

As a national Police Force we strive to:

- be one of the most inclusive police forces in the UK
- better reflect the local regional working age populations in our workforce, with a particular focus at sergeant rank and above where the gaps are greatest

This submission sets out how our use of **Positive action** has supported these aims

1) **Recruitment Campaign.**

2017 saw the launch of a large recruitment drive to bring in over 500 new student officers, who would undertake 21 weeks training before starting their career as a Police Constable in locations across England, Wales and Scotland.

The challenge was two-fold – firstly to recruit individuals that we believed had the ability to successfully pass the course and then complete their two year probation, and secondly to improve the number of Female and BME officers joining our Force.

From April 2017 to December 2018, the recruitment campaign has generated a great response, and over 2000 candidates were interviewed over 29 assessments centres.



On top of the planned assessment centres, a team of officers were identified and seconded to the Recruitment team to provide support and guidance to Female and BME applicants through Recruitment workshops and a buddy scheme. The Positive Action Recruitment Team (PART) started in October 2017 in the middle of a large scale student officer campaign and they were tasked with:

- Contacting all female and BME applicants within apply status advising 1-1 and group coaching and mentoring sessions available.
- Marking all BME and female applicants and supporting those candidates who were within a score range that enabled them to resubmit their application after coaching.
- Coaching and mentoring candidates through assessment centre.
- Providing feedback to develop potential future candidates.
- Present diversity workshops.
- Visit the student officers in training to offer support and guidance.

In addition to the above, the team built relationships with religious venues across London allowing us to advertise for free and they have attended a number of careers events targeting BME communities.

The most common practice in reviewing the success of the positive action team is to relate it to BTP's BME and Female officer numbers, and the headline statistics as a direct result of PART have seen a marked impact, as detailed below:

Success	Before PART Team in place	After PART team in place
BME candidate success at application stage	70% failure	37% failure
BME and female candidates coached and mentored successfully passed all the stages required to be a Police Constable	N/A	67%
Success rate for BME and female SPC at the assessment centre	45%	75%
Success rate for BME and female transferee candidates	50%	66%
UCLAN students passing their assessment centre	45%	75%
Females making up percentage of intake	Up to 20%	30% - 70%
Positive feedback from coached and mentored candidates.	N/A	100%

Those candidates who were unsuccessful for the Student Officer positions were coached and mentored by PART in order to be successful in other positions such as Special Constable and Police Community Support Officer. The percentages of those BAME and female applicants who failed the entire student officer (October 2017 campaign) process, and consequently not offered any role within BTP, was 10% (Only 15 candidates).

New Recruit Intakes

2018 new recruit intakes had 16.9% BAME 26.4% female representation.

At no point were the minimum standards for selection reduced, but it was recognised that by offering this support, it would enable more Female and BME candidates to have another chance in pursuing a career with BTP.

We have come under pressure from the National Press and on social media commentary for this approach. However, the team stuck to the principals that this was the right course of action to take. We now have intakes where there are more BME's and (in particular) female officers – with one intake alone having nearly 70% female representation.

Our initiative was achieved with existing resources and no extra cost.

2) Progression

All of BTP's Career Progression and Talent Management activities consider the benefits of Positive Action activities including the delivery of workshops and information sessions for under-represented groups.



Development:

We offer a wide range of development activity supporting our commitment on diversity and inclusion.

Career Days have been launched aimed at encouraging members of underrepresented groups, especially women, to consider applying for and undertaking a range of roles in various departments around the force. This initiative endeavours to encourage colleagues from under-represented groups to consider a range of roles which otherwise they might not have considered previously.

Career Workshops: This year we have included a 90 minute Positive Action session aimed at encouraging delegates to focus on their general behaviours and attitudes when unsuccessful and on a day to day basis. 73 females have attended.

Springboard is a development programme specifically developed and written for women to kick start their journey to positive change. This benefits us as an organisation by making women, in both police and staff roles, more confident and assertive. Whilst a female participant may not necessarily go for promotion, the act of making changes in her personal life and or workplace invariably impacts upon their performance in the work place to the benefit of BTP. 48 people have participated in the Programmes during the past 12 months.

We have also launched a "Promoting Difference" Programme to target female Sergeants with the potential and aspiration to reach the rank of Inspector. The Programme aims to help delegates identify their strengths and areas for development, provide the opportunity to receive feedback and allow them to create robust individual development plans. As part of the last Promoting Difference programme (which targeted BAME Sergeants) two out of the six participants were female; one has successfully passed a promotion panel, with the other moving on to a new role with a view to applying for the next process.

Fast Track Positive Action events have been introduced to specifically encourage women and BAME applicants to apply for the Fast Track accelerated promotion scheme. Of the two candidates recommended for national assessment in 2019 one is female.

Promotions:

The approach BTP has adopted provides an impartial and fair process for considering candidates for promotion against the College of Policing National Police Promotion Framework; and assesses them using Competency and Values Framework descriptors. Applications are allocated a unique identifying number. This number is used in place of personal details. The panel members therefore, mark the submissions 'blind'. This minimises the risk of unconscious bias. In addition all Panel members must complete specific training in assessing applications, which includes unconscious bias training, and are coached and trained to ensure consistency of approach in the way competencies and answers are assessed. We have noted a year on year increase in the number of females passing promotion panels. We have also committed to, where possible, placing a female Officer on all promotion panels. Anecdotal feedback from female candidates is that they are more relaxed, and therefore perform better.



The most recent Chief inspector process, which was open to internal and external candidates, of the top scoring candidates 12 are internal and 3 external. 40% of candidates reaching the required standard are female and 20% LGBT.