

**OFFICE OF THE POLICE AND CRIME COMMISSIONER
FOR HUMBERSIDE
DECISION RECORD**

Decision Record Number: **46/2017**

Title: **Positive Action**

Executive Summary: The Force has requested funding for additional staffing to increase Positive Action during recruitment of the agreed uplift in Police Officers. The Force are proposing focused effort to drive the Positive Action agenda and activity. Funding is requested to enable a temporary uplift in resources to be directed to this initiative with the appointment of a senior manager for 6 months and 2 HR officers for 12 months supplemented by potential agency support at a cost of £90k.

Decision: That the initiative be supported and the temporary cost of £90k to enable the additional temporary posts to be established and provision made for agency support be agreed and that this should be funded from reserves.

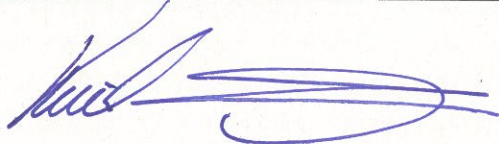
Background Report: Submission attached.

Police and Crime Commissioner for Humberside

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with my code of conduct. Any such interests are recorded below.

The above request has my approval.

Signature



Date 15.12.17

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SUBMISSION FOR DECISION:

Title: Positive Action

Author: Delyth Muhl

Date: 20.11.17

Chief Officer Sponsor: ACO (Resources) Nancie Shackleton

1. Purpose

1.1 This report has been created as a note to request funding for additional staffing in order to deliver a significant step up in positive action activity. This is linked to the window of opportunity as a result of the agreed uplift of Police Officers in Humberside Police (215 additionally above business as usual over the medium term plan) over the next 12 months taking the total police officer workforce to 1867 in 2018/19.

2. Background

2.1 The force has undertaken modest recruitment over recent years as a result of the force being required to reduce its budget in line with the government comprehensive spending review in policing. The ability to recruit into the police family (Police Officers, Police Staff, PCSO's, Specials and volunteers) has been significantly constrained, as a result the workforce has not been afforded the opportunity to reflect its community.

2.2 Current levels of diversity within the force are outlined in the attached quarterly workforce representation report. Highlight information for BME in particular is that proportions among police staff have seen a notable rise in the last quarter, from 1.8% to 2.3%, however among police officers the proportion is unchanged at 2.4%. The percentage of female police officers is the highest it has been at 33%. The force has now started reporting on faith and sexual orientation, however it should be noted that less than 40% of the workforce has a choice selection against these indicators on their personal records.

2.3 Humberside Police has also been supported by colleagues from other forces who undertook a PEER review of EDHR in July/August 2017, which reported this week. In summary Humberside police does have some work to undertake in this area to update, modernise and better focus our efforts.

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- 2.4 The HR Service is a shared service with South Yorkshire Police, Humberside appointed a Head of HR in July 2017 and South Yorkshire's new Head of HR commenced in post early November. There are some complex resourcing challenges across the joint service which will be reviewed in the new year. Until such point, the recruitment team are based in Sheffield and there is currently one positive action HR officer shared across both forces. The individual post holder has been focusing efforts on the recent Humberside Police Officer Campaign as much as possible. There have been two high profile police officer recruitment campaigns in 2017; headline figures regarding representation are below:

