



# Operation Uplift/Representative Workforce

## CHIEF OFFICER TEAM REPORT

1<sup>st</sup> September 2021



# 1. PURPOSE AND RECOMMENDATION

- 1.1 The purpose of this report is to provide an update on operational uplift to date, wider recruitment updates and representative workforce.
- 1.2 There are no recommendations made requiring a decision.

# 2. INTRODUCTION & BACKGROUND

It has been confirmed by the Home Office that Year 1 of operation uplift for Gwent Police had been successfully achieved and we were congratulated on this achievement. Despite the restrictions of Covid, the recruitment team have continued to adapt to ensure there was no slippage and the uplift programme remained on target.

Operation uplift for year 2 is successfully on track with 46 probationers commencing with Gwent on the 5<sup>th</sup> July. A further successful recruitment campaign was advertised in June 2021, with an assessment centre for 150 candidates taking place the week commencing the 19<sup>th</sup> July 2021.

The recruitment team has continued to drive our positive action strategy with some noticeable results. The number of police officers from an ethnic minority has risen from 2.2% in March 2020 to 2.5% at the end of June 2021. The 12-month joining rate of ethnic minorities is 5.5% in the last 12 months compared to the average of 1.5% in the last 3 years. This is attributed to the expression of interest process through the E-recruitment platform and the bespoke positive action journey that has been developed over the last 12 months.

The percentage of female officers is also continuing to rise from 35.1% in March 2020 to 36% as at the end of June 2021. The 12-month joining rate of females is encouraging at 42.9%. Over the last 12 months the team have been focusing on applicants from ethnic minorities and those declaring a disability. As a result of an additional positive action officer commencing in August 2021, the strategy is to now also drive positive action for gender and internal progression for underrepresented groups.

The positive action team have worked very closely with the community and partnership groups over the last 12 months. The team are networking to enhance the awareness of our positive action programme throughout the community and link in closely with the local community policing teams. We have worked hard to share the message across neighbourhood teams regarding our positive action supportive journey and local teams are equipped with business cards with QR codes that take applicants straight to the positive action page of our website.

The team track all candidates who are non-British or have a disability and engage with unsuccessful candidates to prepare them for another campaign or a different area of policing. Through each stage of the campaign, monitoring



takes place to ensure there is no adverse impact on any protected characteristic. We have a rolling programme of awareness sessions, mock interviews, mock fitness tests and application writing workshops.

Despite Covid, we have found innovative ways to work with our candidates and have in fact found awareness sessions on Microsoft Teams more successful. Over the last 12 months the engagement and uptake of support has grown considerably. We are regularly engaging with 15 to 20 candidates who want positive action during each campaign. The positive action team have just supported 16 applicants with preparation for the national assessment centre. The team were also fortunate enough to also start getting back into the community, holding recruitment events in Friars Walk, Cwmbran, Tredegar House and spending time with pastors and community leaders.

In May 2021, we also welcomed 17 new community support officers to the force. 11% of this intake were from ethnic minorities. We have had great diversity in our Community Support Officer (CSO) intakes since Jan 2021 improving workforce representation with 13% of our 53 new starters being from ethnic minorities. There have been some positive news stories with the support and positive journey they have had from the positive action team. 6.25% of our current workforce of community support officers are from ethnic minorities.

The team continue to support the growth of the Special Constabulary and are now working towards a plan of three intakes a year. As with other campaigns positive action plays a pivotal role throughout the engagement and recruitment process. We have a Specials Campaign going live on the 5<sup>th</sup> August had 15 perspective candidates who requested positive action attend a briefing workshop the week commencing the 26<sup>th</sup> July.

In August 2021, we also have our first cohort of 10 from the Police Now Leadership programme joining Gwent Police following on from the Detective programme last year. 40% of this intake is female and 10% from an ethnic minority group.

In April this year, we successfully launched the first police staff apprenticeship programme. We launched 4 apprenticeship routes; public service, business administration, digital and facilities. We were keen to ensure our engagement and marketing was focused on partnership groups within the community to enhance diversity from our applicants and encourage those from improvised communities. We had an extremely successful campaign with some high-quality candidates We have 14 apprentices due to start on the 16<sup>th</sup> September. There is 50/50 split of gender and one candidate from an ethnic minority. These apprentices will embark on a 22-month contract with Gwent police gaining valuable experience and qualifications with opportunities to then apply for future roles within the force.

