

Race Equality

**The Home Secretary's
Race Employment Targets**

Report 2005/06

Seventh Annual Report

Staff targets for the Home Office and the Police, public sector Prison, Probation, Identity & Passport, Immigration and Forensic Science services

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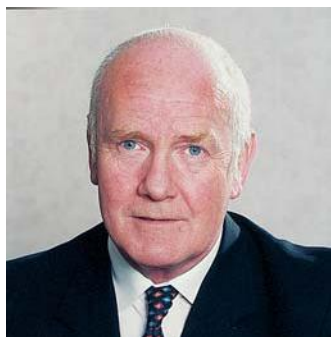
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ISBN 10: 1-84726-120-5

ISBN: 13 978-1-84726-120-5

Foreword by the Home Secretary



This seventh annual report is a continuation of my and my predecessors' commitment to achieving a representative workforce in the Home Office and the public services it is responsible for.

These targets are central to our aim of ensuring that equal rights and opportunities are embedded in our organisation and that staff across all areas of Home Office responsibility can be assured of our commitment to delivering on equality. If we are to improve our engagement with the communities we serve and increase their confidence in the services we provide, it is vitally important that our workforces represent the diversity of these communities.

This report illustrates our continued progress on delivering greater equality in our workforces. Minority ethnic representation continues to rise across all service areas. Indeed, 2009 targets have already been achieved by the non-prisons Home Office in London and Croydon, and in the Immigration Service, the Identity & Passport Service, the Probation Service and the Forensic Science Service.

The Police Service is continuing to work hard to increase representation among minority ethnic officers; 3.7 per cent of officers are currently of minority ethnic origin, an increase on last year. I welcome the fact that representation for specials and police staff is on course to meet 2009 targets. However, we must build on this progress by continuing to work closely with forces to accelerate representation levels across all areas of the Police Service, particularly among officers.

I am delighted that we are continuing to make progress towards achieving our targets. However, I am determined that we don't rest on our achievements and that we strive to do more. In many respects, we still have a long way to go until all the Home Office's service areas are properly representative of the communities we serve. We will therefore continue working hard to ensure that we build on our successes in order to meet and, where possible, surpass these demanding but realistic representation targets.

A handwritten signature in black ink, reading "John Reid". The signature is written in a cursive style with a long horizontal line underneath.

John Reid

Contents

Introduction	3
Executive summary	4
The report	4
Representation	4
Progression	4
Retention	5
Overall representation	6
Non-prisons Home Office	7
Representation	7
Progression	8
Retention	10
Strategies for the continued delivery of employment targets in the non-prisons Home Office	10
Public sector Prison Service	12
Representation	12
Progression	13
Retention	13
Probation Service	15
Representation and progression	15
Representation by grade	16
Strategies for the continued delivery of employment targets in the Probation Service	16
Police Service	18
Representation	18
Progression	22
Retention	23
Strategies for the continued delivery of employment targets in the Police Service	24

List of tables

Table 1	Representation of minority ethnic staff in the Home Office and services since 1999	6
Table 2	Representation of minority ethnic staff in London and Croydon and in Liverpool and Merseyside	7
Table 3	Representation of minority ethnic staff in the Immigration Service	7
Table 4	Representation of minority ethnic staff in the Forensic Science Service	7
Table 5	Representation of minority ethnic staff in the Identity & Passport Service	8
Table 6	Representation of minority ethnic staff among senior civil servants in the Home Office (including the Prison Service)	8
Table 7	Representation of minority ethnic staff in grades below the Senior Civil Service in the Immigration and Nationality Directorate and core Home Office in London and Croydon	8
Table 8	Representation of minority ethnic staff in grades below the Senior Civil Service in the Immigration Service	9
Table 9	Employee retention in the core Home Office and Immigration and Nationality Directorate	10
Table 10	Representation of minority ethnic staff in the Prison Service	13
Table 11	Employee retention in the Prison Service	14
Table 12	Representation of minority ethnic staff in the Probation Service	16
Table 13	Representation of minority ethnic staff in the Police Service	18
Table 14	Representation of minority ethnic staff in the Police Service by force area	20
Table 15	Representation of minority ethnic staff in the Police Service by rank	22
Table 16	Retention of minority ethnic police officers	23

Introduction

The Home Secretary's race equality employment targets were introduced in 1999 to measure the recruitment, progression and retention of minority ethnic staff within the Home Office, the Immigration and Nationality Directorate (IND), the Identity & Passport Service (IPS),¹ the Forensic Science Service (FSS), the Prison Service, the Police Service and the Probation Service.

The targets were set in July 1999 for a 10-year period to 2009, based upon four major principles as a basis for target setting.

The principles are:

- The targets set would need to reflect the local circumstances facing the service concerned. National and local issues, where relevant, would need to be taken into account.
- The targets should be set on the basis of outcomes that would be expected assuming systems were fair.
- There needed to be recognition that proper progress could only be achieved over time; this would be reflected in the 10-year timetable set for achieving the changes sought.
- There should be fixed milestones at three and five years against which progress could be properly reviewed.

This publication reports on the progress we have made and outlines key developments towards the Home Secretary's race equality employment targets from April 2005 to March 2006. The Home Office is committed to reporting progress towards the targets on an annual basis and this is the seventh such report.

1. The IPS was formed on 1 April 2006. It was formerly known as the UK Passport Agency

Executive summary

The report

This is the seventh annual report on the Home Secretary's race employment targets and reflects the current position in relation to the 2009 targets. Within this report there are some examples of strategies implemented by the services in their pursuit of the 2009 targets. This report covers the period 1 April 2005 to 31 March 2006.

