Initially, a workshop was held to which we invited a number of BME candidates who, to date, had been unsuccessful at various stages of our recruitment process and who had become fairly disillusioned with GMP as an organisation. The outcomes from their experiences were quite stark and highlighted more than ever the need for us to revise our recruitment process.

We reviewed our marketing and promotional materials and engaged various companies whose ideas were tested on members of the wider community as well as our own personnel.
The company we finally appointed delivered a new campaign known as ‘Proud to be Different’. The campaign introduced a variety of promotional materials which included credit-card-size cards with a link to a micro-site, posters, A5 leaflets promoting a variety of roles, and pull-up banners. All the photographic images were of existing GMP staff to show our wide range of roles and personnel from different ethnic backgrounds.

Operation Peel’s project team devised and delivered a community engagement recruitment model which was supported initially by five neighbourhood policing teams (NPT) and this support grew to nine INPTs very quickly. There was a complete shift from the process in which Central Recruitment issued an advertisement followed by a long, impersonal recruitment process which resulted in no actual candidate engagement (and which was actually more about ‘dismissing’ candidates at the various stages without offering any feedback), to something which was very new and different.

Attraction and recruitment

There was a requirement to recruit a large number of PCSOs, so the implementation of the community engagement model was perfect. This included:

- serving PCSOs met members of their community and highlighted the recruitment opportunity, gathered expressions of interest and sent them to the project team
- details of those not interested in the role of PCSO but interested in other roles within GMP (many of which they had not known existed) were forwarded to the project team
- integration with our communities by attending cultural events and visiting places of worship, giving the public the opportunity to interact with, meet, and chat with our officers, staff and volunteers.

The project team made telephoned all potential candidates within 48 hours of the initial contact and invited them for a telephone interview. If they were successful, they went on to an assessment stage, which in some cases included biometric testing on the same day. The entire process was much shorter than before and the members of the project team were always on hand to answer any questions and offer support to candidates at every stage of the process.

Further to this, feedback was offered to unsuccessful candidates who were also given the opportunity to be allocated a GMP buddy who could work with them to help them develop in the areas identified during the selection process with a view to them reapplying within six months.

Additional activities

**Sector-based work academy** – this was coordinated by the Operation Peel team, in partnership with Job Centre Plus and in conjunction with Manchester College. This was both very successful and quick. It included a two-week training course in the relevant role (PCSO, administration assistant or call handler) and concluded with interviews and subsequent appointments.
A lessons learnt exercise has been reviewed for the bulk recruitment which has been completed in the last 12 months.

Following the same process, we held a workshop to review in detail how we attract people to apply to the Special Constabulary as a consequence of which we will be implementing a revised approach.

Initial discussions have also been held to examine how we might do things differently in order to secure call handlers. So far, this has included holding a workshop which was attended by external representatives from both public and private sectors and key GMP stakeholders.

The project team have supported the Workforce Development Unit and Recruitment with the launch of the Fast Track Programme and arranged two information events. The team contacted universities throughout the UK with the aim of attracting BME candidates and providing positive action support. Internally, the same approach has been adopted as that of the previous student officer intake with two SPOCs being nominated for each branch/division – one to provide positive action support and the other to approve staff members’ applications before their progression.

Achievements to date

- The January 2014 intake of 53 PCSOs had a BME representation of 32% and the April 2014 intake of 48 had a 40% representation.
- Recent apprentice intake generated over 50% BME representation.
- Heightened awareness across the force of the importance and benefits of having a more reflective workforce.
- A more holistic approach to BME representation, focusing on attraction, progression and retention.

What next?

In order to develop and support a workforce that better reflects, and can meet the needs of, our diverse community in Greater Manchester, we need to:

- determine the strategic direction for all aspects of recruitment, retention and progression and to commission positive action measures
- maintain a strategic oversight of critical strands of work that have an impact on retention and progression of diverse staff in the organisation to ensure outcomes are achieved
- consider organisational insight and future change programmes and their strategic implications.
Greater Manchester Police – Retention and progression: Hate governance

(Reviewed July 2015)

Background and objectives

Initiatives to achieve the progression and retention of BME and other underrepresented officers and staff have been in place for some time, and initially included activities to support BME officers and staff and women in policing. Present work consists of supporting BME candidates who are interested in accelerated promotion schemes (Fast Track), coordinating mentoring for BME, Women in Policing (WIP), Senior Women in Policing (SWIP) and apprentices, and supporting Operation Peel in the development of buddy scheme training.

We aim to build on these programs by improving the processes and addressing the needs of people not linked to the above schemes.

GMP is designing and implementing a governance framework for all equality, diversity and human rights issues, setting out the force’s vision for where we want to be in three years' time and developing an Equality, Diversity and Human Rights Strategy. Embedded within the strategy are comprehensive equality objectives covering three strategic themes: Serving Our Communities, Our People, and Organisational Processes. This provides senior leaders within GMP with better oversight and scrutiny of key policing areas linked to equality, diversity and human rights with the aim of ensuring that appropriate resourcing is arranged.

Retention and progression - Hate governance

Aim of this strategy

We aim to improve the progression and retention levels of BME and other underrepresented groups of GMP officers and staff.