### **Police Officer Promotions**



In May 2021 the force held a sergeant's promotion board with over 40 candidates applying and 27 candidates being successful. We issued all applicants with an anonymous feedback questionnaire for the first time. This was a new style promotion process, so it was important to gain feedback and evaluate. The feedback from the process was extremely positive from all candidates. We ensured we linked in with the staff networks with encouraging those to apply from unrepresented groups. We worked closely with applicants who requested reasonable adjustments and received positive feedback on the care and time taken to accommodate requests. Following the process, the Gender Equality Network are supporting females who were unsuccessful with mentoring and support.

There are plans to now hold a Chief Inspector and Inspector process in the third quarter of the year. The process for these processes is being developed to enhance and develop the assessment based on previous feedback.

### **Internal HR Processes**

Over the last 3 months we have enhanced a new starter process for police staff. We have improved and developed our induction programme and are developing a two-day programme to be launched each month from October. We have launched a Buddy programme for police staff new starters and the reverse mentoring programme launched at the start of this year is continuing to flourish.

## **3. ISSUES FOR CONSIDERATION**

We will continue to monitor workforce representation carefully. With an additional positive action officer due to join the team we will enhance work with females wanting to join as a police officer and internal progression for underrepresented groups. We will continue to monitor any adverse impact on our recruitment processes.

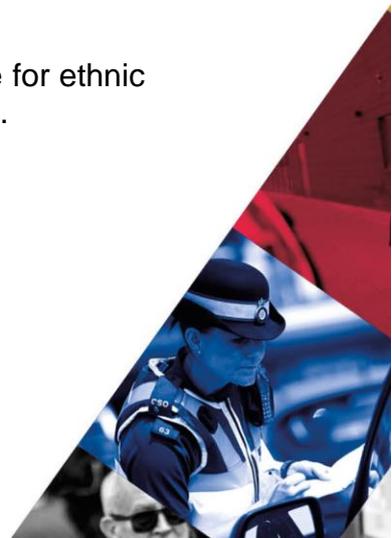
## **4. COLLABORATION**

- 4.1 We will continue to work in collaboration with the Welsh forces with the use of Oleo and sifting process. We will continue to share best practice with the Welsh forces in the positive action arena.

## **5. NEXT STEPS**

- 5.1 We are planning to develop an internal positive steps programme for ethnic minority officers/staff to improve representation through the ranks.

## **6. FINANCIAL CONSIDERATIONS**



There are no financial implications in this report as this is an information sharing report.

## 7. PERSONNEL CONSIDERATIONS

7.1 There are no personnel considerations in this report.

## 8. LEGAL CONSIDERATIONS

8.1 There are no legal considerations in this report, and we continue to utilise positive action in a fair and legal capacity. We will continue to monitor any adverse impact on underrepresented groups.

## 9. EQUALITIES & HUMAN RIGHTS CONSIDERATIONS

9.1 This report has been considered against the general duty to promote equality, as stipulated under the Joint Strategic Equality Plan and has been assessed not to discriminate against any particular group.

9.2 In preparing this report, consideration has been given to requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998.

## 10. RISK

10.1 We need to continue to work with our communities to build trust. This is wider than positive action and the cohesion work and local policing play a pivotal role.

## 11. PUBLIC INTEREST

11.1 In producing this report, has consideration been given to 'public confidence'?  
**Yes**

11.2 Are the contents of this report, observations and appendices necessary and suitable for the public domain? **Yes**

11.3 If you consider this report to be exempt from the public domain, please state the reasons:

11.3.1 Not Applicable

11.4 Media, Stakeholder and Community Impacts:



11.4.1 None

## 12. REPORT AUTHOR

12.1 Amy John, Recruitment and Engagement Manager

## 13. LEAD CHIEF OFFICER

13.1 DCC Blakeman

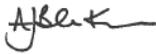
## 14. ANNEXES

14.1 N/A

## 15. CHIEF OFFICER APPROVAL

15.1 I confirm this report has been discussed and approved at a formal Chief Officers' meeting.

15.2 I confirm this report is suitable for the public domain.



**Signature:**

**Date: 20.08.2021**

<p><b>Police and Crime Commissioner for Gwent</b></p> <p>I confirm that I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct.</p> <p>The above request has my approval.</p> <p><b>Signature:</b></p> <p><b>Date:</b></p>
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