| | REGISTRATIONS - AUGUST 2017 CAMPAIGN | | | | | REGISTRATIONS - NOVEMBER 2017 CAMPAIGN | | | | | | |
|--------------------------------------|--------------------------------------|---------|----------|-------|--------------|--|-----|----------|-----|--------------|-----|-------|
| | Total No of Registrations | | Eligible | | Not Eligible | Total No of Registration | | Eligible | | Not Eligible | | |
| REGISTRATIONS RECEIVED | 1550 | | 1173 | 75.7% | 377 | 24.3% | 872 | | 679 | 78.0% | 193 | 22.0% |
| GENDER | | | | | | | | | | | | |
| Female | 515 | 33.3% | 402 | 26.0% | 113 | 7.3% | 282 | 32.00% | 213 | 24.0% | 69 | 8.0% |
| Male | 1028 | 66.3% | 766 | 49.4% | 262 | 16.9% | 584 | 67.00% | 460 | 53.0% | 124 | 14.0% |
| Not stated | 7 | 0.40% | 5 | 0.3% | 2 | 0.1% | 6 | 1.00% | 6 | 1.0% | | |
| | 1550 | 100.00% | 1173 | 75.7% | 377 | 24.3% | 872 | 100.00% | 679 | 78.0% | 193 | 22.0% |
| ETHNICITY | | | | | | | | | | | | |
| BME | 55 | 3.5% | 42 | 2.7% | 13 | 0.8% | 61 | 7.00% | 49 | 6.0% | 12 | 1.0% |
| White British | 1474 | 95.1% | 1116 | 72.0% | 358 | 23.1% | 801 | 92.00% | 622 | 71.0% | 179 | 21.0% |
| Not stated/prefered not to say/blank | 21 | 1.4% | 15 | 1.0% | 6 | 0.4% | 10 | 1.00% | 8 | 1.0% | 2 | |
| | 1550 | 100.0% | 1173 | 75.7% | 377 | 24.3% | 872 | 100.00% | 679 | 78.0% | 193 | 22.0% |

The total number of applicant registrations in the November campaign (872 applicants) reduced significantly when compared to the August campaign (1550 applicants). However, and promisingly, the percentage of applications which are BME has increased from 3.5% in August to 7% in November, an actual applicant number increase from 55 people to 61 people registering. This is as a result of positive action workshops and support for BME candidates in the system. The level of female registrations eligible remains at c25%.

- 2.5 Recent analytical work has been undertaken but the Office of Police and Crime Commissioner on the applicant data captured early in the registration process. This has been mapped over the Humberside force geographical area and offers a comparison with the community profiles.

3. Future Activity

- 3.1 There needs to be some focused effort in owning the internal EDHR work and driving the positive action agenda and activity in force. Whilst increasing representation across the Police family in Humberside is a desire, the focus must be on Police Officer recruitment to maximize this window of opportunity. The current 0.5 HR Officer post is not sufficient to maximise this.
- 3.2 It is proposed that there needs to be 1 fte senior manager owning and driving the workforce planning area which includes the ownership of the positive action and EDHR portfolios. Supporting the 0.5 fte HR Officer needs to be a further 2 fte HR Officers. High level activity:

- Deliver a positive action recruitment strategy and activity which aims to increase representation of all minority groups in force, particular early focus Police Officer BME and Female representation.
- Review of the EDHR Strategy and development of an improvement plan for EDHR

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- Lead the delivery of the HR submission for the HMIC Force Management Statements
- Review the workforce plan in line with the demand modelling work, MTRS, HMIC recommendations and skills audit
- Re-establish a Resourcing Demand Group to manage the delivery of the workforce plan and maintain the Target Operating Model governance.
- Maximise wider community engagement opportunities through existing networks with minority communities via specific force and OPCC contacts, such as the external diversity panel.

The engagement of the operational front line will be crucial. The chief officer team are committed to positive action and recognise that staff and officers have daily contact with and know and understand the communities they police. Therefore providing the front line with education and information regarding positive action will be key, some activity already underway is outlined below:

- Briefing operational and front line Police Officers and Staff in ensuring they maximise public contact opportunities to promote Police recruitment – increasing representation is everyone's responsibility!
- Utilise the analytical mapping work to target recruitment activity undertaken by both the operational workforce and also HR resources.
- Revising of recruitment advertisement literature, including producing leaflets in different languages
- The availability of a support network/contact point/workshops for those who express an interest in joining, this is flexible, responsive and bespoke to individual/communities needs
- Wider force education through corporate communication pieces are being developed.

4. Recommendation

- 4.1 This paper is to request funding to support the focused delivery of positive action activity through temporary increase in resource. For reasons of speed it may be necessary to secure resource through a recruitment agency using short term contract workers, this will incur agency fees.

Estimated costs are:

1x MP 6 Senior Manager for 6 month = c£26k

2 x Scale 4 HR Officers for 1 year = c£54k

Potential agency costs of c10k

Total Funding Requirement Estimate: £90k