

Committee(s): Professional Standards and Integrity Committee	Dated: 29 November 2022
Subject: Police Uplift Programme- Focus on Diversity	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1- People are Safe and Feel Safe
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Commissioner of Police Pol 117-22	For Information
Report author: Christopher Hay, Chief Inspector, Police Uplift Programme Manager	

Summary

At the Resource Risk and Estates Committee on the 5th September 2022 a discussion took place as part of the quarterly workforce update regarding diversity in recruitment and particularly the gender disparity. An action was issued for the Force to report to the Professional Standards and Integrity Committee in more depth on diversity issues, as the Committee with primacy for Equality, Inclusion and Diversity.

This report will outline the outreach and recruitment journey for Year 3 of the Police Uplift Programme focusing on diversity and efforts made to enhance diversity within our workforce. The report details the initial challenge and journey to date, the formation of the Outreach Team and tactics employed, the candidate journey from application to hire, positive action and support, details of the candidate pool, utilisation of the provision of equal merit and candidate engagement and retention. The report concludes with some case studies and quotes from diverse student constables around their experiences of City of London Police (CoLP) and the recruitment process.

This report outlines a number of measures taken by CoLP to enhance gender parity and the number of officers from under-represented groups and the key highlights are briefly detailed below:-

The outreach team has attended 36 events since its inception and this has had a positive effect on recruiting females and candidates from under-represented groups, however, digital recruitment targeting on specific recruitment sites yielded better results in terms of applications from females and candidates from under-represented groups.

It is believed that the positive action tactical options employed have positively impacted the recruitment journey for those that have applied from under-represented groups and this is evident from the positive action webinars and subsequent success at the Online Assessment Centre stage.

Utilising the provision of equal merit under the Equality Act has been vital to increase gender parity and representation from ethnic minority groups.

Although CoLP are achieving uplift, continuing the outreach work on a smaller scale and maintaining established relationships built over the course of the year is paramount to future recruitment. CoLP remain an attractive employer with healthy pipelines of transferees and student constables from diverse backgrounds.

Recommendation

It is recommended Members note the report.

Main Report

The Challenge

As a force, failed to meet our Year 2 uplift targets and as such the Chief Officer Team assigned a dedicated Uplift Programme Manager and Senior Responsible Officer, to focus and drive performance into Year 3 of the Uplift and make up our Year 2 deficit. This dedicated team was provided with augmented support and enabling assets to deliver on the Uplift, with a continual focus on performance and delivery of CoLP's Year 3 plan. It is predicted that CoLP will now achieve the Year 3 Uplift target headcount by the end of the financial year.

The below table details the recruitment and headcount progress since 31st January 2022.

Headcount 31/01/22	846
Starters 31/1/22 - 30/09/22 (including ROCU) Student Constables Transferees	185 (102) (83)
Leavers since 31/01/22 – Sept 2022	-61
Headcount at end of Sept 2022	970

The Outreach Team

The Outreach Team officially began its work in May 2022, consisting of 1 Sergeant and 2 PC's. The Outreach team has been heavily involved in keeping candidates 'warm', attending recruitment and community events, organising CoLP open days and events, creating and delivering briefings, compiling bespoke support packages for student constables and facilitating Online Assessment Centre (OAC) masterclasses. In addition, the team has shown a commitment to increasing Diversity and Equality within force, via various initiatives and projects, working closely with all departments and networks. The team has also reviewed, reformed and created new force Policy and Procedures, namely CoLP's Trans and Non-Binary Standard Operating Procedure (SOP) and support and guidance to line managers.

Outreach events attended between May – October 2022 = **36 with 9 events still to attend**
– (15,000 attendees expected at Ascot Show in November).

Engagements at events equates to **28,245+** persons engaged with.

In addition to the physical outreach, the Outreach Team has been working in the digital space and have achieved the following:-

1. **UCAS¹**: mailshot sent to 4,279 students graduating from the Professional Policing & Criminology degrees in 2022.
2. **Online recruitment company strategy**: 55 student officer adverts placed in various locations around London and neighbouring counties, generating 3,312 Expression of Interests (EOI's), increasing weekly applications up to 80-110 per week. This activity delivered an increase in applications from female and candidates from under-represented groups.
3. **Recruitment Company**: A specific campaign through a specific company was used to target universities and the last campaign was used to target diverse boroughs of London, resulting in 381,077 impressions (reach), 1,032 people directed to CoLP careers page to apply. Engagement with the advert was 94.9% from under-represented groups and 5.1% white candidate engagement.
4. **Total student constable applications = 1940** is the total number of applications that have been received. Of these, 776 have been sifted and progressed, with 33% female applications, and 40% applications from candidates from under-represented groups.