Representation

- In the non-prisons Home Office, which includes the IND, the IPS and the FSS as well as the core Home Office, all areas have exceeded their 2009 targets. The representation rate for minority ethnic staff in London and Croydon whose ethnicity is known decreased from 38.3 per cent in 2005 to 37.7 per cent in 2006. The Home Office in Merseyside saw an increase in minority ethnic representation from 1.9 per cent in 2005 to 2.3 per cent in 2006.
- In the public sector Prison Service overall, minority ethnic staff representation remained at 5.7 per cent against the 2009 target of 7 per cent.
- In the Probation Service minority ethnic staff representation continued to increase in all areas, with overall representation increasing to 11.7 per cent from 10.9 per cent in 2005.
- The Police Service continued to make progress towards its 2009 targets, with minority ethnic staff comprising 3.7 per cent of officers and 6.6 per cent of special constables.

Progression

- In the public sector Prison Service, promotion rates for minority ethnic staff were at 3.6 per cent compared with 3.0 per cent for white staff.
- In the Probation Service, minority ethnic representation at senior probation officer level rose from 10.7 per cent to 11.7 per cent.
- In the Police Service, minority ethnic officers accounted for 2.6 per cent of all officers at the rank of chief inspector.

Retention

- In the public sector Prison Service, the leaving rate for permanent staff was 12 per cent for minority ethnic staff compared with a rate of 9 per cent for white staff.
- In the Police Service, the leaving rate for minority ethnic officers with less than six months' service was 7.8 per cent, a fall from 12.6 per cent in 2005 but slightly higher than white officers at 7.6 per cent. In the 5 to 10-year category, minority ethnic officers were also leaving at a greater rate than white officers (2.7 per cent compared with 1.3 per cent). In the other time in service' bands – six months to two years, two to five years and over 10 years – there were slight increases on 2005 leaving rates.
- In the IND and core Home Office the leaving rate for minority ethnic staff was 6.5 per cent – slightly lower than the rate for white staff of 7.1 per cent. In the IPS 17.8 per cent of all staff leaving were minority ethnic, a decrease from 2005, when 26 per cent of leavers were minority ethnic.

Overall representation

All Home Office agencies and services have representation targets based on the proportion of the population aged 18–54 in England and Wales from minority ethnic groups, taken from the *Labour Force Survey* data, 1996 to 1998.

Table 1: Representation of minority ethnic staff in the Home Office and services since 1999

		Actual representation				Milestones for measuring success %	
Target type		1999 %	2004 %	2005 %	2006 %	2004 milestone	2009 target
NON-PRISONS HOME OFFICE							
London and Croydon	Local	20	36.3	38.3	37.7	25	25
Liverpool and Merseyside	Local	1.7	2.1	1.9	2.3	1.9	2.1
Immigration Service	National	7	25.9	28.9	23.2	7	7
Identity & Passport Service	National	8.6	15.5	15.2	14.3	8.6	8.6
Forensic Science Service	National	6.2	11.3	12.7	10	7	7
PUBLIC SECTOR PRISON SERVICE							
Public sector Prison Service	National	3.2	5.4	5.7	5.7	4.9	7
Operational ¹	National	2.4	4.1	4.3	4.5	4.4	7
Prison officers	National	2.5	4.2	4.4	4.6	N/A	N/A
Other operational	National	0.06	3.1	3.0	3.7	N/A	N/A
Non operational	National	4.3	7.1	7.2	7.1	5.5	7
POLICE SERVICE							
Police Service	National	3	4.3	4.6	5	4.6	7
Police officers	National	2	3.3	3.5	3.7	4	7
Specials	National	2.9	5	6	6.6	5	7
Police community support officers (PCSOs)	National	-	-	-	15.2²	N/A	N/A
All police staff (inc. PCSOs)	National	5	6	6.5	6.9	6	7
PROBATION SERVICE							
Probation Service	National	8.3	10.5	10.9	11.7	8.3	8.3
Probation officers	National	8.6	10.5	11.3	11.6	8.1	8.1
Non-probation officers	National	8.1	10.5	10.6	11.8	8.1	8.1

1. Operational refers to prison officers, senior officers, principal officers and operational managers

2. PCSOs accounted for 8.1 per cent of the total number of police staff and 15.2 per cent of the total number of PCSOs in England and Wales

Non-prisons Home Office

Representation

The non-prisons Home Office continued to exceed the 2009 representation target. In the Home Office in Liverpool and Merseyside the proportion of minority ethnic staff rose from 1.9 per cent in 2005 to 2.3 per cent in 2006.

Among staff based in London and Croydon, the proportion of minority ethnic staff decreased slightly to 37.7 per cent from 38.3 per cent in 2005.

Table 2: Representation of minority ethnic staff in London and Croydon and in Liverpool and Merseyside

	1999 baseline	2005 actual	2006 actual	2009 target
London and Croydon	20%	38.3%	37.7%	25%
Liverpool and Merseyside	1.7%	1.9%	2.3%	2.1%

The Immigration Service continued to exceed the 2009 target, but 2006 saw a drop in the representation figure to 23.2 per cent from 28.9 per cent in 2005.

Table 3: Representation of minority ethnic staff in the Immigration Service

	1999 baseline	2005 actual	2006 actual	2009 target
Immigration Service	7%	28.9%	23.2%	7%

The Forensic Science Service (FSS) continued to exceed their 2009 target figure of 7 per cent, with a representation figure of 10 per cent for 2006 but this was a decrease on the 2005 figure of 12.7 per cent.

Table 4: Representation of minority ethnic staff in the FSS

	1999 baseline	2005 actual	2006 actual	2009 target
FSS	6.2%	12.7%	10%	7%

In the Identity & Passport Service (IPS) 14.3 per cent of staff were from minority ethnic groups in 2006. This was a slight fall from 15.2 per cent in 2005 but the IPS remains well above its 2009 target of 8.6 per cent.

