

**LINCOLNSHIRE POLICE AUTHORITY  
HUMAN RESOURCES COMMITTEE  
17<sup>th</sup> FEBRUARY 2010**

<b>SUBJECT LOCAL EMPLOYMENT TARGETS</b>	
<b>REPORT BY</b>	<b>DEPUTY CHIEF EXECUTIVE &amp; DIRECTOR OF HUMAN RESOURCES</b>
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<b>SUMMARY AND PURPOSE OF REPORT</b>	
To provide an update on progress made in relation to the setting of local employment targets for under represented groups.	
<b>RECOMMENDATION</b>	<i><b>That the proposed targets be accepted and recommended for adoption in the Policing Plan 2010-2013.</b></i>

## **A. SUPPORTING INFORMATION**

### **1. CURRENT SITUATION**

- 1.1 A progress report on the setting of local employment targets was discussed at the HR Committee on 26<sup>th</sup> November 2009.
- 1.2 Members will be aware that the setting of local employment targets was introduced via the Policing Green Paper which states that “**ambitious targets should be set on the most important issues locally. The Police Authority will set the targets, which should be agreed with the Force....**”
- 1.3 The recently published White Paper ‘Protecting the public: supporting the police to succeed’<sup>1</sup> states that ‘Local employment targets, and consultation with local communities on the setting of those targets, will be inspected on by the HMIC in the 2010 Working for the Public Inspection’.

<sup>1</sup> Available at <http://police.homeoffice.gov.uk/publications/police-reform/protecting-the-public.html> p 23

- 1.4 Most importantly local targets should aspire to reflect the demographics of the local population. The targets set will be published in the 2010/11 Policing Plan and annual plans thereafter. The Police Authority is due to approve the final version of the Policing Plan at their meeting on 26<sup>th</sup> March 2010.
- 1.5 Representatives from the HR Department and the Police Authority Secretariat have worked closely on ensuring that we follow the Association of Police Authorities (APA)) guidance in setting targets. They have also worked to make sure that the targets:
- are meaningful
  - are realistic and take account of turnover and planned recruitment
  - take account of the demography of the local population.
- 1.6 It is worth noting that employment targets already exist as part of the HR Plan which is reviewed annually. Performance against these targets is monitored and reported to the HR Committee on a quarterly basis via the HR Performance reports. The targets and most recent performance based on data up to December 2009 is shown in the table below.

	Outturn for 2008/2009	Target for 2009-2010	Cumulative Outturn for Apr – Dec 2009
Percentage of Ethnic Minority (EM) police officers	1.4%	1.3%	1.4%
Percentage of Ethnic Minority (EM) police staff (including PCSOs)	0.8%	1.0%	1.0%
Percentage of Ethnic Minority (EM) special constables	0.8%	1.6%	0.7%
Percentage of female police officers compared to overall strength to more than 22%	22%	>22%	25%
Number of disabled staff to be more than 3.1%	3.1%	>3.1%	2.7%

## 2. RECOMMENDED TARGETS

- 2.1 It is recommended that employment targets for under-represented groups continue to apply for the following:
- Percentage of ethnic minority Police Officers
  - Percentage of ethnic minority Police staff including PCSOs
  - Percentage of ethnic minority Special Constables

- 2.2 One target for the percentage of female police officers compared to overall strength.
- 2.3 One target for the percentage of disabled staff (police officers and staff combined).

### 3. ETHNIC MINORITIES TARGETS

- 3.1 One of the APA's recommendations is that Forces do not rely on out of date census information but seek to gain more up to date community profile information. (The last census data was published in 2001). The latest information provided by the Lincolnshire Research Observatory based on Office of National Statistics (ONS) gives information on Lincolnshire's total ethnic minority population for 2007. (The census and ONS use a wide definition of ethnic minorities inclusive of all ethnic minority groups. Only those classifying themselves as "White British are not included). However there is no available estimate of how many of these individuals are economically active and therefore seeking and available for employment. It is estimated that ethnic minorities make up 5.8% of Lincolnshire's population as at 2007. Based on 2001 census information for the proportion of the total ethnic minority population that was economically active our projection is that 2.7% will be economically active from the 2007 population estimates. The table below provides further detail of how the figures have been reached.

*Lincolnshire population estimates*

	2001 Census Data	% Total Population	2007 LRO Estimate Data	% Total Population
Total Population	646645	100.0	686200	100
Total Economically Active	306155	47.3	324916	47.3*
Ethnic Minority Population	19373	3.0	39800	5.8
Economically Active Ethnic Minority Population	9173	1.4	18845	2.7

\*There is no available 2007 estimate of economic activity level. The 2001 level has been used in calculations of the ethnic minority economically active population estimate.

- 3.2 Based on this analysis it is recommended that the Force adopts the figure of 2.7% of the Lincolnshire population being from ethnic minorities and also economically active. However it is not recommended that this be the target the Force adopts for 2010/11, as this would be unrealistic to achieve for the following reasons:
- 3.3 Account needs to be taken of the Force's most recent performance against this target as shown in the table in paragraph 1.6. Achieving a significant increase in the percentage of ethnic minorities within the workforce also has to take account of the recruitment opportunities that allow the workforce profile to change, especially with our relatively low level of turnover in general.

For example our Workforce Plan for 2010/11 is to recruit an additional 72 student police officers and 40 transferees. To achieve the 2.7% in order to reflect the ethnic minority population would mean the Force would need to recruit 33 of these officers from ethnic minorities. Since April 2004 the Force has recruited 8 ethnic minority police officers and has seen 2 leavers. Similarly to achieve a police staff target of 2.7%, this would mean the Force would need to recruit an additional 20 ethnic minority police staff. Since 1 April 2004 the Force has recruited 14 ethnic minority police staff members and has seen 8 leavers.