Purpose of this strategy

The purposes are to:

• create a workforce composed of officers and staff at all levels that represent the communities of GMP
• ensure the retention of BME and other underrepresented recruits brought into GMP through the new recruitment strategy
- release the potential of all BME and other underrepresented groups of officers and staff.

**Hate Incident Governance Group**

In order to tackle issues internally, last year we established a Hate Incident Governance Group (a multi-disciplinary panel) to have organisational oversight of all hate incidents/cases involving discrimination within GMP. It was created in response to expressed concerns about the way our force responded to internal allegations involving a perception of hate or discrimination. The aim of the governance group is to ensure a timely, proportionate and appropriate response to issues raised, tracking the progress to ensure fairness and consistency of the application of the process and its outcomes.

In addition the group aims to influence early intervention, when necessary, through the empowerment of managers by providing advice and direction ensuring that the needs of the people involved (aggrieved and subject) are addressed appropriately throughout the process and specifically at the point of resolution. Having such a group enables us to have an understanding of the volume of cases and the type of issues staff experience when concerned about fairness; and it will influence how our organisation learns from hate incident cases.

The group is headed by an ACC and its members include representatives from HR, Professional Standards and neighbourhood policing teams. They track internal cases and identify organisational learning. To date, around 25 cases (comprising all of the minority groups) have had initial decisions overturned.

The group has developed the concept of a threshold against which GMP assesses how an internal hate incident should be considered. The assessment determines the process that each incident will go through.

The existence of the group at such a senior level has generated significant praise and support from the workforce and has already generated an increase in confidence in the fairness in the way that these matters are dealt with. The group has reviewed both historic cases and some that have been reported since the group’s formation. This has resulted in some patterns being identified that may not otherwise have come to light (for example, with a specific manager). It has led to some cases either going into formal misconduct processes or into less formal resolution processes, with both cases ensuring the confidence of staff remains intact.

**Hate Incident Governance Group – Terms of reference**

The Hate Incident Governance Group has been established to respond to concerns about the way in which GMP responds to allegations involving perceptions of hate or discrimination. The terms of reference define the purpose of the group and how the group will function.
The Hate Incident Governance Group:

- has organisational oversight of all hate incidents/cases involving discrimination within the force
- provides an understanding of the volume of cases and the type of issues staff experience when concerned about fairness
- ensures that the needs of the people involved (aggrieved and subject) are addressed appropriately throughout the processes taken and specifically at the point of resolution
- ensures a timely, proportionate and appropriate response to issues raised from a position of triage and governance
- tracks the progress of issues raised and ensure fairness and consistency of the application of the process and outcomes
- determines how to benchmark over time to achieve proportionate, fair and consistent outcomes and processes
- is a multi-disciplinary panel in order to give objective perspectives on the issues raised
- influences early intervention, when necessary, through the empowerment of managers by providing advice and direction
- intervenes if the process is not flowing as it should
- influences how the organisation learns from hate incident cases.

The Hate Incident Governance Group has oversight and governance of complaints that fall within the remit of both HR and Professional Standards Bureau (PSB) which are:

- internal hate incidents (publically-raised complaints will continue to be dealt with through PSB).
- hate incidents raised via grievance processes
- hate incidents raised within employment tribunal cases outside the grievance processes

The group will not delay the immediate progression of a case, but will, however, meet as soon as possible after the initial recording and undertake an initial assessment of the case. The group will review each case after 28 days and then again at the final outcome stage. The group’s outcome will be sent to the lead HR or PSB staff responsible and they will be required to update the member of staff involved; an email confirming this will be sent seven days later from the group chair (ACC). The process is summarised in the attached flow chart.
It is the view of our force Equality Team, PSB and HR that internal hate incidents should not automatically be referred through to PSB for initial investigation. Each complaint will be
considered on a case-by-case basis. The governance group will review each case and determine whether or not one or some of the following elements are met:

- evidence exists of overt discrimination likely to be motivated by hate
- further investigation is likely to reveal evidence of overt discrimination likely to be motivated by hate
- the impact of perceived discrimination on the complainant is so great that they may lose their job, miss out on opportunities or suffer personal injury as a result.

If one or more of the above is present, the case will be referred into PSB (if not there already) for investigation. The panel may also seek additional information in relation to a case or recommend actions to be completed by HR or PSB.

July 2015
Merseyside Police – The Phoenix Leadership Programme
(Reviewed July 2015)

Background and objectives

Merseyside Police is committed to achieving a representative police service to reflect the community we serve. We currently have a BME workforce representation of 3.4% compared with a population BME representation of 5.5%.

Merseyside has not recruited regular officers for the past two years due to budget constraints, but we are actively recruiting special constables and PCSOs and are seeking to address underrepresentation in these roles to provide a pool of potential applicants for future regular officer roles when we do start recruiting again.

Attraction and recruitment – The Phoenix Leadership Programme

The Phoenix Leadership Programme is a pre-recruitment positive action strategy aimed at encouraging members of minority groups to join the service as special constables, PCSOs and ultimately regular officers. The programme was started in October 2013 and to date three programmes have been run with 39 potential candidates from BME, female, LGBT and disability minority groups. The programme was written, designed, developed and delivered by the Merseyside Black Police Association. The programme is fully supported by our chief constable and our police and crime commissioner.

