

To:	The Sussex Police & Crime Panel
From:	The Sussex Police & Crime Commissioner
Subject:	Police Officer Recruitment Diversity Outcomes 2016
Date:	30 June 2017
Recommendations:	That the Police & Crime Panel note and comment on the report.

1.0 Introduction

- 1.1 This report provides an update on the diversity outcomes following the two police officer recruitment campaigns that Sussex Police carried out in 2016.
- 1.2 This report also outlines some of the specific initiatives that the Force has implemented to improve all areas of under-representation and the learning that has been taken following the conclusion of these campaigns.

2.0 Background

- 2.1 A total of 2.2% of the Sussex Police workforce declare their ethnicity as Black or Minority Ethnic (BME), compared to a local population of over 6% for Sussex. In respect of employee types, 1.9% of all police officers, 2.7% of all police staff and 2.2% of all Police Community Support Officers (PCSOs) are BME, as at June 2017.
- 2.2 A total of 44.6% of the Sussex Police workforce are female, compared to an almost equal gender split in the population of Sussex. Females make up 33.7% of all police officers, 58.9% of all police staff and 45.7% of all PCSOs.
- 2.3 Due to savings programmes within the Force since 2010, recruitment in some areas has been at a minimum as the workforce has been reduced in size. This has made opportunities to increase BME representation limited, particularly within police officer roles. Sussex Police has a Positive Action Plan covering the strands of recruitment, retention, progression and specialisms.
- 2.4 Sussex Police ran two recruitment campaigns for police officers in February and October 2016. Both of the recruitment campaigns looked to improve all areas of under-representation, including the proportion of applicants received from BME and female candidates. The progress of all BME and female candidates were tracked throughout each stage of recruitment to assist with this process.

3.0 Police Officer Recruitment Campaign – February 2016

- 3.1 Following the Government's announcement in December 2015 to protect police funding and the Commissioner's decision to increase the precept in 2016/17, a decision was taken to open police officer recruitment in February 2016.

3.2 In order to meet the lengthy run-in time for police officer recruitment, the campaign had to start immediately. This presented Sussex Police with limited opportunities to put in place positive action plans. However, the Force was able to target and reach BME communities through social media and community groups.

3.3 A total of 1,282 applications were received in this recruitment process.

3.4 The ethnicity of the applicants is summarised in the table below:

Ethnicity	Number of Applicants	Percentage
BME	49	3.8%
White	1,221	95.2%
Prefer not to say	12	0.9%
Total	1,282	100.0%

3.5 Of the 3.8% of the BME candidates that applied, only 28 of these applicants progressed to the next stage and the Behavioural Styles Questionnaire (BSQ) and Situational Judgement Test (SJT). The results from these stages are shown below:

Test	BME Failure Rate		White Failure Rate	
	Number	Percentage	Number	Percentage
BSQ	18	36.7%	374	30.4%
SJT	6	12.2%	136	11.1%

3.6 Sussex Police investigated these results with the providers of the tests. Assurances were provided that these tests were being used by over 20 police force areas and that the above test results did not highlight any disproportionately. The apparent disproportionality within Sussex was attributed to the small number of BME candidates undertaking the tests. This is because a few failure results would skew the overall figures. This also highlighted that additional support would be required for BME candidates at this stage of the recruitment process in the future.

3.7 As a result of these tests and one candidate withdrawing, only three BME candidates went through to the national Police Recruit Assessment Centre. Each of these candidates passed this stage, of which two individuals were subsequently appointed by the Force.

3.8 This recruitment campaign demonstrated that Sussex Police needed to do more to reach out to BME communities. There were also stages within the process at which BME candidates did not perform as well as anticipated. This highlighted areas where the Force should concentrate support and efforts in future campaigns.

3.9 The gender of the applicants is summarised in the table below:

Gender	Number of Applicants	Percentage
Female	413	32.2%
Male	866	67.6%
Prefer not to say	3	0.2%
Total	1,282	100.0%

- 3.10 At the end of the process, 27 female candidates were successful in their applications to become a police officer. This represented 6.5% of the total applications received from female candidates. This figure was also slightly higher than the 5.8% of male candidates who were successful in this process.
- 3.11 Other than the normal statements to encourage applications from under-represented groups, no specific positive action activity took place to support applications from female candidates.

