



SURREY POLICE - PAPER FOR JULY PCC MANAGEMENT MEETING

**Review of BME recruitment, retention and progression**

**1. PURPOSE**

- 1.1. The purpose of this paper is to brief the Police and Crime Commissioner on the current position regarding police constable recruitment at Surrey Police and on efforts to improve Black Minority Ethnic (BME) representation at all ranks.
- 1.2. The content presented within this paper originally formed part of a larger review paper commissioned by the Deputy Chief Constable and presented to the Equality, Diversity and Human Rights (EDHR) Board on 16<sup>th</sup> May 2014.

**2. BACKGROUND**

**REPRESENTATION**

- 2.1. The Police Service has struggled nationally to attract and retain a diverse workforce and is not reflective of national BME representation with current statistics showing 5% representation within officers and 7.6% within staff, compared to 14% BME representation across the population of England and Wales.
- 2.2. Specifically in Surrey the demographic of the county has continued to evolve and BME representation has almost doubled over recent years according to census data, from 5% in 2001 to 9.6% in 2011.
- 2.3. By comparison, total BME representation across Surrey Police is currently recorded as 4%, with projected growth not expected to exceed 5% over the next 10 years if all factors remain stable.
- 2.4. Surrey Police does historically achieve higher levels of BME representation across police staff and has 4.7% representation currently compared to 3.8% BME representation amongst police officers.
- 2.5. In terms of looking to the future, it is appropriate to note that whilst improvements in BME representation were the focus for this piece of work, 'white-other' is the fastest growing ethnic group in Surrey.

**3. RECRUITMENT**

- 3.1. Over the last three years BME representation within probationer intakes has

remained in line with local representation levels (minimum 10%).

- 3.2.** In order to capitalise on higher levels of BME representation across police staff and Special Constables the Force has made adjustments to the recruitment process that benefit those wishing to join as a police constable:
  - 3.2.1.** Internal candidates are able to complete the national and Surrey-specific elements of the recruitment process and obtain a conditional job offer prior to completing the Certificate in Knowledge of Policing (CKP) course.
  - 3.2.2.** Internal candidates are also able to obtain a full reimbursement for CKP fees on completion of two years' service.
- 3.3.** Since the introduction of the Police, Law and Community (PLC) certificate in 2009 Surrey Police has used a pool approach to recruitment which has allowed the Force to manage a steady pipeline of candidates and to flex intakes dependent on budget and workforce planning factors.
- 3.4.** BME representation in the police officer recruitment pool is currently 5%.
- 3.5.** Whilst the pool approach to recruitment has offered numerous benefits to the Force, there are limited opportunities to now add to this pool and improve levels of BME representation.
- 3.6.** With intakes of approximately 60 probationer constables per year and with the Force already having an over-subscribed pool of applicants there has been no feasible opportunity to carry out large external recruitment drives to try to attract a more diverse applicant pool.
- 3.7.** Whilst BME representation levels at the point of intake are in line with that of the local community, this will not make an impact on the existing low levels of representation within the Force and therefore intake numbers need to be over-representative in order to make a significant impact on overall representation.
- 3.8.** The EDHR paper referred to above identified a number of areas where improvements could be focused in the future:
  - 3.8.1.** Provide more information to candidates regarding the role of an officer and the Force's commitment to diversity.
  - 3.8.2.** Carry out proactive engagement activity at careers and/or local community events to break down barriers and generate interest and enthusiasm ahead of future recruitment campaigns.
  - 3.8.3.** Look at opportunities to reduce the police officer recruitment timeframe (currently 18 months average but up to 4 years).
  - 3.8.4.** Explore opportunities to involve Staff Associations in the recruitment process to offer support and advice to BME (and all other) candidates if requested.
  - 3.8.5.** Externally acknowledge the career pathway routes to becoming an officer via police staff, Specials, volunteers and make more visible the preferential recruitment process.
- 3.9.** Higher failure rates were identified for BME candidates during the officer recruitment process. Possible interventions to improve this also need to be explored.

#### **4. RETENTION**

- 4.1.** Retention (not limited to BME) has been a long-standing strategic challenge for Surrey Police, particularly due to the Force's proximity to the Metropolitan Police and the significant pay differential.
- 4.2.** In 2002 retention became a critical issue causing Surrey to introduce a retention package; comprising of a £100 per month fuel card for officers with 5 or more years' service.
- 4.3.** Current wastage rates show that BME officers and staff are more likely to leave the Force:
  - 4.3.1.** White officers: 5%
  - BME officers: 8.3%
  - 4.3.2.** White staff: 11.9%
  - BME staff: 21.6%
- 4.4.** Whilst 8% of police staff leavers can be accounted for as they joined Surrey to be an officer, a further 6.5% left to become an officer with another Force.
- 4.5.** The Force has struggled to obtain meaningful data from leavers due to low completion rates of exit questionnaires.
- 4.6.** The transfer of responsibility for exit interviews from HR to line managers has also seen a reduction in uptake and therefore reduced opportunity to gather qualitative data from these individuals.
- 4.7.** A greater understanding is needed of why officers and staff are leaving Surrey Police and whether the reasons given by BME officers and staff are in line with this or highlight specific areas of concern.
- 4.8.** The EDHR paper identified the following areas for focus when considering retention:
  - 4.8.1.** Mentoring, induction and Performance Development Reviews are widely acknowledged to have a positive impact on retention. A review should consider whether these are being used to greatest effect and where they are being used, what positive learning can be taken from this.
  - 4.8.2.** Greater attention to be placed on recognising and encouraging lateral as well as promotional development.
  - 4.8.3.** Feedback to be given to all candidates applying for internal roles regardless of the stage of the recruitment at which they are unsuccessful.
  - 4.8.4.** Review the support offered to candidates before or after internal job opportunities and explore what input the Staff Associations could have in the future, particularly with the specific challenges that are relevant to BME officers and staff relating to networking and identifying role models.