The programme consists of a one-week leadership course, followed by two one-day workshops covering the expectations of recruitment processes. All candidates are also given a trained mentor from the staff support networks for 12 months, to support the candidates’ development and recruitment into the organisation.

The overarching aim of the Phoenix Leadership Programme is to increase the recruitment of adult minority groups (with protected characteristics as defined by the Equality Act 2010) into Merseyside Police via special constable and PCSO roles with a view to progressing to police officer roles. The programme aims to provide candidates with sufficient knowledge, support and skills to enable this, thereby supporting the short-to-medium term Positive Action Strategy and our force vision for increased community engagement with hard to reach groups.
The objective of this programme is to enhance the leadership qualities and confidence of the students by:

- developing effective communication skills
- learning how to prepare and deliver effective presentations
- effective team working to complete research and prepare projects
- understanding how to use conflict resolution strategies in resolving disputes
- taking part in a work experience day shadowing a professional host within Merseyside Police
- role model input with senior professionals from minority groups within the public/private sectors.

The programme is opened by the chief constable and the students have the opportunity to question him about leadership qualities, his experiences and expectations of his officers and staff. The police and crime commissioner also gives a presentation to the students on her role, experiences and expectations of the police.

The work placement day serves to showcase the various roles and departments within Merseyside Police and the career options and specialisms available.

A number of senior role models, both from within the police and outside organisations, attend to talk to the students about their journey, barriers and strategies to overcome them.

**What we did**

We conducted an extensive marketing campaign, utilising the force’s staff support networks, Positive Action Team, Community Engagement Team and community partners. Press releases were disseminated by the force and the police and crime commissioner (PCC). Details of the programme were placed on the force and the PCC’s websites. Posters were disseminated and displayed in the targeted communities and in police stations within BME communities. Community events were held in partnership with local community groups to market the programme and its purpose. Marketing interviews were conducted on BME community radio stations. Frank and open dialogue was entered into with community groups to address concerns about racism and disproportionality in stop and search.

Potential candidates were recruited via an application process which included basic vetting. As a result of losing five very good candidates from the first cohort for recruitment at the vetting stage of application to the force, we revised the Phoenix vetting process to the level of recruitment vetting for subsequent cohorts to reduce this risk.
Adapting processes

The Phoenix Positive Action Team is embedded within our Community Engagement and Corporate Communications Department. They work in close liaison with the HR Department to monitor and track the progress of Phoenix applicants, and in close cooperation with the Professional Standards Vetting Team. Any issues or borderline cases highlighted within the recruitment processes are raised with the ACC Operations for mediation. In three cases, borderline decisions to fail Phoenix candidates in the recruitment process to the force have been overturned by the ACC due to the intervention of the team.

Our results

Cohort 1 – October 2013
Fifteen students attended. Five were successfully recruited, including Merseyside’s first female Muslim special constable and our first Polish PCSO – 33% success rate.

Cohort 2 – July 2014
Ten students attended. One was successfully recruited as a PCSO. One was successful in the Fast Track application for Cheshire Police – 20% success rate.

Cohort 3 – March 2015
Fourteen students attended. To date, one student has successfully passed the recruitment process for special constable and is awaiting a training date. A further four are currently in the recruitment process and have successfully passed the Police Initial Recruitment (PIR) test. Out of these, two have passed the interview stage and are awaiting medical tests. A further student has successfully gained a volunteer role assisting with the Cadet Programme – a potential 43% success rate.

All 14 students are still being mentored.
Cohort 1

Cohort 3

Future Plans

The Phoenix Leadership Programme is copyrighted and the team is currently working with our force Leadership Academy and Skills for Justice to arrange accreditation of the programme to achieve a L2 leadership qualification. It is anticipated that this work will be completed towards the end of the year.

July 2015
Nottinghamshire Police – Attraction and recruitment
(Reviewed December 2014)

Working with the Community

Background and objectives

Nottinghamshire Police’s vision is to be the best performing police service in England and Wales. To do this, we recognise that a diverse workforce is essential, not only so that we reflect the communities we serve, but also to provide the innovation, creativity and productivity needed to deliver our vision.

In March 2013, BME officer representation stood at 3.9% against a population figure of 11.2% for Nottinghamshire. Despite a recruitment process held in February 2013 that attracted over 2000 applicants only 149 of these were BME, and only six were ultimately successful in the process.

It was, therefore, important to adopt a different strategy to increase the numbers of BME individuals applying to our police service and passing the recruitment stages.

From previous experience and based on an analysis of the success of previous BME candidates at different stages in the recruitment process, we identified three key areas that we needed to address:

- attracting the right candidates
- supporting those candidates through the process
- adapting our process to meet the needs of the candidates.

What we did

Attracting the right candidates

Our chief constable, Chris Eyre, met leaders from our diverse faith groups and invited them to identify and propose members of their communities who they felt had the potential to be the future of policing in Nottinghamshire.
Our Positive Action Coordinator worked in partnership with these faith leaders to deliver a single event that would attract intelligent and talented individuals from within their communities. Personal invitation packs to a recruitment seminar, to be held in the community, were then sent out to these individuals.

A programme was designed to explain the recruitment process and the support from the Positive Action Team that would be available to candidates. The programme also included participation from senior officers, and testimonials both from serving BME officers and from some of the BME candidates currently undergoing the police officer recruitment process.