Table 5: Representation of minority ethnic staff in the IPS

	1999 baseline	2005 actual	2006 actual	2009 target
IPS	8.6%	15.5%	14.3%	8.6%

Progression

In 2006 4.5 per cent of senior civil servants whose ethnicity was known were minority ethnic (7 out of 157). This was a decrease from the 2005 figure of 5.4 per cent.

Table 6: Representation of minority ethnic staff among senior civil servants in the Home Office (including the Prison Service)

	1999 baseline	2005 actual	2006 actual	2009 target ¹
Senior Civil Service (SCS)	1%	5.4%	4.5%	8%

1. The target for 2009 has been increased from 3.2 per cent to 8 per cent

The Home Office in London and Croydon continued to exceed the original targets set in 1999 for minority ethnic representation at grade 7/6 and the HEO SEO grade bands.

Minority ethnic staff comprised 8.5 per cent of staff in grade 7/6 a rise from 6.3 per cent in 2005. The proportion of staff working in the HEO SEO grades also rose in 2006 to 22.7 per cent, continuing to exceed the 2009 target of 20 per cent.

Table 7: Representation of minority ethnic staff in grades below the SCS in the IND and core Home Office in London and Croydon

	1999 baseline	2005 actual	2006 actual	2009 target
Grade 7/6	1%	6.3%	8.5%	10%
HEO/HEOD/SEO	5%	22%	22.7%	20%
AA/AO/EO	28%	52%	52.4%	33%

The proportion of minority ethnic staff in the Immigration Service (overall) fell in 2006 to 23.2 per cent from 28.9 per cent in 2005, but the 2006 figure continued to exceed the target set for 2009 (7 per cent). There were improvements at inspector grade, where representation rose from 6.3 per cent in 2005 to 9.7 per cent in 2006, at chief immigration officer grade where representation rose from 10.2 per cent in 2005 to 12.3 per cent in 2006, and at immigration officer grade, where representation rose from 21.4 per cent in 2005 to 23.8 per cent in 2006.

Table 8: Representation of minority ethnic staff in grades below the SCS in the Immigration Service

	1999 baseline	2005 actual	2006 actual	2009 target
Inspector	1%	6.3%	9.7%	7%
Chief immigration officer	2%	10.2%	12.3%	7%
Immigration officer	13%	21.4%	23.8%	13%

Retention

Core Home Office and IND

Of the four time bands, the 0 6 months grouping had the largest proportion of staff leaving: 29.8 per cent of all departing staff had worked for the department for six months or less. However, the ethnicity of less than a quarter of staff in that category was known. Overall, the leaving rate for minority ethnic staff was slightly lower than that for white staff (6.5 per cent of all minority ethnic staff left compared with 7.1 per cent of white staff).

In the IPS, 17.8 per cent (321) of all departing staff were minority ethnic, a decrease from 2005, when 26 per cent of leavers were minority ethnic. Just over 14 per cent of IPS staff are minority ethnic staff.

Table 9: Employee retention in the core Home Office and IND

	Time bands														
	0 6 months			6 months 2 years			2 5 years			Over 5 years			All time bands		
	Total no. of staff in category	No. of staff in category leaving	Staff leaving as % of staff in category	Total no. of staff in category	No. of staff in category leaving	Staff leaving as % of staff in category	Total no. of staff in category	No. of staff in category leaving	Staff leaving as % of staff in category	Total no. of staff in category	No. of staff in category leaving	Staff leaving as % of staff in category	Total no. of staff in category	No. of staff in category leaving	Staff leaving as % of staff in category
White	1,333	24	1.8	1,935	59	3	2,013	209	10.4	3,967	393	9.9	9,248	661	7.1
Minority ethnic	418	8	1.9	859	54	6.3	843	71	8.4	1,249	85	6.8	3,369	218	6.5
Unknown	6,192	1,096	17.7	5,630	927	16.5	1,925	200	10.4	4,396	654	14.9	18,143	2,901	16
Total	7,943	1,128	14.2	8,424	1,040	12.3	4,781	480	10	9,612	1,132	11.8	30,760	3,780	12.3

Strategies for the continued delivery of employment targets in the non-prisons Home Office

In July 2004 the Home Office launched a five-year race and diversity programme to ensure sustained leadership on race and diversity across the Home Office group and to help it to achieve its targets for all diversity strands, including race. Initiatives have included:

- The Home Office mentoring scheme has been set up for staff in under-represented groups. External consultants work with the Home Office to deliver mentoring training workshops for mentors and mentees.
- The fourth annual diversity week was held in September 2005 nationally. The Home Office invited members of the community and professional organisations to talk about how Home Office policy impacts on their work, in order to demonstrate why having a diverse workforce is essential to the business of the Department.

- The Department has continued to provide ongoing diversity awareness training for staff and managers in the core Home Office. The last set of training courses was completed in July 2006, but plans are under way to include the training as part of all new staff induction programmes. In addition, diversity training continues for 15,000 staff in the IND.
- The Development Plus Programme was launched in the summer of 2005. It is a positive action programme designed to aid the development of staff from under-represented groups. Its aim is to explore the barriers to progression and develop strategies for success.

Public sector Prison Service

Representation

Increasing minority ethnic staff representation and ensuring fairness and equality for all staff is a fundamental principle of the Prison Service. In view of this, a joint action plan has been agreed with the Commission for Racial Equality (CRE) that is regularly monitored by the Prison Service Management Board.

