

For Information / Consideration / Comment / Decision (delete as appropriate)	
Public/Non-Public*	Public
Report to:	Police & Crime Panel
Date of Meeting:	23rd September 2019
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Agenda Item:	9

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Black and Minority Ethnic Recruitment Update

1. Purpose of the Report

- 1.1 To provide an update on the Black and Minority Ethnic (BME) representation within Nottinghamshire Police and the steps taken since police officer recruitment started in 2017 following a period of austerity.
- 1.2 To provide an update on what activity has been completed to encourage applications from our diverse communities.
- 1.3 For the purpose of this report, Black and Minority Ethnic (BME) refers to the following ethnic groups which are also considered Visible Minority Ethnic (VME):

Asian / Asian British - Any other Asian background
 Asian / Asian British – Chinese
 Asian / Asian British – Indian
 Asian / Asian British – Pakistani
 Black / African / Caribbean / Black British – African
 Black / African / Caribbean / Black British - Any other background
 Black / African / Caribbean / Black British – Caribbean
 Mixed / Multiple ethnic group - Any Other Mixed / multiple ethnic background
 Mixed / Multiple ethnic group - White and Asian
 Mixed / Multiple ethnic group - White and Black African
 Mixed / Multiple ethnic group - White and Black Caribbean

White Other is usually calculated within the White ethnic group.

However, for this report, they are calculated separately except for the initial Workforce Data table in Appendix 1.

2. Recommendations

- 2.1 The Police and Crime Panel to note the work being done within Nottinghamshire Police to increase the diversity of its workforce.
- 2.2 That the panel notes that the strategy is currently being reviewed in light of the government announcement on the recruitment of 20,000 new police officers in the next three years.

3. Background

- 3.1 Employing a diverse range of people allows us to draw on the full range of talent in the community; since recruiting from the widest pool of people will mean we recruit individuals, who can speak other languages, understand other cultures, understand other lifestyles and are willing to use those skills to the benefit of the community and the organisation. A more diverse workforce also brings other benefits through broadening the experience, knowledge and issues influencing our organisational culture and practices.
- 3.2 Employing a diverse workforce gives us an operational policing edge. It allows us to gain a wider understanding of our communities needs and to cultivate our reputation as an Employer of Choice. It also builds trust and confidence amongst our diverse communities, which leads to sharing of information, enhanced intelligence and closer working.
- 3.3 Our Equality, Diversity and Inclusion strategy promotes equality of opportunity and diversity, enabling Nottinghamshire Police to attract, recruit and retain the most competent employees from a wide spectrum of the population. A workforce that, at all levels, broadly reflects the community it serves will be well placed to understand its needs and provide an effective service.
- 3.4 We continue to encourage applications from under-represented groups who are looking for new and challenging career opportunities, both in and out of uniform. We actively use Positive Action as part of the tools to achieve this.
- 3.5 The positive action programme has been developed to build on previous good practice and aligns with the College of Policing action plan to improve BME recruitment, the recommendations within the recent Home Affairs Select Committee report (2016) and the new National Police Chief Council's 'Attraction, Recruitment, Representation and Retention' Toolkit.
- 3.6 It is also worth noting that our positive action programme also addresses underrepresentation of applicants who identify as LGBT and will assist us to maintain our commitments as a Stonewall diversity champion, along with other underrepresented groups.

- 3.7 This programme continues to have clear leadership from the Chief Officer Team, senior leaders and Neighbourhood Policing teams with the support of the Positive Action and Equality Coordinator and staff involved in engagement initiatives.

4. Summary of Key Points

4.1 Leadership

A commitment has been given from the whole organisation, top down, from Chief Officer level to influential leaders within the organisation which visibly demonstrates our commitment to race equality and implemented strategies to create a more inclusive culture within the organisation.

This includes communications from the Chief Officer Team, a member of which attends all positive action seminars to explain why we do positive action and our commitment to improving representation, explaining for example the difference in make up within Nottinghamshire Police compared to the local population; the need for the police force to have legitimacy and to work with consent but also that recruitment is undertaken on merit.

4.2 Workforce Analysis

Analysis is regularly undertaken of BME officer and staff numbers to identify levels of under-representation in the organisation and allow for a comparison to be made against the diversity of our local communities. This has included breaking down 'BME' into specific minority groups to support extra effort to reflect particularly under-represented communities. This information has helped to inform a targeted attraction recruitment strategy and provided the objective justification needed to implement positive action.