Out of this event, 50 individuals who had never before considered a career in the police service, chose to embark on this journey.

**Supporting those candidates through the process**

To support the candidates and to provide them with the best opportunity for success, we put in place a number of measures.

**Support sessions** – fortnightly evening sessions, two-and-a-half hours in length, were organised for candidates to attend. These gave candidates the required information they needed for each stage of the recruitment process. Initially these sessions focused on interview practice and technique. These were followed by a ‘walk-through’ of the first three sections of the application form so that candidates would be clear on the information required.

Candidates then received sessions relating to the competency-based questionnaire and these were followed by a two-day training session focusing on the SEARCH assessment centre.

To ensure ease of access and to provide revision materials, sessions delivering new information were audio-recorded and forwarded to candidates via an email link to ‘Dropbox’. Additionally our Corporate Communications team worked with the Positive Action team to video-record sessions and post these on a secure YouTube link. It was important for us to give candidates every opportunity to find a tool that worked for them to assist them through each stage of the process.

**Mentors** – early in the process mentors were allocated to each candidate. Both police officers and staff volunteered, on an agreed 50:50 duty time basis, to act as buddies and provide extra guidance and support throughout the process. To help them do this, they were provided with mentoring training and awareness sessions covering all aspects of the process. In addition, they were invited to attend the evening support sessions along with their candidates.

**Adapting our process to meet the needs of the candidates**

At the request of our local community and faith leaders, we brought the in-force interview stage forward to the first stage of the recruitment process to test the qualities of the
candidates aspiring for a career in policing. Community members were also invited to sit in on the interviews so that they could observe what was taking place.

The Head of Vetting Unit designed an initial vetting form that asked all the usual questions regarding cautions, convictions, finance and residency. He responded to the candidates directly, informing them of any next steps they needed to take to ensure a smooth security check should they reach the end of the process, eg, queries on residency, certificates of satisfaction.

In addition we worked in partnership with Nottingham City Council, using their facilities to deliver our support sessions, ensuring that wherever possible these were held within the community rather than on police premises.

**The results**

Improvements were seen at all points in the recruitment process, with pass rates improving from 29% to 38% at CBQ stage and 48% to 67% at assessment centre. Overall, 9% of applicants were successful through the whole process compared with just 5% of BME applicants and 8% of white applicants in the 2013 recruitment process.

There is obviously still a long way to go but we have begun to address the issue of representation. In addition, we have maintained contact with those who failed the previous stages and are working to support them should they wish to apply to us again.
South Wales Police – Attract and support
(Reviewed July 2015)

Background and objectives

Equality, Diversity, and Fairness is a priority in our police and crime commissioner's Police and Crime Reduction Plan for South Wales Police, and one of the key aims within this priority is to increase our BME representation. Both our chief constable and our police and crime commissioner are fully committed to the joint delivery of the plan and are adamant that BME representation is of clear significance to the South Wales Police vision ‘to be the best at understanding and responding to the needs of our communities’.

South Wales Police has carried out positive action and community engagement work to increase force diversity for many years. We have, however, seen only small improvements in BME representation, with police officer representation rising from 1.3% in 2000 to the current level of 2.1% against a local population of 6.7%.

In order to understand how we could address our BME underrepresentation, a thematic review of BME recruitment, retention and progression in South Wales Police was undertaken in 2014. The review consisted of data analysis, employee and community focus groups, good practice consideration in other forces, a review of the literature surrounding this issue and a number of meetings with external partners regarded as experts in this field.

The findings arising from the thematic review have enabled us to develop our so tackle BME underrepresentation in South Wales Police.

South Wales Police BME representation

As of March 2014, South Wales Police employed just over 5,200 people – 55% of these were police officers, 35% were in police staff roles and 10% were police community support officers (PCSOs). We also operate a volunteer scheme and have a range of volunteer staff opportunities across the force. These are in addition to our volunteer special constables. The following table shows the current profile of our paid employees by ethnicity.
### Role and % of BME employees

<table>
<thead>
<tr>
<th>Role</th>
<th>2014 % of BME employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police officers</td>
<td>2.1%</td>
</tr>
<tr>
<td>Police Community Support Officers</td>
<td>1.8%</td>
</tr>
<tr>
<td>Police Staff</td>
<td>1.3%</td>
</tr>
<tr>
<td><strong>Overall</strong></td>
<td><strong>1.8%</strong></td>
</tr>
</tbody>
</table>

### Strategy aims

Our strategy addresses the above findings under our four key headings of:

- Attract
- Support
- Employ
- Retain and progress

The agreed aims of the strategy, which are threaded throughout it, are:

- to increase the representation of BME employees and volunteers in South Wales Police
- to build strong links with our BME communities and third sector organisations so that BME people better understand what it is like to work for South Wales Police and are supported if they choose to do so
- to further encourage a culture of equality and fairness, which values the ethnic diversity of our employees, and is promoted and supported by the leadership of South Wales Police.
- to enable our BME officers and staff to have appropriate support in South Wales Police so that they stay and are able to progress if they wish to.

### Measures of success

Table A below illustrates the measures we will use to assess progress against our aims.