The economically active minority ethnic population in communities surrounding Prison Service sites is 7 per cent and the Prison Service is committed to achieving 7 per cent minority ethnic staff representation in its workforce by April 2009. As a milestone, the Prison Service set a key performance target to achieve 6 per cent minority ethnic staff representation by April 2006. Efforts to achieve the target have been affected by staff transferring to the National Offender Management Service (NOMS) on 1 April 2005, which slightly reduced the Prison Service's minority ethnic staff representation.

At 31 March 2006, minority ethnic staff representation stood at 5.7 per cent.

Recruitment is a devolved responsibility and Prison Service areas and establishments are required to consider targeted outreach activity aimed at increasing minority ethnic staff representation. The Outreach Support Team based at Prison Service headquarters works with recruiters to help develop their outreach strategies and to provide support, including the maintenance of an outreach toolkit website.

In previous years, work has been carried out with professional recruitment agencies to develop a corporate brand for the Prison Service and raise the profile of the service as an employer of choice among all sections of the community. The Prison Service continues to build strong links with the community, including initiatives such as attendance at summer Melas focusing on the Asian community. There has also been close working with Job Centre Plus to ensure that the Prison Service reaches out to under-represented groups.

This year the Prison Service has further developed its positive action programme to include a number of positive action measures to support minority ethnic applicants through the Prison Officer selection process:

- The introduction of a positive action checklist outlining measures that can be taken, against which recruiters can assess themselves.

- Amendments to the Prison Service website to provide more information about the selection process, including a self-assessment tool to help potential applicants prepare for the Prison Officer Selection Test.
- The piloting of familiarisation visits to establishments and briefing sessions to explain what it is like to work in an establishment and to provide more information on the selection process.

As part of the CRE action plan, the Prison Service carried out an impact assessment of operation support grade recruitment. This concluded that there was no evidence of unfair bias in the selection process.

Table 10: Representation of minority ethnic staff in the Prison Service

	1999	2004	2005	2006	2009
Prison Service	3.2%	5.4%	5.7%	5.7%	7%
Operational ¹	2.4%	4.1%	4.3%	4.5%	7%
Prison officers	2.5%	4.2%	4.4%	4.6%	N/A
Other operational	0.8%	3.1%	3.0%	3.7%	N/A
Non operational	4.3%	7.1%	7.2%	7.1%	7%

1. Operational refers to prison officers, senior officers, principal officers and operational managers

Progression

During the period 1 April 2005 to 31 March 2006 the promotion rate for minority staff into key grades was slightly higher than for white staff 3.6 per cent compared with 3.0 per cent. However, there was no statistically significant association between ethnicity and promotion success.

This is the same position as 2005 and would seem to indicate that promotion procedures are being operated without any unfair bias.

Retention

Retention for minority ethnic staff compared against white staff is shown in table 11.

The leaving rate for minority ethnic staff is higher than for white staff across every category of length of service. The largest differential is observed among staff who had been in their post for between six months and two years, where the leaving rate is 16 per cent among minority ethnic staff and 12 per cent among white staff. The difference is not so marked for staff leaving within the first six months or for staff with more than two years of service.

The leaving rate of staff in London for both minority ethnic and white staff is higher than that in other Prison Service areas. Work has been commissioned to investigate this further through the use of in-depth, structured exit interviews.

Table 11: Employee retention in the Prison Service

	Time bands														
	0 6 months			6 months 2 years			2 5 years			Over 5 years			All time bands		
	Total no. of staff in category	No. of staff in category leaving	Staff leaving as % of staff in category	Total no. of staff in category	No. of staff in category leaving	Staff leaving as % of staff in category	Total no. of staff in category	No. of staff in category leaving	Staff leaving as % of staff in category	Total no. of staff in category	No. of staff in category leaving	Staff leaving as % of staff in category	Total no. of staff in category	No. of staff in category leaving	Staff leaving as % of staff in category
White	1,636	257	16	6,159	730	12	7,534	746	10	26,850	1,891	7	42,179	3,624	9
Minority ethnic	163	31	19	552	89	16	686	84	12	1,211	101	8	2,612	305	12
Unknown	189	36	19	380	39	10	360	39	11	1,535	111	7	2,464	225	9
Total	1,988	324	16	7,091	858	12	8,580	869	10	29,596	2,103	7	47,255	4,154	9

Probation Service

Representation and progression

The Probation Service ensures it has inclusive recruitment and internal progression processes for recruiting the best talent and employing a diverse workforce that represents its community.

A strategic objective for the service is to increase representation at senior levels within the organisation of minority ethnic staff. Accelerate, a leadership programme specifically designed to address this, is currently in its third intake of participants and the figures in table 12 demonstrate that the service is achieving this objective.

All of the 42 Probation Service areas have made commitments within their race equality schemes to increase representation of minority ethnic staff at all levels.

The Probation Service surpassed the Home Secretary's race equality targets in 2006 and improved on the representation that was achieved in 2005. The Probation Service achieved 11.7 per cent (overall) representation for 2006, an increase from 10.9 per cent in 2005.

In 2006 there was a significant increase in minority ethnic representation at senior levels 9.1 per cent compared with 6.3 per cent in 2005. At senior probation officer level there was also an increase, from 10.7 per cent to 11.7 per cent.

Unfortunately there is no representation at chief officer level, but there is 4 per cent representation in minority ethnic chairs within the 42 Local Probation Boards.

Overall, London continues to have the largest representation, and it increased in 2006 to 40.2 per cent from 35.5 per cent.

Across the Probation Service, again the regional levels of representation continue to be broadly consistent with levels of minority ethnic groups in the local communities.