#### **5. PROGRESSION**

- 5.1.** The lack of BME representation at supervisory level has been a concern to the Force for a number of years and despite improvements in representation at the point of joining, this has had limited impact on the movement of BME officers through the

ranks.

- 5.2. 5.2% of total BME representation across the Force is in ranks of Inspector and above. This is in line with national trends, albeit actual numbers of officers are very low (4).
- 5.3. The average BME representation in relation to applying for promotion is 3% although in the last financial year there were no promotions for individuals identifying as BME and only one internal application from a BME officer.
- 5.4. In the most recent promotion processes BME representation was as follows:
  - 5.4.1. Police Constable to Sergeant: 1 x BME, 97 x White. 1% BME representation.
  - 5.4.2. Sergeant to Inspector: 1 x BME, 34 x White. 3% BME representation.
- 5.5. Progression is widely considered to mean promotion however when considered more broadly, Surrey Police performs very highly in relation to BME representation across specialist posts.
- 5.6. A greater understanding is required regarding the low rate of promotion applications by BME officers, including areas of failure and what support is available at each stage.
- 5.7. The recent promotion processes present an opportunity to conduct a thorough review.
- 5.8. BME officers and staff face specific challenges regarding building networks, finding peer support and having senior officers/staff to act as role models and mentors (formal or informal). Opportunities to minimise these challenges need to be identified and made visible.

## 6. **DECISIONS**

- 6.1. From the paper presented, the following principles were agreed:
  - 6.1.1. The strategic priority regarding BME representation, and the opportunities to improve this via the approach and activities taken towards recruitment, retention and progression will continue to be positioned at Senior Leadership Team level with a strong focus on making the Force accountable as a whole.
  - 6.1.2. Operational colleagues will be actively involved in raising awareness of the diversity agenda and officers will be released in order to support with Positive Action initiatives.
  - 6.1.3. All Positive Action initiatives developed will also apply to other under-represented groups.
  - 6.1.4. Surrey Police will continue to work with Sussex Police on all of the above to identify and maximise opportunities to work together on a range of solutions and initiatives.

## 7. **NEXT STEPS**

- 7.1. Following the last EDHR Board it was agreed that work would commence on the development of a detailed action plan to highlight priorities, identify solutions and assign accountabilities to the issues outlined in this paper, with key examples including:

- Encouraging more people from BME communities to apply to join Surrey Police
- Addressing the lower pass rates for BME candidates during the officer recruitment process
- Gaining a greater understanding of why BME Officers and Staff are leaving the organisation
- Tackling the low rate of BME promotion applications; and
- Addressing the lack of BME role models and mentors within the Force

**7.2.** Updates on this piece of work will continue to be reported through the EDHR Board.

**7.3.** Initial streams of activity are summarised in Appendix 1.

APPENDIX 1 ACTION LOG - BME RECRUITMENT, RETENTION AND PROGRESSION 2014/15		Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15
ACTION OVERVIEW	SPECIFIC ACTIONS												
Positive Action team to review progress and report at quarterly EDHR Board	Performance monitoring & feedback - Recruitment												
	Performance monitoring & feedback - Retention												
	Performance monitoring & feedback - Progression												
Establish dedicated Positive Action team	Reps in HR and Staff Associations to commit to attending events and to carrying forward any actions agreed at EDHR Board in the short-term.												
	Meet with Operational representatives to build an extended Positive Action team and to scope opportunities to link in with local knowledge and engagement activities. (Reps from Contact Management, divisional boroughs, Diversity Directorate).												
Position strategic priority regarding BME recruitment, retention and progression across the Force.	PCC to be updated for July Management Meeting												
	External website to be reviewed and updated to reflect strategic priority of improving under-representation and to update content in line with advertising strategy.												
	Internal comms to be scoped to reposition the challenges of under-representation as a strategic priority.												
To proactively arrange attendance at recruitment events at colleges and universities. Priority to be given to those with diverse student demographic or located in an area with higher BME representation.	Nescott College, Epsom												
	Farnborough College												
	Woking College												
	Strodes College, Egham												
	Surrey Police Family Fun Day												
Develop recruitment advertising strategy and relevant products	Initial meeting with Corporate Comms												
	Obtain sign-off for bid for Corporate Communications time and resource at EDHR Board												
	Submit bid for Corporate Comms resource												
	Research and develop advertising strategy												
Hold Open Evening event for all external and internal candidates who have submitted an EOI form to Surrey Police.	Invite individuals who have submitted an EOI form to an Open Evening												
	All individuals attending Open Evening to be given Surrey Police prospectus												
	All individuals to be given details of a SPOC												
	SPOC to make proactive contact with BME attendees within one week of event												
	SPOC to maintain ongoing contact with BME and other applicants throughout recruitment journey												
Apply diversity-focused principles to future recruitment campaigns for 'entry' roles, using principles of advertising strategy developed with Corporate Communications for officer recruitment.	Special Constabulary recruitment campaign												
	PCSO/PSO recruitment campaign												
	Contact Centre recruitment campaign												
Develop & implement a number of opportunities for exposure to the Force as an employer	HR Business Partners to work with divisional Senior Management Teams to identify Work Experience opportunities and potential apprenticeship roles												
Conduct talent profiling for all BME officers	HR Business Partners to work with divisional Senior Management Teams to conduct talent profile exercise for all BME officers in order to identify and quantify talent within the Force.												