3.4 Having taken account of all of this information it is proposed that the following targets be set: A longer-term aspirational target for the Force to achieve 2.7% of its workforce to be from ethnic minorities within the next 5 years. In order to achieve this an annual target should be set based on previous performance and which takes account of recruitment opportunities and sees an incremental improvement year on year.

Targets for the percentage of ethnic minorities for 2010/11 to be as follows

- Percentage of ethnic minority police officers = 1.7% (an additional 3 ethnic minority police officers to be recruited)
- Percentage of ethnic minority police staff including PCSOs = 1.3% (an additional 3 ethnic minority police staff to be recruited)
- Percentage of ethnic minority Special constables = 1.7% (an additional 2 ethnic minority Special constables to be recruited). This should be realistic as there is a plan to increase the numbers of Specials from 150 to 250 in the next 12/24 months although account needs to be taken of the relatively low number of ethnic minority individuals who apply to become Specials. In a recent Specials recruitment exercise out of 35 applications only one was from an ethnic minority.

#### 4. TARGET FOR FEMALE POLICE OFFICERS

4.1 In previous HR Plans the target has been to increase the percentage of female police officers compared to overall strength compared to the previous year. For 2009/10 the target was more than 22%. Latest performance as outlined in the table in paragraph 1.6 shows that female police officers make up 25% of police officer strength currently within Lincolnshire. However the table below illustrates that there is disproportionate representation at different levels within the organisation.

##### *Breakdown of female representation by rank*

	ACPO	Ch/Supt	Supt	Ch/Insp	Insp	Sgt	Cons	Total
Officer Headcount	4	7	9	15	64	184	942	1225
Female Headcount	0	1	2	0	7	36	259	305
<i>% Female Representation</i>	<i>0.0</i>	<i>14.3</i>	<i>22.2</i>	<i>0.0</i>	<i>10.9</i>	<i>19.6</i>	<i>27.5</i>	<i>24.9</i>

Based on substantive postings 04 February 2010 including officers on secondments and career break.

4.2 Lincolnshire compares favourably with performance against this target compared with other Forces. Nationally 25.1% of police officer strength is female which indicates that Lincolnshire female police officer strength is in line with the national trend.

4.3 It is recommended that the following target be set for 2010/11:

- The percentage of female police officers compared to overall strength to be equal to or more than 26%. (This should be achievable with the proposed number of new police officer intakes in the next 12 months and the number of female applicants from the recent campaign. In headcount to achieve 26% would mean an additional 13 female police officers to the 305 we have currently)

## 5. TARGET FOR DISABLED STAFF

5.1 It is recommended that the Force retains one overall target for all staff which includes police officers, PCSOs and Specials combined. Recruiting disabled police officers has been a particular challenge for all Police Forces and any target needs to take account of the high number of police officer retirements within the Force currently due to their disability.

- Number of disabled staff to be an improvement on the outturn for the previous year.

### RECOMMENDED TARGETS 2010/2011

	Cumulative Outturn for Apr – Dec 2009	Target for 2010-2011
Percentage of Ethnic Minority (EM) police officers	<b>1.4%</b>	<b>1.7%</b>
Percentage of Ethnic Minority (EM) police staff (including PCSOs)	<b>1.0%</b>	<b>1.3%</b>
Percentage of Ethnic Minority (EM) Special Constables	<b>0.7%</b>	<b>1.7%</b>
Percentage of female police officers compared to overall strength to equal or to be more than 26%	<b>25%</b>	<b>≥26%</b>
Number of disabled staff to be more than the outturn for 2009/2010	<b>2.7%</b>	<b>&gt;2.7%*</b>

\*2.7% is the cumulative outturn for the current performance Apr – Dec 2009. The target adopted should reflect performance for 2009/2010 annual outturn.

## **6. NEXT STEPS REGARDING CONSULTATION**

The proposals in this report require consultation with groups with expertise in the field of working with under-represented groups. In addition to consultation, these groups will be encouraged to help identify any opportunities for positive action initiatives that can take place across the County.

It is proposed that primary consultation should take place using the Force's Independent Advisory groups (IAG's). The Force will also seek internal feedback via representatives of the Strategic Diversity Group, and externally via organisations such as the Race Equality Council and Lincolnshire Association of People with Disabilities (LAPD). Use of web based tools will also be considered, with the inclusion of an internet based short questionnaire asking members of the public if they believe the Force is representative of the community it serves.

### **B. FINANCIAL CONSIDERATIONS**

There are no direct financial implications arising from this report.

### **C. LEGAL AND HUMAN RIGHTS CONSIDERATIONS**

There are no direct legal and human rights considerations arising from this report.

### **D. PERSONNEL, EQUAL OPPORTUNITIES AND DIVERSITY ISSUES**

(including any impact or issues relating to Children and Young People under the Every Child Matters (ECM) framework.)

These are outlined within the context of the report.

### **E. REVIEW ARRANGEMENTS**

If the targets are agreed any monitoring of them will take place by HR through the quarterly performance reports that are presented to the HR Committee.

### **F. RISK MANAGEMENT**

Failure to set and/or achieve targets may result in the workforce not being representative of the community it serves, leading to adverse impact on trust and confidence and adverse reputation consequences.

## **G. LIST OF BACKGROUND PAPERS**

<b>Date</b>	<b>Description</b>	<b>File</b>
10 March 2009	APA Circular 01/2009 (GEM 074) Setting of Local Employment Targets for Under Represented Groups	Secretariat
April 2009	Local Employment Targets for under represented groups – interim guidance from the APA	Secretariat