Table 12: Representation of minority ethnic staff in the Probation Service

	1999 baseline	2005 actual	2006 actual	2009 target
Probation Service	8.3%	10.9%	11.7%	8.3%
Probation officers	8.6%	11.3%	11.6%	8.6%
Non-probation officers	8.1%	10.6%	11.8%	8.1%

Representation by grade

Actual representation in 2006

Assistant chief officers/area managers 9.1 per cent

Senior probation officers 11.7 per cent

Probation officers 11.3 per cent

The probation officer category includes senior practitioners, but excludes trainee probation officers.

Strategies for the continued delivery of employment targets in the Probation Service

An equality and diversity unit has recently been established that will enable more efficient monitoring of the diversity agenda within the Probation Service. A Diversity Programme Board has been established that will effectively monitor the work of the 42 services across the diversity programme and establish the working priorities.

All 42 areas have developed fit for purpose Race Equality Schemes that incorporate local strategic initiatives for increasing representation.

The National Probation Directorate (NPD) has recently conducted an equality impact assessment for the trainee probation officer recruitment processes, the report of which will be published on the NPD website.

Accelerate continues to be the programme that strategically addresses the under-representation at senior management level of minority ethnic employees within the service. The first cohort has completed the programme and 90 per cent of participants have moved into more senior roles. The second cohort, which is half way through completion, has seen 40 per cent of participants move into more senior positions. The recruitment drive for the third cohort is under way.

The NPD funds two staff associations that work towards increasing minority ethnic representation within the local services; these are:

- the Association of Black Probation Officers; and
- the National Association of Asian Probation Officers.

The NPD also organises and hosts a minority ethnic board members conference each year, and among other outcomes seeks to address the under-representation issues.

Police Service

Representation

Table 13: Representation of minority ethnic staff in the Police Service

	1999 %	2000 %	2001 %	2002 %	2003 %	2004 %	2005 %	2006 %	2004 milestone %	2009 target %
Police Service	3.0	3.0	3.1	3.5	3.8	4.3	4.6	5.0	4.6	7.0
Police officers	2.0	2.2	2.4	2.6	2.9	3.3	3.5	3.7	4.0	7.0
Special constables	2.9	3.2	3.5	3.6	4.4	5.0	6.0	6.6	5.0	7.0
Police community support officers (PCSOs)								15.2¹		
All police staff (inc. PCSOs)	5.0	4.7	4.8	5.3	5.5	6.0	6.5	6.9	6.0	7.0

1. PCSOs accounted for 8.1 per cent of the total number of police staff and 15.2 per cent of the total number of PCSOs in England and Wales

The Police Service continues to make steady progress towards the 2009 targets. Police Service minority ethnic representation stood at 5 per cent in 2006. Starting from a very low base in 1999 when only 2 per cent of police officers were from minority ethnic communities, the increase to 3.7 per cent represents an additional 2,726 minority ethnic officers. This year, a further 273 minority ethnic police officers were recruited. Good progress has been made regarding minority ethnic representation among special constables and police staff (especially among PCSOs). However, improving the number of minority ethnic officers is slower and remains a challenge. The Home Office and the Police Service continue to work together to consider new ways to accelerate progress towards achieving a culturally diverse and representative service.

Police officers

In March 2006 there were 5,236 minority ethnic police officers in the 43 forces of England and Wales excluding the National Crime Squad (NCS) and the National Criminal Intelligence Service (NCIS), an increase of 273 (5.5 per cent) in the previous twelve months. Minority ethnic officer representation stood at 3.7 per cent in 2006 compared with 3.5 per cent in 2005.

Although the number of minority ethnic police officers missed the 2004 milestone, further measures are being put in place to ensure that numbers continue to rise steadily and that the Police Service meets the 2009 target.

Police staff

In March 2006, there were 5,773 minority ethnic police staff (including PCSOs, designated officers (Section 38, Police Reform Act 2002) and traffic wardens), accounting for 6.9 per cent of the total. This represented an increase of 532 (10 per cent) in the 12 months to March 2006 and means it is now close to achieving the 2009 target. Minority ethnic police staff success can in part be attributed to successful PCSO recruitment.

Police community support officers

In March 2006, PCSOs made up 8.1 per cent of total police staff numbers. Minority ethnic PCSOs accounted for 15.2 per cent of the total number of PCSOs in England and Wales (numbering 1,029). Minority ethnic PCSO representation is already double the 2009 target for police officers, specials, police staff and the Police Service as a whole.

Special constables

Significant progress has been made in recruiting special constables from minority ethnic communities. In March 2006, there were 876 minority ethnic specials, an increase of 41 per cent since March 2005. Minority ethnic special constable strength stood at 6.6 per cent in 2006.

Table 14: Representation of minority ethnic staff in the Police Service by force area