The Outreach Team has also completed additional outreach to focus on attracting women and diversity into CoLP by attending events at religious centres, colleges/universities. The outreach team has also been doing some collaborative working with Lancashire Outreach Team around 'Bleep Tests'² in the Community for Under-Represented Groups. This is ongoing but we have provisional approval from the East London Mosque to host later this year.

Furthermore, CoLP has recently reviewed recruitment campaigns and marketing material to ensure it is inclusive, supports gender equality and promotes role models for all communities. In addition, CoLP has undertaken a thorough Equality Impact Analysis, that ensures equality of opportunity during training across a variety of impact areas linked to gender equality.

Below is a photo from September 2022 of the Outreach Team and other volunteers at the Milton Keynes Job Fair

¹ UCAS- University and College Admissions Service- [About us | UCAS](#)

² Bleep Test- shuttle run and multi-stage fitness test



The Recruitment Process

Below, is a graphic of the current recruitment process, which applies to all student constables and follows the newly introduced processes by the College of Policing, namely the National Sift and Online Assessment Centre. The length of the candidate journey can vary depending on vetting, medicals and other employment checks, but local governance procedures have meant that the recruitment journey has been streamlined.



Positive Action

There has been a number of tactical options employed to increase the number of applications from diverse candidates. Some of the innovative tactical options employed are listed below:-

- Targeted advertising through specific recruitment company to diverse boroughs of London & the South East.
- Use of appropriate recruitment company advertising service to target under-represented and Female candidates – 94.9% under-represented engagement.
- Buddy system and Outreach Team making contact with under-represented and female candidates, to provide support though the recruitment process.
- Use of a bulk text messaging service to send out reminders for completed employment documents or deadlines.
- Guidance documents produced to help candidates prepare for the National Sift and Online Assessment Centre. Recent online assessment pass rate increased to 66% where we have included the guidance document.
- Webinars available to help candidates prepare for Online Assessment Centre. 5 specific webinars on the application form / online assessments with a reach of 180

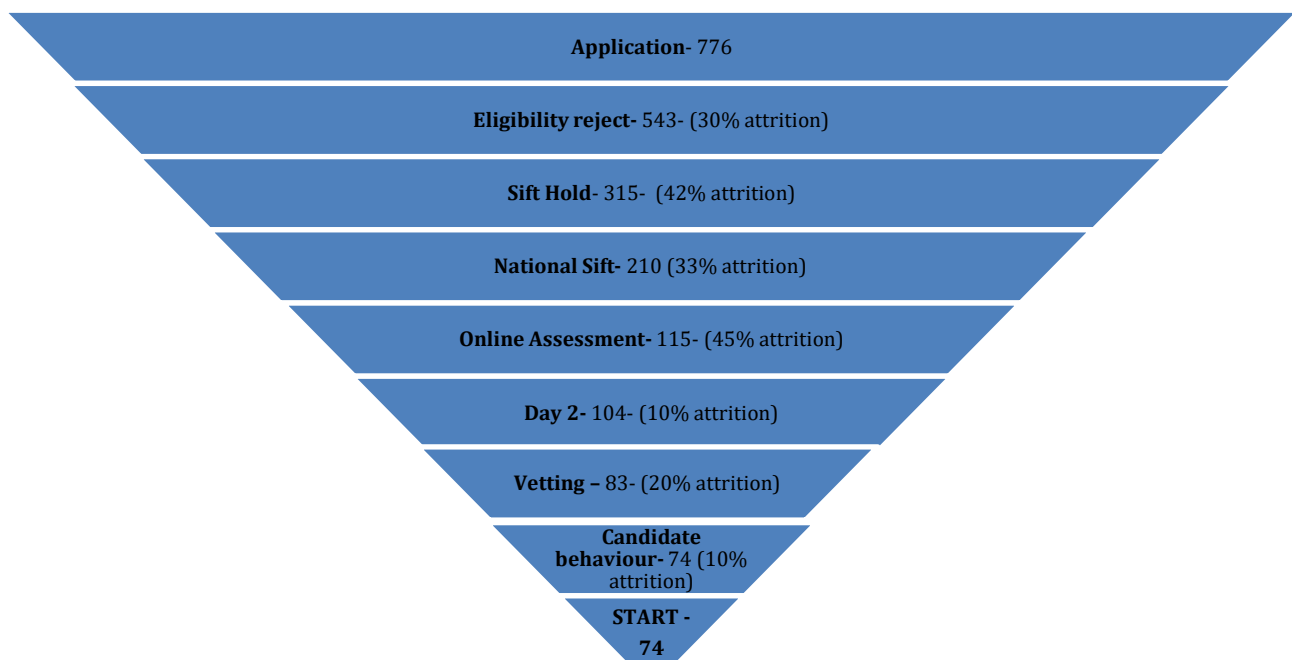
diverse candidates. In addition, 4 CoLP information webinars, reaching 150 diverse candidates