### Results

**PCSO recruitment drive – May 2015**

**Success of the Attract Strategy**

The percentage of applications received from people with BME backgrounds has risen from 2.9% in the last process to 5.2% in this process (or 6.6% including ‘white other’). The most likely explanation for this rise is the increased activity in the Attract Strategy in the weeks leading up to applications opening.

**Success of the Support Strategy**

Following the Attract phase, we had 75 candidates of BME background who showed an interest in becoming PCSOs. All were allocated mentors. Forty of the candidates actively engaged with us. Some did not return our calls, some elected to apply for the PC process or become volunteers, and others identified eligibility reasons that would block any eventual application. Of these 40, 29 (72.5%) submitted applications to become PCSOs.
**Summary**

In essence the Attract and Support strategies have proved to be successful in doubling the amount of applications received in comparison to our last process. Because high percentages have received extra support, the assumption is that more will advance to the next stage and to eventual success.

**Next steps**

- Monitor the 75 that we can identify as BME through vetting and shortlisting.
- Identify and overcome any barriers in the systems that may threaten to reduce this number.
- Allocate successful candidates to Development Champions for the assessment centre.
- Brief the champions on how to coach these applicants through this next stage.

**Table A**

<table>
<thead>
<tr>
<th>Strategy theme</th>
<th>Proposed indicators</th>
<th>Measure of success</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attract</td>
<td>Percentage of BME applicants to any recruitment intake for officers, staff, police community support officers and volunteers</td>
<td>Increase in percentage for all intakes</td>
</tr>
<tr>
<td></td>
<td>Percentage of satisfied BME police satisfaction survey respondents</td>
<td>Increase in BME satisfaction to reflect increased positive perceptions in BME communities</td>
</tr>
<tr>
<td></td>
<td>Percentage of satisfied BME victims of crime</td>
<td>Increase in BME satisfaction to reflect increased positive perceptions in BME communities</td>
</tr>
<tr>
<td>Support</td>
<td>Number of BME individuals on BME recruitment pool</td>
<td>Increase in numbers each year</td>
</tr>
<tr>
<td></td>
<td>Number of BME individuals applying to CKP bursary scheme</td>
<td>Increase in numbers each year</td>
</tr>
<tr>
<td>Employ</td>
<td>Percentage of BME successful recruits in any recruitment intake for officers, staff, PCSOs and volunteers</td>
<td>Increase in percentages for all intakes</td>
</tr>
<tr>
<td></td>
<td>Percentage of BME candidates falling out of the process at each stage of recruitment (application form, assessment centre, fitness test, interview and vetting)</td>
<td>Reduction in BME fallouts at each stage</td>
</tr>
<tr>
<td></td>
<td>Number of successful BME recruits in the BME recruitment pool</td>
<td>Increase in successful recruits each year to reflect success of the pool</td>
</tr>
<tr>
<td>Retain and Progress</td>
<td>Percentage of BME officers, PCSOs, police staff, police specials working in South Wales Police</td>
<td>Increase in percentage for all</td>
</tr>
<tr>
<td></td>
<td>Percentage of BME employees in each internal promotion round</td>
<td>Increase in percentage for all rounds</td>
</tr>
<tr>
<td></td>
<td>Percentage/number of successful BME candidates in each promotion round</td>
<td>Increase in percentage/numbers for all rounds</td>
</tr>
<tr>
<td></td>
<td>Distribution of BME employees across ranks/grades and specialist departments</td>
<td>Increase in percentage of BME representation across ranks/grades</td>
</tr>
<tr>
<td></td>
<td>Annual percentage of leavers from BME groups for officer and staff</td>
<td>Decrease in percentage leavers (or continue to maintain current level which shows no disproportionalilty)</td>
</tr>
<tr>
<td></td>
<td>Exit interview responses from BME employees showing reasons for leaving as perceived discrimination/equality issue</td>
<td>Reduction in discrimination/equality reasons for leaving (or maintain low level when baseline established)</td>
</tr>
<tr>
<td></td>
<td>Percentage/number of employees receiving equality training in each Basic Command Unit and department</td>
<td>Increase in percentage in each Basic Command Unit and department</td>
</tr>
</tbody>
</table>
July 2015

Sussex Police – Mentoring programme
(Reviewed July 2015)

Background

Sussex Police recognises the value effective mentoring can bring to individuals at work and we are committed to providing support through the Sussex Police Mentoring Scheme.

The scheme has been in existence for a number of years and has been designed to assist members of staff take responsibility for their own self-development with the support of another person (not their line manager) who can advise them on options for them to consider. A mentor is not a coach or trainer, but a person trained to discuss matters with the person they are mentoring and to support them in planning their development.

As mentor relationships usually last for up to a year, SMART objectives are identified which are achievable in that time. Officers seeking short-term support for in pursuit of promotion are not advised to use this scheme, but to seek advice from line managers.

Historically, the scheme was specifically aimed at police officers seeking promotion, but there has been a strong emphasis on changing this focus and making the scheme accessible to everyone in the force, both police officers and police staff.

All mentors are trained within force and have access to a number of academic resources. Mentors commit to the scheme on top of their day job and there is an expectation from both the mentors and the mentees that they will fulfil this commitment.