Police force area	Minority ethnic population ¹	Target set	Police officers				Special constables				Police staff ²			
			All officers		Minority ethnic		All specials		Minority ethnic		All staff		Minority ethnic	
			2006	No. ³	%	No. ³	%	2006	No. ³	%	No. ³	%	2006	No. ³
Avon and Somerset	2	2	3,439	51	1.6	55	7	6	1.5	2,210	32	38	1.7	
Bedfordshire	10	10	1,225	65	5.9	181	21	17	9.4	842	42	42	5.0	
Cambridgeshire	4	4	1,449	35	2.4	185	8	8	4.3	1,025	23	27	2.6	
Cheshire	1	1	2,218	18	0.9	225	1-4	1-4	1.3	1,252	13	12	1.0	
City of London	7	7	875	43	5.4	70	5	12	17.1	325	53	60	18.5	
Cleveland	1	1	1,702	27	1.8	138	1-4	1-4	1.4	797	11	9	1.1	
Cumbria	1	1	1,265	12	0.9	152	1-4	1-4	2.0	779	1-4	1-4	0.5	
Derbyshire	3	3	2,073	64	3.2	429	13	16	3.7	1,207	31	35	2.9	
Devon and Cornwall	1	1	3,540	23	0.6	572	1-4	1-4	0.7	2,245	13	12	0.5	
Dorset	1	1	1,512	15	1.2	264	1-4	1-4	1.1	1,033	1-4	6	0.6	
Durham	1	1	1,716	25	1.6	109	0	0	0.0	800	1-4	5	0.6	
Essex	2	2	3,322	53	1.6	439	1-4	1-4	0.9	2,240	35	50	2.2	
Gloucestershire	1	1	1,303	21	1.7	157	1-4	1-4	2.5	780	19	19	2.4	
Greater Manchester	7	7	8,071	302	3.8	424	13	18	4.2	3,791	128	141	3.7	
Hampshire	2	2	3,800	60	2.0	388	9	9	2.3	2,228	36	40	1.8	
Hertfordshire	5	5	2,166	57	2.7	232	14	8	3.4	1,708	53	59	3.5	
Humberside	1	1	2,232	23	1.0	330	1-4	1-4	0.6	1,176	11	9	0.8	
Kent	2	2	3,648	66	1.9	306	13	11	3.6	2,535	51	60	2.4	
Lancashire	5	5	3,635	97	2.6	366	12	11	3.0	1,949	51	60	3.1	
Leicestershire	11	11	2,277	112	5.1	168	17	28	16.7	1,262	99	113	9.0	
Lincolnshire	1	1	1,236	14	1.5	166	0	1-4	1.8	772	6	7	0.9	
Merseyside	2	2	4,302	110	2.6	345	1-4	1-4	0.3	2,408	36	34	1.4	
Metropolitan	25	25	30,948	2,179	7.4	1,221	145	308	25.2	16,738	3,581	3,986	23.8	

Table 14: Representation of minority ethnic staff in the Police Service by force area (continued)

Police force area	Minority ethnic population ¹	Target set	Police officers				Special constables				Police staff ²			
			All officers		Minority ethnic		All specials		Minority ethnic		All staff		Minority ethnic	
			2006	No. ³	2006	%	2006	No. ³	2006	%	2006	No. ³	2006	%
Norfolk	1	1	1,575	17	18	1.1	0.8	262	0	1-4	1,198	9	7	0.6
Northamptonshire	3	3	1,338	49	44	3.3	4.2	237	10	10	1,051	32	32	3.0
Northumbria	2	2	4,066	51	56	1.4	2.0	198	9	1-4	1,952	17	18	0.9
North Yorkshire	1	1	1,653	19	20	1.2	1.6	189	1-4	1-4	1,116	11	10	0.9
Nottinghamshire	4	4	2,512	83	79	3.1	6.6	361	15	24	1,603	59	63	3.9
South Yorkshire	3	3	3,305	88	91	2.8	4.8	270	8	13	1,974	31	32	1.6
Staffordshire	2	2	2,302	38	38	1.7	1.7	406	12	7	1,375	23	20	1.5
Suffolk	1	1	1,307	25	26	2.0	0.7	293	1-4	1-4	905	12	11	1.2
Surrey	4	4	1,967	44	48	2.4	5.0	280	13	14	1,746	44	47	2.7
Sussex	3	3	3,127	37	40	1.3	1.5	197	1-4	1-4	2,324	49	45	1.9
Thames Valley	5	5	4,288	140	154	3.6	6.7	327	23	22	2,928	111	129	4.4
Warwickshire	4	4	1,040	33	42	4.0	6.6	211	13	14	678	21	24	3.5
West Mercia	2	2	2,385	34	33	1.4	2.8	284	6	8	1,658	27	23	1.4
West Midlands	16	16	8,192	517	563	6.9	20.5	1,021	182	209	3,603	296	325	9.0
West Yorkshire	9	9	5,685	221	227	4.0	11.4	440	48	50	3,671	103	117	3.2
Wiltshire	1	1	1,230	17	16	1.3	1.1	180	1-4	1-4	908	5	11	1.2
Dyfed-Powys	1	1	1,194	6	7	0.6	1.0	194	0	1-4	623	1-4	1-4	0.5
Gwent	1	1	1,467	17	18	1.2	0.0	137	1-4	0	848	7	7	0.8
North Wales	1	1	1,634	9	9	0.6	0.0	136	0	0	943	5	1-4	0.4
South Wales	2	2	3,303	53	57	1.7	2.1	281	6	6	1,731	22	17	1.0
NCS	n/a	7	1,079	22	29	2.7	0.0	n/a	n/a	0	779	27	0	0.0
NCIS	n/a	7	92	6	5	5.4	0.0	0	n/a	0	1-4	6	0	0.0
Total Police Service ⁴	7	7	142,695	4,998	5,271	3.7	6.6	13,179	622	876	83,717	5,241	5,773	6.9

1. Persons aged 18-54, Labour Force Survey (1996-98 12 quarters)

2. Police staff including PCSOs, traffic wardens and designated officers

3. Based on full-time equivalent figures that have been rounded to the nearest whole number. Because of rounding there may be an apparent discrepancy between totals and the sums of the constituent items

4. These figures do not include central service secondments

Progression

The progression targets are incremental for different ranks in the period leading up to 2009.