For example, stats compared with the local communities were as below. This is taken from the 2011 census figure for ethnicity in Nottingham and Nottinghamshire.

Area	BME Population	%
Nottingham City	86982	28.46
Nottinghamshire County	34999	4.45
Total	121981	11.18

Nottinghamshire Police's current BME representation is 5.80%

4.3 Attraction Strategy

In order to ensure effective recruitment and targeting of our under represented groups, time was built into the recruitment timeline to enable this to be done in an effective manner. The force now has a draft timeline developed ahead of

our recruitment process in January 2017 which is used for all our recruiting. A copy of this can be found at Appendix 1.

- The Prime Minister recently announced the recruitment of 20,000 officers and the development of a national recruitment campaign. It is important that our campaigns and recruitment against this national campaign do not lose sight of the impact mass recruitment may have on BME representation if not actively considered and progressed. The force aims to ensure that a targeted recruitment campaign is undertaken similar to that used during the recent PCDA recruitment plan where significant recruitment from BME backgrounds was achieved: 19.15% (23.40% if we include 'White other ' group.)
- During 2017/18, recruitment was targeted at universities, colleges and career fairs, especially those that have a high proportion of BME students maximising the opportunity to attract talented applicants.
- Attendance at Black Police Association (BPA) development days has included presentations on promotion processes and the Competency and Values Framework and a close working relationship between the force and the BPA has been developed. This is aimed at ensuring we can also demonstrate progression within the service for our BME officers and staff and again ensure the service is seen as a positive career choice for those from minority communities.
- Operational and non-operational staff are encouraged to identify potential high calibre applicants through extending the responsibility for recruitment beyond the HR specialists. We continue to use our initiative called 'Operation Voice' aimed at encouraging officers and staff to support BME recruitment by putting their voice to the importance of diversity and representing the communities we serve. The initiative informs the organisation of the current numbers of BME police officers and staff and the rank positions and where we need to be. It also allows officers and staff to register their support on the designated intranet page for the initiative and say why they believe diversity and representation are important. This was aligned with the wider roll out of 'diversity allies' across the organisation.
- BME officers and staff are visible role models and a positive factor for potential BME applicants being attracted towards policing. Officers have been used in various communications such as leaflets, social media and other methods. The organisation has several BME individuals who are visible role models and were willing to promote PC recruitment. These role models provided professional profiles with pictures of them in traditional dress and their uniforms.
- We currently utilise existing BME staff within the organisation to promote and advocate recruitment into Police Officer roles and afford time within their duties to participate in initiatives and activities wherever possible.

Agreement for 'duty time commitment' was given by the Chief Officer Team which was beneficial in receiving support from BME officers and staff with positive action activities.

- Mapping is being undertaken of local communities to identify the local BME composition as a tool to plan and carry out targeted positive action activities in community venues e.g. Gurdwara's, community centres, churches and at existing community events e.g. Pride, Caribbean Carnival. This will help to build further relations with the local communities. The local NPTs are at the forefront on this work and we are looking to link our neighbourhood "Engage to Recruit" plan into the force recruitment plan.
- Work has commenced in relation to targeted recruitment for Direct Entry to Inspector. The organisation took up this initiative for the first time this year, utilising the College of Policing Positive Action support. It was identified that a local plan would need to be developed to ensure success in the future and the plan will include the development of new recruitment and engagement links, including recruitment sites such as LinkedIn. Unfortunately, there were no BME applicants for the scheme for Nottinghamshire this year, but work is underway to ensure we have BME applicants in future years.

Other areas we are currently working on include:

- Creating community ambassadors who are influential members of society who are confident in advocating the benefits of a career within policing to potential recruits and their families. This is an extension of what was developed with Nottingham Citizens and it is envisaged that this would also include the IAG's, BME steering group, BME counsellors and Chat'bout.
- Utilising Special Constables, Cadets and mini police from underrepresented groups at events and to work with NPTs.
- Developing our recruitment literature such as BME role models booklet and recruitment information leaflets/ come and join us awareness events flyers, and continuing to distribute these in a range of locations such as: GP surgeries, community centres, barber shops, Medical Health Centres, Universities and Colleges, students unions and on job web pages.