Approach

We are keen to encourage a broad range of colleagues to become mentors, not only to support others, but also for the developmental benefits mentoring can bring. For the scheme to flourish, we have encouraged mentors of all ranks and grades with varied skills and life experience to join.
We have also run a number of marketing campaigns to raise awareness and attract both mentors and mentees. This was done with posters and leaflets distributed across the force, articles in the monthly force magazine and messages in Routine Orders. These have worked well and we now have in around 80 trained mentors.

Additional activities

For the last two years, we have run an annual CPD event organised by the Mentoring Scheme Manager. These events are open to all mentors and provide them with an opportunity to develop and refresh their skills, to network and to share best practice. Guest speakers have included Professor David Clutterbuck (who has written 60 books and hundreds of articles on cutting-edge management themes), speakers from Marks & Spencer, Sussex Pathways, Oxford Brookes University, Legal & General, and a number of other speakers from the public and private sector.

We are planning to run one of these events every year and are happy to provide the agendas for previous years.

We are also placing a strong emphasis on collaborating with Surrey Police as part of aligning our processes to theirs.

We will be working with the University of Brighton who are conducting a piece of research on mentoring programmes across private and public sector organisations.

Achievements to date

The Mentoring Scheme Manager seeks regular feedback from mentors and mentees involved in the programme. This is done after six months and at the end of the mentoring relationship. Feedback has been incredibly positive, with a number of mentees reporting that they were promoted as a result of the guidance from mentors and generally appreciating the help and guidance from them and the force in general.

We have been liaising with a number of external agencies and organisations to enable our mentors and mentees to work with them. So far, we have successfully worked with the University of Sussex library, trained their mentors and as a result one of them has mentored a Sussex Police member of staff.

What next?

- Our collaboration with Surrey Police in order to align our processes
- Working with other agencies and public and private sector organisations.
- We are about to launch the Sussex Police Mentoring Young People Project. This is a mentoring programme which will commence when students attend work experience within the organisation and then continue for approximately six months once they are back in the school/college environment. The pilot was started in July 2015. We have had an overwhelmingly positive response from schools across the county and the opportunities for community engagement are fantastic.
Evaluation of processes

Due to the above initiatives having recently been implemented, an ongoing evaluation process is now underway.
Thames Valley Police – Attraction and recruitment
(Reviewed December 2014)

Background and client objectives

Thames Valley Police is committed to supporting all staff and eliminating discrimination, while promoting equality and diversity. There are many ethnic groups across the Thames Valley area and it is important that we, as a large employer in the region, reflect the diversity of the community we serve. We recognised that having a diverse workforce makes us more approachable and relevant to the public and we therefore strive to be an employer of choice for all sections of the community.

Considerable effort and resource has been invested in BME recruitment, and although we have had some success in attracting BME applications this has had very little impact on our overall BME representation. We, therefore, wanted to take a more holistic approach to address attraction, progression and retention of BME staff.

What we did

Research: We conducted a series of internal and external focus groups with BME staff and members of the public. This identified that the public were not aware of the diverse range of roles available in the police service and did not perceive us to be diverse in terms of ethnicity. This is understandable as our visible BME representation is diluted across a large geographical area. Based on the findings from the research we formulated an attraction, progression and retention strategy.

Attraction:

- photographic marketing campaign involving our own staff to reflect a wide range of roles and staff from different ethnic backgrounds
- recruitment brochure which included personal profiles from our staff to demonstrate that not only do they work for the police service but they, too, are an integral part of our community, with families, personal interests and hobbies
- integration with our community by attending cultural events and visiting places of worship, giving the public the opportunity to interact and converse with our officers, staff and volunteers
• ambassador programme, made up of over 300 influential leaders who promote Thames Valley Police as an employer of choice and inform members of the community of our recruitment opportunities
• investment in bursaries to provide BME students access to study for the Certificate of Knowledge in Policing (CKP)
• significant proportion of force advertising budget is dedicated to BME attraction and employer branding
• use of social media to target BME communities across the Thames Valley area.

Progression – both lateral and upward progression opportunities:
• promotion preparation/career planning – briefing sessions, workshops and guidance
• review of acting-rank opportunities and attachments
• recruitment for the force talent management scheme in September each year
• specialist department awareness days – recent comprehensive guidance has been issued for hosting the sessions
• mentoring scheme with high representation of mentors from a BME background.

Retention:
• a force-wide action plan has been developed to address issues arising in relation to the perceptions of some of our BME officers and staff
• local area diversity groups have been established
• example of deputy Local Policing Area commander giving all inspectors PDR objectives in relation to BME representation
• contribution to BME representation is assessed at promotion boards with emphasis on retention and progression of BME staff
• concerns relating to perceived disproportionality in the misconduct process, commitment to review as part of the Code of Ethics
• the severity assessment process for allegations of misconduct have been reviewed for both officers and police staff with an additional QA process for all allegations of gross misconduct, prompted by concerns expressed by BME staff
• pilot for the funding of CKP for BME students – access given to existing BME staff and PCSOs
• assisted funding for staff to obtain the required two A-levels or equivalent to become a police officer in TVP
• force-wide information and guidance in relation to key religious events and festivals
• staff support networks.