- From 2001 the percentage of minority ethnic officers with 5 to 10 years' service at the rank of **sergeant** and above should equal the percentage of white officers at that rank or above with the same length of service. Parity should continue year on year thereafter. In March 2006, 10.8 per cent of minority ethnic officers met the criteria compared with 8.9 per cent of white officers.
- From 2003 the percentage of minority ethnic officers with 5 to 15 years' service at the rank of **inspector** and above should equal the percentage of white officers at that rank or above with the same length of service. Parity should continue year on year thereafter. In March 2006, 19.7 per cent of minority ethnic officers met the criteria compared with 11.4 per cent of white officers.
- From 2005 the percentage of minority ethnic officers with 10 to 15 years' service at the rank of **chief inspector** and above should equal the percentage of white officers at that rank or above with the same length of service. Parity should continue year on year thereafter. In March 2006, 1.1 per cent of minority ethnic officers met the criteria compared with 1 per cent of white officers.

Table 15: Representation of minority ethnic staff in the Police Service by rank

Rank	2004/05			2005/06		
	No. of minority ethnic officers	% of minority ethnic officers	Total officers	No. of minority ethnic officers ¹	% of minority ethnic officers	Total officers ¹
Constable	4,270	3.8	111,155	4,434	4.0	110,597
Sergeant	492	2.4	20,589	563	2.6	21,382
Inspector	151	2.2	6,875	178	2.5	7,075
Chief inspector	48	2.5	1,903	51	2.7	1,916
Superintendent	24	2.4	989	29	2.8	1,025
Chief superintendent	9	1.8	508	9	1.9	484
ACPO ²	5	2.3	220	7	3.2	216
Overall total	4,999	3.5	142,239	5,271	3.7	142,695

1. Based on full-time equivalent figures that have been rounded to the nearest whole number. Because of rounding, there may be an apparent discrepancy between totals and the sums of the constituent items

2. Association of Chief Police Officers

Retention

The retention target for police officers is as follows: the percentage of minority ethnic officers leaving the service each year through resignation or dismissal should equal the percentage of white officers leaving under those circumstances, in each of the time in service bands set out in table 16. Demonstrable and significant progress should be made each year to reduce the overall figure (baseline March 2000).

Table 16: Retention of minority ethnic police officers

Time in service	No. of minority ethnic officers resigned or dismissed		% of minority ethnic officers resigned or dismissed		No. of white officers resigned or dismissed		% of white officers resigned or dismissed	
	2004/05	2005/06	2004/05	2005/06	2004/05	2005/06	2004/05	2005/06
Under 6 months	25	13	12.6	7.8	254	140	7.6	4.4
6 months 2 years	69	51	6.8	7.3	714	607	5.2	6.0
2 5 years	21	36	1.8	2.3	329	457	1.4	1.8
5 10 years	11	21	1.4	2.7	272	274	1.3	1.3
Over 10 years	12	22	0.7	1.1	460	636	0.6	0.9

The above figures show the numbers of minority ethnic and white officers leaving the police service, and the percentages of such leavers as a proportion of the total number of officers in each category.

The wastage rate for the Police Service as a whole remains comparatively low at 6 per cent. The rate for minority ethnic officers is slightly higher than for white officers in the same length of service band, with the notable exceptions of the under six months and 5 10 years bands where it is substantially higher.

Higher levels of minority ethnic officers leaving the service ultimately impact on the overall strength numbers and the key aim of achieving a culturally diverse and representative service. Last year, a standardised national exit interview and questionnaire procedure was introduced to help understand the reasons why staff leave the Police Service. The first set of national data will be available for analysis later in the year. In the mean time, forces are being encouraged to look at local emerging patterns and address any issues.

Strategies for the continued delivery of employment targets in the Police Service

Recruitment

Over the past year the Home Office and our Police Service partners have continued to revisit strategies for recruitment, retention and progression to achieve a representative Police Service.

Local and national action remains firmly focused on the overarching aim to achieve a Police Service which is culturally diverse and representative of the communities it serves. The priority is to recruit diverse people, with the right skills and experience, capable of meeting the ever-increasing challenges that face the Police Service. Recruitment continues to be carried out by local police forces within a national framework. This has enabled forces to develop a targeted approach to recruitment, taking full advantage of local minority press and events while assessing all candidates through a national framework.

Forces have been encouraged to use positive action, which is within the scope of current legislation, to support the recruitment, retention and progression of minority ethnic officers and staff in the service. Initiatives vary from force to force but may include targeted advertising, mentoring, familiarisation days and specific training to support candidates who may need assistance with language skills. Guidance for forces on positive action is now being updated, and examples of good practice are being collected for dissemination across forces.

Outreach work is aimed at helping to build sustainable relationships with communities and encourage applications from those groups who are under-represented in the service. Forces have been encouraged to consider the potential of this important role. Many have established dedicated outreach posts or are in the process of doing so.

Increasing the trust and confidence of communities can make a difference to recruitment levels. This is also key to effective community-based policing, where the police can also be confident that the communities will work with them in preventing and tackling crime. The Home Office publication *Neighbourhood policing: your police; your community; our commitment* (2005) describes how important it is for those involved in neighbourhood policing to have strong connections with the communities they serve.

By April 2008, when *Neighbourhood policing* is fully rolled out, every community in England and Wales will benefit from dedicated, accessible and visible neighbourhood policing teams. However, neighbourhood policing is more than just increased police visibility on the street. This type of policing will provide a neighbourhood with a dedicated policing team who will become familiar and frequent faces in the community. This familiarity and visibility

creates trust and confidence among members of the community and confidence in the Police Service as an attractive career option.