- In person workshops, where possible, to help candidates prepare for the Online Assessment Centre. Two of the recent in person workshops, where 30 candidates attended, increased the Online Assessment Centre pass rate from c.50% to c.70%.
- Specific candidate pipeline lists created and monitored daily/weekly to ensure candidates are progressing through the recruitment pipeline.
- Weekly pipeline review meeting including stakeholders from vetting and Occupational Health (OH) to highlight candidates who may need assistance in any stage of the process.

Recruitment Pool Drop-Off for Diverse Candidates

The majority of sift holds sit at the point where CoLP is waiting for candidates to send proof of their educational certificates. Although, CoLP engage with candidates through emails, calls and text messaging, we are still dependant on candidates sending the documents in themselves. With the implementation of the Oleo ATS platform in the future, we hope this statistic will improve, as candidates will be required to upload evidence at point of application.

Out of the projected 74 candidates, we have approximately 40 candidates who have reached the point of conditional offer, with the remainder who may have applied relatively recently still to come through the recruitment process.



National Sift and Online Assessment Centre

Sift status	Total
National sift invited	306
OA invited	407
OA Passed	235
Reject - Failed CoLP OAC	115
Sitting OA with another force	20

The data for the National Sift and Online Assessment Centre for CoLP is provided in the table. Also provided are the pass rates broken down by gender and ethnicity from our August and September Online Assessment Centre Candidates. In August we had 22 passes out of 50 candidates that sat the online assessment centre and of those that passed 4 were female and 5 were from under-represented groups. September Online Assessment Centre results are expected on 4th November and with the additional support provided we are hopeful that more female and under-represented candidates pass.

Student Constable Intakes/Transferees and the Provision of Equal Merit Under s.159 Equality Act

The below table details the breakdown of our student constable applications that have been received by entry route.

Entry Route	Total Active Applications	Male	Female	Gender Not stated	Under-represented Group	Ethnicity /not stated / prefer not to say
DHEP	226	137	84	5	81	17
PCDA	344	217	114	13	111	32
IPLDP	287	210	73	4	110	15
Pre-Join	13	7	6	0	4	0
Detective DHEP	44	20	23	1	11	6
DC/PC DEHP	22	11	11	0	0	9

DHEP- Degree Holder Entry Programme

PCDA- Police Constable Degree Apprenticeship

IPLDP- Initial Police Learning and Development Programme

The below table details the cohorts throughout Year 3 of the Uplift including details of gender and ethnicity.

Overview of Intakes / Offers										
13/10/2022	Total Pool at conditional offer stage	Final Offer Accepted	At Vetting Risk ma	Conditional offers	Male	Female	Gender Not stated	Ethnicity /not stated / prefer not to say	BAME	
IPLDP & Pre Join	62				50	11	1	6	14	
8th August 2022		27			22	5	0	0		
22nd August 2022		24			15	9	0	2		
28th November 2022		17			12	4	0	0	7	
PCDA	4				4	0	0	0	1	
19th September 2022		15			14	1	0	1	1	
DHEP	36				22	13	1	1	12	
DHEP -26 September 2022		20			16	4	0	0	5	
Police Now	14				7	7	3	0	2	
20th March 2023										
Overview of applicant pool (work in progress)										