The results:
• sponsorship from the chief constable and her management team
• heightened awareness across the force of the importance of BME representation and how the force compares with the economically active population of Thames Valley
• a more holistic approach to BME representation, focusing on attraction, progression and retention
• some indications of increased level of applications, but early mentoring interventions required to increase conversion rate of starters.

•
Warwickshire Police and West Mercia Police – BME recruitment
(Reviewed July 2015)

Background and Objectives – BME Recruitment

Warwickshire Police and West Mercia Police are committed to having a workforce that fully reflects the communities that we serve.

In March 2014 there were 73 BME officers across Warwickshire and West Mercia Police, representing 2.6% of all officers. This compared with a BME population of 4.8%.

The main barrier that we faced was that over the previous five years BME officers had left Warwickshire and West Mercia Police at a higher rate than they had been recruited.

The other main challenge was that being a predominantly rural force the demographics provided limited opportunities for attraction.

Recruitment aims:

- to attract the right candidates
- to address the main barriers to recruitment
- to improve the support provided to applicants.

What we did

Diversity Delivery Group

A diversity delivery group was formed to look at improving the recruitment, retention and progression of BME officers and staff.

This group is chaired by T/ACC and is made up of officers and staff of various ranks, grades and ethnic backgrounds. The group comprises equality and diversity officers, chair of the minority support network, communications officers and BME officers from across Warwickshire and West Mercia Police.

This group meets on a monthly basis to monitor and drive performance around the recruitment, retention and progression of BME officers and staff.
The work to date has mainly focused on the recruitment of BME officers and the following initiatives have been as a direct result of the formation of this group:

**Targeted recruitment events**

A Positive Action event was targeted at underrepresented groups who were either in the student officer recruitment process or coming in as potential candidates. The event was opened by the chief constable and covered all aspects of the recruitment process. Serving officers from underrepresented groups attended and provided testimonials of their careers. Wider opportunities within the police were also promoted. The event was attended by 93 people of whom 33 were BME.

We have held further recruitment events in communities across the Warwickshire Police and West Mercia Police force areas. These have targeted areas with a high BME density and have been advertised through BME media and promoted by our chief officers. The events have utilised serving BME officers as role models to talk about their careers and specialist roles within the police. Events have covered all aspects of the recruitment process and have provided input on different careers within the police including our cadet programme.

Local councillors and community ambassadors have also been involved with liaison with local BME communities to promote our recruitment events.

**Register of interest**

Details have been taken at our recruitment events of all the people who expressed an interest in careers in the police. Regular updates have been provided on the timeline for recruitment of student officers. Updates have also been provided on wider opportunities within the police. These have included PCSO, staff, specials and volunteer roles, the cadet programme and Fast Track.

**CKP qualification**

The Diversity Delivery Group have worked closely with the College of Policing and local colleges to promote the Certificate in Knowledge of Policing qualification (CKP). Local colleges have attended recruitment events and have provided further details about the CKP qualification. This has helped overcome the barrier of applicants without the necessary qualifications to apply for careers in the police.

**Mentoring programme**

A mentoring programme is now in place across Warwickshire Police and West Mercia Police with a high representation of mentors from BME backgrounds. Mentors are providing ongoing advice and support to applicants at all stages of the recruitment process. To help them do this, they have been provided with mentoring training which has covered all aspects of the recruitment process.
Vetting

Recommendations have been made to bring vetting to the beginning of the recruitment process. A vetting appeal panel is in place to review any borderline decisions.

Results

Of the 800 applicants who applied to be a police constable in Warwickshire and West Mercia Police, 49 were from BME backgrounds (6%). This is significantly higher than in previous recruitment processes.

Thirteen BME applicants have passed through all stages of the recruitment process and have now been posted to safer neighbourhood teams.

A further 10 BME applicants have passed their final interview and are awaiting clearance from vetting, medical, fitness tests and references.

The remaining 26 BME applicants are at various stages of the process and are being provided with ongoing support.

This recruitment drive will result in the proportion of BME officers increasing to approximately 3%.

There is still a long way to go, but we are beginning to address the issue of underrepresentation. We will continue to look at improving our attraction strategy and the support offered to candidates throughout future recruitment processes.

What next?

Retention and Progression

The next part of the action plan will focus on improving the retention and progression of BME officers and staff. This will involve consultation with internal groups and independent advisers. It will also involve working with the College of Policing to identify best practice from other forces. The following initiatives are currently being developed:

- The mentoring programme will include workshops for mentors on longer term mentoring to assist individuals seeking development and progression.
- The PDR process is currently being reviewed to identify how it can be used more effectively to match development opportunities to an individual’s development needs and aspirations.
- A progression questionnaire has been designed and sent out to all BME officers. This aims to identify those officers seeking promotion or seeking to specialise. It also aims to identify what support measures officers have in place and what further support they feel they would benefit from.
- Awareness days for specialist posts are being planned for underrepresented groups to generate interest in future vacancies.
Exit interviews are currently being reviewed to look at how these can be used more effectively to identify any underlying issues and barriers. A communication strategy is being developed to showcase good practice and to provide regular updates to officers and staff on the progress of the action plan.