4.0 Police Officer Recruitment Campaign – October 2016

- 4.1 Ahead of the next recruitment campaign in October 2016, a full-time Police Sergeant from Brighton & Hove, with considerable experience working with diverse groups, was assigned to support the positive action work. Sussex Police agreed that the overall focus with regard to engagement and recruitment should focus on increasing the overall recruitment base of BME applicants through long-term local engagement, and to provide enhanced levels of support for BME candidates throughout the recruitment process. This was particularly prevalent for the stages of the process where high-levels of failures were demonstrated previously.
- 4.2 As part of this work, the Force contacted all previous BME applicants to encourage them to reapply and a decision to offer BME candidates' one-to-one support on request was made. Sussex Police also agreed that for this campaign the requirement to hold a full driving license would be removed. This is because the evidence available from previous campaigns indicated that members of the BME community were less likely to have a license due to a number of societal and cultural factors. It was agreed that this approach would be reviewed ahead of any further campaigns.
- 4.3 The engagement and advertising carried out ahead of February's recruitment campaign was also reviewed. This included seeking advice from the Force's Race Advisory Group. Other proactive tactics used as part of this campaign included:
- Ensuring that more images of serving BME officers were used as part of the campaign literature, together with the stories and experiences of existing BME officers;
 - Enhancing the messages of the support available to BME candidates throughout the process;
 - Starting the social media campaign ahead of the campaign launch date to generate greater interest;
 - Holding a live 'Question & Answer' session on Facebook, with the focus on positive action;
 - Targeted messages to BME communities through District Commanders;
 - Targeted advertising through Facebook and LinkedIn; and
 - Inviting members of the Race Advisory Group to sit on the interview panels.
- 4.4 A total of 871 applications were received in this recruitment process. Whilst both the total number of applications and applications received from BME candidates were reduced from the previous campaign, the proportion of applications from BME candidates increased from 3.8% in February 2016 to 5.2%.

4.5 The ethnicity of the applicants is summarised in the table below:

Ethnicity	Number of Applicants	Percentage
BME	45	5.2%
White	818	93.9%
Prefer not to say	8	0.9%
Total	871	100.0%

4.6 As stated in 4.2, measures were put in place to ensure that all BME applicants were offered one-to-one support on request throughout the process. This involved coaching and mentoring, practice sessions for the online tests, a mock assessment centre and interview practice.

4.7 A total of five BME candidates have been successful in this process so far, with a further two candidates still awaiting interview. This means that 11% of all BME applicants were successful in their applications to become police officers, in comparison to 9% of all white applicants. This figure could increase to 16% for BME applicants following the conclusion of the outstanding interviews.

4.8 In terms of gender, there was an increase in the total number of applications received from female candidates which increased from 32.2% in February to 35.2% in October 2016.

Gender	Number of Applicants	Percentage
Female	307	35.2%
Male	562	64.5%
Prefer not to say	2	0.2%
Total	871	100.0%

4.9 To date, 9% of all female applicants have been successful in this process, with one outstanding interview still to take place. This figure is the same as the proportion of successful male candidates.

5.0 Lessons Learnt from the Campaigns

5.1 The two campaigns in February and October 2016 demonstrated that enhanced support and mentoring of BME candidates throughout recruitment processes yielded better results.

5.2 The Force also acknowledged that more needs to be done to increase the overall number of applicants from BME communities. A focus on attraction will involve longer-term engagement with local communities and is intrinsically linked to how Sussex Police deliver policing throughout Sussex. This work has already started in communities within Crawley which is recognised to be the most diverse area within Sussex.

5.3 In addition, Sussex Police has undertaken some insight work, both internally and externally, to better understand the reasons for the reduced numbers of applications from BME communities. The initial conclusions highlight a need for greater engagement with the BME communities and to consider using other initiatives such as the police cadets, work experience and ride-along schemes to encourage wider consideration of a career in the police.

- 5.4 Whilst the focus for Sussex Police remains to attract and recruit individuals from BME communities, the Force recognises that this approach and methodology would also work for other areas of under-representation.
- 5.5 The data and results for female candidates across both campaigns were encouraging. The Force will seek to increase female representation as part of their HEforSHE campaign to close the gender gap in senior leadership by 2020. Sussex and Surrey Police have both committed to ensure there is a representation of women in senior police officer and staff roles to at least match the overall proportion of women in the workforce.

6.0 Accountability

- 6.1 The Commissioner has supported the Chief Constable by opening the recruitment processes for police officers to increase the overall resources available in Sussex.
- 6.2 The Commissioner continues to challenge the Chief Constable regarding the recruitment processes, including what Sussex Police is doing to encourage applications from those individuals with a protected characteristic at both her informal weekly meetings and her formal monthly Performance & Accountability Meetings (PAMs).
- 6.3 Police officer recruitment was a theme at one PAM in 2013 (20 September), two PAMs in 2014 (17 January and 20 June), one PAM in 2015 (26 June) and two PAMs in 2016 (18 March and 21 October). These sessions are archived and can be viewed on the Commissioner's webcast through the following link:
www.sussex-pcc.gov.uk/get-involved/webcasting/
- 6.4 The Joint Audit Committee also received an update in this area at their meeting on 7 December 2016 as part of their annual review into the activity undertaken by Sussex Police to meet its equality and diversity obligations. The report and the minutes from this meeting are available through the following link:
www.sussex-pcc.gov.uk/the-pcc/transparency/audit-committee/
- 6.5 The Commissioner continues to monitor progress in this area and challenge, where appropriate, on behalf of the public.

Recommended – That the Police & Crime Panel note and comment on the report.

Mark Streater
Chief Executive & Monitoring Officer
Office of the Sussex Police & Crime Commissioner

Contact: Mark Streater, Chief Executive & Monitoring Officer

Email: mark.streater@sussex-pcc.gov.uk

Telephone: 01273 481584