4.4 Communication Strategy

- A communication strategy was developed with regular updates for all staff and officers internally on positive action initiatives and the importance of valuing difference and the benefits it brings to the organisation, to avoid and address any unnecessary "back lash". We are currently refreshing this in line with Operation Voice.
- We utilise all aspects of social media e.g. Twitter, Facebook, Instagram, Internet, 'specialist' radio and television to promote policing recruitment and BME officers as role models within the police service. Building on the current positive relationships with Kemet FM and Radio DAWN, officers were interviewed and adverts for vacancies were placed on their stations. Our BOA chair has a regular slot on Kemet FM to promote not only recruitment but the

positive work being undertaken by Nottinghamshire Police on behalf of its communities.

- Information is available on our Internet pages about police recruitment taking best practice from colleagues at the Met, Derbyshire, Leicestershire and Cheshire to name a few.
- A re-vamp of recruitment information, leaflets, flyers, posters (promotional information) for future recruitment is planned to include targeted workshops, utilising technology for recording expressions of interest and monitoring diversity information to ensure it is attracting the community groups we are trying to reach.

4.5 Talent Pool/Registering Interest

A talent pool of BME interested applicants for police officer recruitment has been built. The Job Assistance Scheme (JAS) process was used and interested individuals were able to email the HR Positive Action email address. Individuals expressing an interest in positive action events and Individuals from previous processes used this as a way of maintaining contact with the organisation. This database is regularly monitored and updated.

4.6 Selection Process, Evaluation & Moderation

Pre-Recruitment

- BME candidates have been supported in the use of the Pre-Vetting Tool to ensure potential candidates could self-select out of any processes at an early stage saving time, frustration and improving confidence. Candidates were given feed-back, advice and support if they failed the tool. Due to changes in the vetting process this is currently not in use, but work is underway to explore how this can be reintroduced or an alternative method of achieving the ability to check compliance with vetting standards before application.
- Positive action awareness/seminar events were delivered to explain the selection process. This takes the form of planned evening sessions, discussing various aspects of the process, including Nottinghamshire Police PROUD values, vision and Code of Ethics. Further positive action workshops were delivered giving guidance on the application form, at what might be a good example and what they need to look for in exploring their responses e.g. aspects of the personal qualities and give candidates an important contact point within the organisation. The force also used Youtube to load tutorials and homework for candidates.
- Using buddies/mentors from police officer ranks to support candidates worked well when both parties were able to make contact. Buddies/mentors were named contacts, providing 'out of hours' support to candidates on their recruitment journey. It enabled candidates to share concerns, worries and anxieties with their buddy/mentor, who would be a source of encouragement, motivation and advice. Buddies/mentors were to feed back if there were any

concerns or for support and direction if needed. Buddies/mentors made contact with their allocated candidate at least once a week face to face or by phone, Skype or WhatsApp.

A pool of buddies/mentors was recruited following expressions of interest in response to an advert on the intranet. A detailed briefing session was provided to the buddies/mentors on the police officer selection process. It is intended to refresh this initiative for the next wave of recruitment. Feedback from this was that candidates felt they were very supported at each point of the selection and recruitment process.

- We are currently exploring the use of independent external community members during the interview phase of the selection processes to address the potential effects of unconscious bias. The independent community member would be trained in our recruitment and selection procedures and in 'unconscious bias'.
- Language skills would be considered as an additional desirable skill within new candidates to address gaps within the force. Consideration will be given to introducing extra points on the application form where the applicant speaks a second language. This initiative has previously been used by the Met and should increase diversity among successful candidates.

4.7 Post Recruitment

Unsuccessful candidates were given the opportunity to have constructive feedback highlighting the areas for development. Application form, Assessment Centre and interview feedback was provided to all unsuccessful applicants. This was to negate any negative perceptions of the process and the service and encourage candidates to develop in their weaker areas and re-apply.

- Details of unsuccessful candidates were also maintained on a "talent pool" register to maintain contact and signpost to other opportunities within policing and to work with them on areas of development. This allows potential candidates to keep motivated in wanting to reapply or consider alternative roles within the service.

5. Financial Implications and Budget Provision

- 5.1 The positive action activity is delivered by the Positive Action and Equality Coordinator and team. A recent Apprenticeship Officer post has been established which will include positive action in relation to apprentices. A temporary post of Engagement Officer is working with young people and is part of the Citizens in Policing team, along with the community cohesion coordinator. It also calls on the wider organisation as can be seen above to support and deliver the programme. This is seen as a positive step by the force and our communities and the force is looking to establish these as permanent posts.
- 5.2 The programme of positive action initiatives can be people and resource intensive to deliver. An Apprentice Officer (Grade P4) has been recruited as a

dedicated resource for the new Police Constable Degree Apprenticeship (PCDA) and Staff Apprenticeships.