Breakdowns per cohort

8th August 2022 intake -Total 27

5 Females - all white

22 Males - 3 from under-represented groups

22nd August 22 - Total 24

9 Female - all white

15 Males – 3 from under-represented groups

19 Sept 2022 - Total 15

1 Female - white

14 male (1 from under-represented groups + 1 prefer not to say)

26th Sept 2022 – 20 Total

4 Female (2 from under-represented groups)

16 males (5 from under-represented groups)

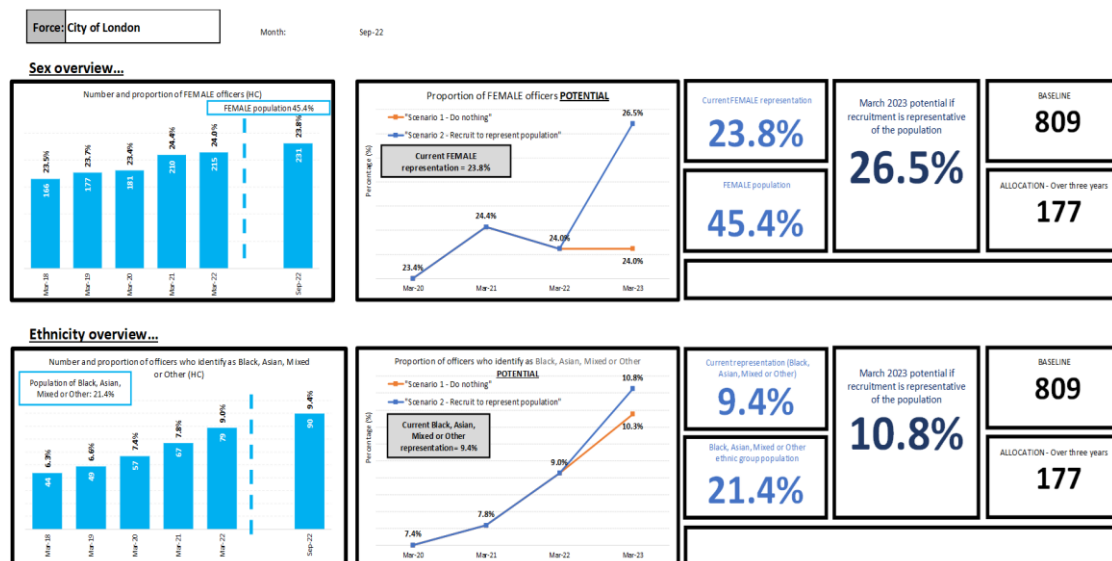
Our student constable intakes have improved in terms of gender and diversity and with one of the IPLDP intakes in August, we had 38% gender parity, which is the highest the force has seen ever amongst student constable cohorts.

As the force is in a fortunate place, in terms of meeting its Year 3 headcount, we have utilised the provision of equal merit under s.159 of the Equality Act to improve our gender parity and diversity representation further. CoLP has a scheduled IPLDP course in November of 28 constables. As it stands, 19 have been given final offers and of those, 9 are from under-represented groups and 4 are female. We expect 5 female candidates to fill the remaining 9 places, taking the overall cohort gender parity to 32% and diversity to 34%.

In relation to our February IPLDP course, we have a pipeline pool of around 100 candidates for a maximum of 25 places on the course. The current pipeline will meet our gender and diversity ambitions. Finally, CoLP currently has a pool of 14 'Police Now'³ candidates for the Cohort of 10 Police Now starting in March 2023. This cohort offers diversity with 7 being female and 3 from under representative groups.

³ Police Now- National Detective Programme- [National Detective Programme](#) | [Police Jobs](#) | [POLICE NOW](#)

Overall Projected Diversity and Gender overview for CoLP



It's clear from the above Home Office projected data on CoLP's diversity and gender breakdown, that this improves towards the second part of the financial year when the student constable cohorts commence.

With regards to transferees, the candidate pool offers less diversity than that of the current student constable pipeline, with around 20% gender parity for female candidates and approximately 14% from under-represented groups in the transferee pipeline. Even utilising the equal merit provision this is still not in line with CoLP diversity ambitions.

Recruitment Pool Engagement

All candidates who have been rejected/failed/unsuccessful with their application, the national sift or the online assessment centre receive communication that CoLP would welcome applications from them in the future if they feel they will meet the entry criteria again. In addition, once special constable recruitment re-opens we will send out communication to any candidates who may be suitable to invite them to apply.