There has been a continuous range of national strategies aimed at helping forces achieve representative workforces. Examples of national work undertaken this year include:

- A national advertising campaign for special constables of which 20 per cent of enquirers were non-white; this was 2 per cent up on the 2005 campaign. Special constables are more representative of the community than regular officers both by gender and ethnic background. The Home Office will continue to work with forces on the recruitment and retention issues of this group, including asking them for numbers of applications by ethnicity and requesting details of action taken where white applicants are recruited in proportionately larger numbers than minority ethnic applicants.
- In 2006 the Association of Police Officers (ACPO) agreed with forces to adopt stretching annual recruitment targets. These take account of updated demographics and are in addition to the existing representation, retention and progression targets. This measure of actual recruitment activity will calculate the number of appointments made by each force each year. Progress of the new annual recruitment targets will be evaluated next year.
- The Police Advisory Board has considered new advice to forces relating to police officer recruitment and appointment. The advice will encourage forces to consider using additional criteria based on operationally valuable skills such as knowledge of languages, as a means of accelerating the appointment of candidates **who must have already passed the national assessment centre**. Advice will be issued later in 2007.
- Two post-Stephen Lawrence project groups provide independent focus and assistance to support the aim of improving minority ethnic representation in the Police Service. The Trust and Confidence, and Retention and Progression project groups are undertaking a programme of visits to forces, looking at good practice and the barriers to success; visits will include those forces who face the biggest challenges to meeting their race equality employment targets.
- The Race Equality Programme developed by the Home Office, ACPO and the Association of Police Authorities (APA) in 2005 has had a dedicated team that has been driving forward the recommendations of the report. These include the development of the *Employment monitoring guidance*, which is an essential tool for forces to improve their performance management in this area.

- A one-day national race equality conference was jointly hosted by the Home Office, ACPO and APA in June 2006. A series of workshops were run aimed at improving minority ethnic representation in the police service, including a workshop specifically on positive action, exploring what works and what does not and sharing good practice.

Progression

The High Potential Development (HPD) scheme is a national leadership development scheme for the Police Service. The aim of the HPD scheme is to identify the next generation of leaders in the Police Service and facilitate access to opportunities that will enable them to develop their skills and achieve their potential.

The Home Office has taken specific action to encourage minority ethnic officers to apply for the scheme. Initiatives include an integrated marketing campaign with marketing materials, PR, advertising and posters aimed specifically at minority ethnic officers and the minority ethnic graduate community. We regularly exhibit at recruitment events and university careers fairs including those with a high representation of graduates from minority ethnic backgrounds. We have also been working with the National Black Police Association (NBPA) to promote the HPD scheme and encourage minority ethnic officers applying for the scheme to contact the NBPA for support and advice.

The National Senior Careers Advisory Service (NSCAS) is a new career leadership and development service specifically designed to support ACPO and senior officers and staff operating at superintendent level. The primary goal of NSCAS is to enhance leadership capacity and capability, to ensure that there is a sufficiently large pool of officers and staff able to meet the growing leadership challenges at the top of the service.

NSCAS proactively supports the personal and professional development of current and future senior police leaders by providing support at two levels. Level 1 services consist of web-based self-assessment tools, and at level 2 clients enjoy the one-to-one support of a professional development adviser employed by NSCAS to assist with personal development awareness and planning.

One of NSCAS' key goals is to specifically tackle the under-representation of women and minority ethnic officers at ACPO level. We are continually seeking to incorporate positive action initiatives into NSCAS policies and procedures to achieve this goal. For example, should demand for development adviser services outstrip supply, NSCAS will ensure that female and minority ethnic officers and staff at superintendent level who successfully apply to access level 2 services receive development adviser services on a priority basis.

The first year statistics for NSCAS services are encouraging: at level 2, there are currently four minority ethnic clients (2.9 per cent) out of a total of 138 and at level 1 there are 14 minority ethnic clients (5.2 per cent) out of a total of 271.

Retention

As part of the overall strategy to retain staff in the Police Service, the Home Office has sponsored programmes to embed equality and diversity across the service. Race and diversity are integral to the Initial Police Learning and Development Programme's 'blended learning design model'. Internal diversity experts and independent diversity consultants are responsible for reviewing all learning and development materials (including the operational case-driven phases) that support the programme. As such, race and diversity are embedded throughout the full suite of blended learning materials, and where appropriate the content links directly to the Police Race and Diversity Learning and Development (PRDLD) programme material. This includes the foundation module Diversity and the Police and the other six modules covering race, religion and belief, age, disability, gender and sexual orientation.

The race and diversity learning and development strategy is underpinned by a fundamental 'business case' that recognises the critical importance of improved and sustained performance in all diversity matters. This includes the aim to improve performance in the recruitment, retention and progression of a more diverse workforce.

The PRDLD programme aims to ensure that all identified priority groups in the Police Service are able to demonstrate (through formal assessment) their ability to 'promote equality and value diversity' by the end of 2008. In addition to this, members of the service who have an organisational responsibility for effecting change must demonstrate their ability to 'develop a culture and systems that promote equality and value diversity'. In due course everyone in the police service (police officers and staff) will be formally assessed against the relevant national occupational standards to demonstrate their competence in this critical area of daily business. A short review is under way to confirm progress to date with the PRDLD programme and ensure that the target delivery dates of the full programme are realistic.

One of the primary aims of the Positive Action Leadership Programme (PALP) is to encourage staff from under-represented groups to stay in the Police Service and to apply for development opportunities or progression either laterally or by way of promotion when opportunities arise. The PALP is part of a national positive action initiative and is open to police officers and police staff that are of different faiths, black and minority ethnic, female, gay/lesbian/bi-sexual or disabled.

The Home Office and Centrex (the Central Police Training and Development Authority) have provided funding for approximately 2,500 places on the PALP between April 2006 and April 2007. At the end of September 2006, 400 delegates had attended a programme.

National exit interviews have been also put into place to collect information about why people are leaving the service. In 2007 the first set of national data will be available for analysis; in the mean time forces are being encouraged to look at any local emerging patterns and address these, in particular where there is evidence of a disproportional number of minority ethnic candidates leaving the force.