- 5.3 The positive action activity is currently being refreshed and updated promotional material and items (e.g. posters, postcards, flyers) and equipment (e.g. new pop-up banners) are being delivered.
- 5.4 The new plans instigated by the prime minister to increase police officer numbers presents an opportunity to significantly increase the representation of underrepresented groups within the organisation. At the time of writing, the force is considering the additional infrastructure and resources that will be needed to manage this and ensure we continue our journey in relation to improving the representation of the workforce.

6. Human Resources Implications

- 6.1 As mentioned above the force is working to determine the structures and posts required to continue to develop and deliver its recruiting, particularly in relation to BME recruitment. This will have HR implications for the force, but this is viewed as a positive investment for the future.

7. Equality Implications

- 7.1 Our work in developing the representation of our workforce to better reflect our communities will have a positive implication for equality.

8. Risk Management

- 8.1 The recruitment of a diverse workforce is a high priority for the force. The BME communities represent 11.2% of the population in Nottinghamshire and 28.5% within Nottingham City. The proportion of BME Police Officers and staff within Nottinghamshire police is around 5.80% and predominantly in more junior roles. We now have one BME officer in both Chief Inspector and Superintendent ranks. However, we strive to increase this representation through fair and supportive processes and engagement.
- 8.2 Failure to achieve a representative workforce may impact adversely on Nottinghamshire Police's efficiency and effectiveness, with a potential loss of public confidence if we do not reflect the community that we serve.
- 8.3 The proposed positive action plan is reliant upon the support of existing BME police officers and police staff. The loss of confidence within the wider BME community will also impact on the morale of BME colleagues within the force and can have an impact on their participation in positive action initiatives to recruit other members of their community.

9. Policy Implications and links to the Police and Crime Plan Priorities

- 9.1 It is crucial that the force truly represents the diverse communities we serve in order to maintain the legitimacy of policing and to enable us to police with consent.

- 9.2 The positive action programme demonstrates our commitment to have a more representative workforce at all levels, which supports the Police and Crime Plan priorities and our statutory public sector equality duty. The Panel of Friends has established itself in the City and is now establishing itself in the County. This initiative includes confidential discussions with all BME officers in relation to canvassing opinion on retention and progression support.
- 9.3 The positive action programme aligns with the College of Policing action and evaluation plans to improve the recruitment, development, progression and retention of BME officers and staff.
- 9.4 Positive action underpins the national equality theme in relation to workforce representation and the Force's equality objectives:

Equality Theme 4 – Workforce Representation

“To maintain the relevance of the police service with the communities in which we police, it is essential that the makeup of our workforce reflects these communities. In addition, a diverse workforce creates diversity of thinking which in turns creates a more dynamic and effective organisation.”

‘We will increase the extent that our workforce is representative of the communities of Nottinghamshire and ensure that all staff have the opportunity to progress and develop so that this representation is reflected at all levels and across all areas of our organisation.’

- 9.5 The People Services strategy has been refreshed and is soon to be published. This includes our Diversity and Inclusion strategy which includes increasing representation and is accompanied by an action plan which incorporates the activities and developments identified earlier in this report.

10. Changes in Legislation or other Legal Considerations

- 10.1 The programme of positive action activity delivered complies with the Equality Act 2010 and supports our Public Sector Equality Duty by giving ‘due regard’ to the need to:
- eliminate discrimination, harassment and victimisation
 - advance equality of opportunity between people who share a protected characteristic and those who do not; and
 - foster good relations between different people when carrying out their activities
- 10.2 Consideration to be had in relation to the announcement by the prime minister to recruit 20,000 more police officers. This may affect the new Policing Education Qualifications Framework (PEQF) routes into policing by pushing them back as it may prove a challenge to recruit the number of officers required in conjunction with the requirement to have a degree commencing in January 2020 and the degree holder entry programme has not yet been finalised.

11. Details of outcome of consultation

- 11.1 The positive action programme builds on the previous activity developed in conjunction with Nottingham Citizens, the Nottinghamshire Police BPA, IAG and PCC's BME Steering Group. The Positive Action and Equality Coordinator will engage with the above and other groups to deliver a programme of positive action activity aimed at increasing representation of BME and other protected characteristics that are currently under-represented within Nottinghamshire Police.

12. Appendices

- 12.1 Appendix 1 – 2017 Positive Action recruitment Timeline
- Appendix 2 – Diversity of workforce at June 2019