Student Officer Retention Scheme

The Friendly Ear Scheme

In 2022 CoLP launched The Friendly Ear, a scheme with the aim of providing a channel for student and probationer officers to speak to an experienced officer about any concerns they may have or issues they are experiencing should they be considering their future with the force. The Friendly Ear Scheme is completely confidential and can be contacted on an ad-hoc basis when needed. Anonymised information and patterns harnessed by The Friendly Ear scheme are then collated and reviewed to help identify any harmful trends and looks to retain diversity and gender as a priority.

The scheme also includes a proactive data science element, data insights have then been used to develop a 'Flight Risk Tool' which calculates the resignation probability of each new

student officer which is factored into student officer tutorials and a package of support made available to them. CoLP has worked with a data science consultancy who will update and refine the tool in the coming months.

The Friendly Ear Scheme will also be working with Professional Standards Department to ensure that action is taken if the need is identified. All Response Group supervisors have been briefed on the scheme so they can signpost student officers as needed. All new student officers have been provided with details of the scheme in their new starter packs as well as in person at Open Days, Open Evenings and in the classroom. Finally, the National Uplift Team has identified this scheme as an innovative initiative that they are looking to fund further and roll out to forces nationally. A great piece of innovation from CoLP.

using data from previous intakes of student officers to identify key trends to support the next generation of students. These

Under-represented Student Officer Case Studies

1) PC- Female

This applicant joined CoLP in September 2022 as a Student Officer on the PEQF Degree Holder Entry Programme pathway. Prior to joining CoLP, she graduated from University of Greenwich with a BSc Biomedical Science degree in 2014. She worked in retail for a number of years where she also travelled very frequently. She joined the MPS and started training as a student officer and now hopes to continue her policing aspirations with the City of London Police. Reflecting on her experiences of joining CoLP, she said: *“I applied to work for City of London Police as a Student Police Officer and went through a smooth and continuous process. CoLP was understanding of my move from another force and handled vetting matters sensitively which made me feel included whilst still in the recruitment stage. When I joined, Student Police Officers are treated the same and are equally supported which in turn reflects our treatment of each other.”*

2) PC -Male

This applicant joined CoLP in September 2022 as a Student Officer on the PEQF Degree Holder Entry Programme pathway. Prior to joining CoLP, he went to university to study International Business and during that time enrolled in modules relating to ethics, law, and regulation. He has always wanted to work in a field where he could make a difference, specifically in financial crime, hence applying to CoLP with its national lead force portfolio. This officer was born in Cuba.

On his journey so far at CoLP he has reflected: *“Having dual nationality Cuban/German I have found that the recruitment and training so far has been perfectly apt and has not raised any concerns. I do not feel that I am or am treated any different to anyone else.”*

3) PC - Male

This applicant joined CoLP in September 2021 as a Student Officer on the inaugural PEQF intake of the Degree Holder Entry Programme. He has excelled throughout his classroom training and tutor phase and passed out on the 25 October. He is now a Response Officer on E Group and also a Physical Training Instructor who supports the fitness training of others across force notably new student officers in training. Speaking of his experience joining CoLP he reflected, *“Whilst applying to join CoLP, the recruitment process was clear and simple. Completing my fitness test was my first insight to operational police officers within the City of London, and I felt welcomed and supported from the start. The first day of training school I was understandably nervous, however the trainers were friendly and passionate, and the standards expected of me were clear. I loved my time in training school, and I’ve been given all the tools and knowledge to do my job, and there hasn’t been a moment where I haven’t felt supported from my supervisors. My development post-training school has set with realistic and clear objectives and support from tutors”*

Conclusion

Increasing diversity and gender parity has been at the forefront during the Uplift, albeit the force had the dichotomy of increasing the forces headcount rapidly at the end of Year 2 and into Year 3 of the uplift, whilst focussing on increasing gender and diversity. As the year has progressed the force has continued with a number of outreach and positive action tactical options, including utilising the provision of equal merit for student constables, which will see even more diverse and gender representative cohorts towards the end of the financial year.

As CoLP hits its Year 3 target headcount some of the outreach work will begin to reduce, however, there will be a cadre of volunteers that can be utilised when the force steps recruitment back up after the uplift. Moreover, the outreach team has established a number of great working relationships with job centres, recruitment companies and universities and colleges that will be maintained to ensure support is available to CoLP when next recruiting.

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