Evaluation of processes

Due to the above initiatives having recently been implemented, an ongoing evaluation process is now underway.
West Midlands Police – Attraction and recruitment
(Reviewed December 2014)

Background and client objectives

The West Midlands is a ‘super-diverse’ metropolitan area with an overall black and ethnic minority (BME) population of 34%, increasing to as much as 45% in areas such as Birmingham. The number of BME officers in West Midlands Police, however, represents only 8.8% of the total number of officers. To achieve legitimacy in policing, we need to have a more representative police force.

West Midlands Police (WMP) is recruiting an intake of approximately 450 police officers in the financial year 2014/15. As part of a BME recruitment and progression strategy, we have set a target to increase the representation level of BME officers in the force.

At the present time the police do not represent the public owing to the above disproportionality. The issue of police legitimacy can, therefore, be questionable in certain communities and very much links into their trust and confidence in policing.

What we did

Targeted marketing campaign

We undertook an analysis of the demographic populations across the West Midlands using the most recent census data and identified the geographical locations with the highest BME population.

This analysis formed the basis of a targeted marketing campaign involving all ten local policing units across the West Midlands and local recruitment events aimed at specific communities. Our campaign ranged from visiting the main universities in the West Midlands, to visiting local places of worship and targeting high-footfall areas.

The communications campaign involved BME officers from West Midlands appearing on local radio and television channels for specific BME communities. Several short profile
interviews of BME officers were also recorded and placed on YouTube, achieving many thousands of hits.

**Supporting candidates through the process**

It was identified that BME candidates will be encouraged to apply and perform better throughout the recruitment process if they feel valued, supported and motivated. Several components were identified to support the BME candidates.

**Positive action discovery days**

Over 20,000 people registered their interest in joining West Midlands Police, and approximately 25% of them were from BME communities. Over 4,000 potential candidates from BME communities were invited to attend a number of discovery days where they could meet police officers and members of the police staff associations.

An overview was given in relation to eligibility criteria, application process, Situational Judgement Test, vetting and operational policing. Telephone interviewing is used in the second stage of the application process so an example interview was filmed, using role actors, for them to view on the day.

**Pre-assessment centre and networking days**

BME candidates who were successful in the telephone interview and through to the next stage – the SEARCH Assessment Centre – were invited to a pre-assessment centre and networking day. This day involved a detailed input and breakdown of all components of the assessment centre, with the opportunity to spend more time on any one element with an expert in that area.

There were numerous ‘police officer buddies’ in attendance at this event to offer support not just on the day but for the rest of the process.

**Police officer buddies**

Prior to the assessment centre, BME candidates were assigned a police officer buddy to act as support and guidance throughout the process. These police officers came from operational policing, specialist departments and staff association members. Their supervisors endorsed them and the support offered to the candidates took place in duty time.

**Monitoring of our processes to ensure fairness for all candidates**

The application process involved the completion of a situational judgement test (SJT) designed by occupational psychologists in consultation with operational police officers and stakeholders. The SJT reflected situations faced as a police officer within West Midlands, including links to our force values and the desirable attributes of a police officer.
To ensure the SJT reflected operational policing in the West Midlands, it was sent out for testing on operational police officers to establish a baseline standard. Once applications had closed, an adverse impact analysis (AIA) was conducted to ensure that the SJT did not adversely impact any groups or communities, allowing the test to be adjusted if required.

At the telephone interview stage, the Positive Action team were heavily involved in the training of interviewers, dip sampling of interviews, and moderation of the pass mark.

The SEARCH assessment centre is a national process, but we wanted it to reflect the West Midlands community as much as possible. Our assessors come from a wide range of BME backgrounds, and offer a good gender and police staff mix.

Community partners were identified across the force area to assist with the recruitment process, acting not just as observers but as critical friends. The community partners received training to enable them to attend the SEARCH assessment centres as observers to the process. The feedback they provided was important for the organisation but also gave the partners an important message to take back to their communities, ie, the process is fair, objective, open and transparent.

Each stage of the process underwent an equality impact assessment to ensure no groups were unfairly disadvantaged, and recommendations were put in place if required. For example, the fitness test was during the period of Ramadan so to accommodate candidates who were fasting, appointments were available between 7am and 7pm.

At the final interview stage, the cohort of community partners was actively involved as panel members so that their communities were represented.

The results

Of the 4186 applicants who applied to be a police constable in WMP, over 23% were from a BME background. This is significantly higher than historical police officer recruitment processes. Through the positive action work, encouragement and support of the organisation, feedback from BME candidates showed that they felt supported, valued and motivated to be a police officer.

Adverse impact analysis was conducted, where appropriate, to ensure fairness for all candidates. The adverse impact assessment has shown that there was an adverse impact around the SJT and the occupational health assessment for BME candidates.

The success of the pre-assessment centre and networking days is evident as 88% of BME candidates who attended these days passed the National Standard at the SEARCH assessment centre.

BME officers will form 19% of the first cohort of recruits who started at training school in October 2014. This is a significant improvement from the current 8.8% BME police officer representation, but there is a considerable way to go for us to make WMP truly reflective of the community we serve.

Following evaluation of the first phase of recruitment, more specific work will need to be done in future campaigns to recruit more police officers from the Eastern European, Chinese and black communities. The aim will be to use these applicants as a pool from which we can
recruit in the future, not limiting this to police officer recruitment but extending it to upcoming police staff vacancies as well.