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**REPORT TO:** Human Resources & Remuneration Committee  
**DATE:** 24 November 2009  
**SUBJECT:** Policing Plan Targets 2010 - 2011  
**SPONSOR:** Linda Scott, Director of HR  
**AUTHOR:** Declan McHenry, HR Performance Manager

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## 1. PURPOSE OF PAPER

- 1.1 To outline proposals for 2010-2011 Policing Plan Targets in relation to employment.

## 2. BACKGROUND

- 2.1 Since 1999 the police service has been seeking to increase the proportion of the workforce from under-represented groups. Overall targets for forces were driven centrally by the Home Office.
- 2.2 The Autumn 2008 Government green paper on policing proposed that force employment targets should, instead, be agreed locally by police authorities and forces in consultation with the local community.
- 2.3 Following consultation on the green paper, the Government has since stated 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, and the target setting process must involve police officers, police staff and local communities.*'
- 2.4 The Association of Police Authorities (APA) has issued interim guidance on employment targets to Police Authorities in April 2009. This sets out a clear role for the British Transport Police Authority (BTPA) in the setting of employment targets for British Transport Police (BTP).
- 2.5 BTP targets, to date, have tended to focus on specific activities such as recruitment, progression or representation in specialist roles. However, a number of forces are now moving towards



broader representation targets. For example, the Metropolitan Police Service (MPS) is aiming to achieve 10% BME as a proportion of overall officer strength by March 2010.

- 2.6 The APA guidance has also encouraged authorities to consider stretch targets covering several years. For example, West Midlands Police Authority have directed that West Midlands Police adopt a stretch target for the recruitment of female police officers of 42% to be increased by 2% per annum for the next three years.
- 2.7 An initial steer from the British Transport Police Authority (BTPA) suggests that a representation target is being considered for BTP moving into the 2010/2011 year.
- 2.8 The APA guidance also provides for authorities to set targets, where appropriate, in relation to diversity strands additional to BME and female representation.

### 3. 2009-2010 POSITION

#### Police Officers

- 3.1 Table One shows the BTP headcount, in respect of Police Officers, as at 30 June 2009 (the last corporate employee headcount report to the BTPA). Overall, BTP currently has 6.8% (199) BME officer and 15.8% (464) female officer representation

**Table 1: Police Officer Headcount by Rank, Ethnicity and Gender (June 2009)**

Rank	White	BME	Male	Female	Total
Chief Superintendent & Above	17	0	17	0	17
Superintendent	20	1	18	3	21
Chief Inspector	58	1	52	7	59
Inspector	164	6	150	20	170
Sergeant	402	15	378	39	417
Constable	2073	176	1854	395	2249



**Police Staff**

3.2 Table Two shows the BTP headcount in respect of Police Staff (and PCSOs) as at 30 June 2009. Not including PCSOs, BTP overall currently has 18.2% (246) BME Police Staff and 56.1% (756) female Police Staff Representation.

**Table 2: Police Staff Headcount by Grade, Ethnicity and Gender (June 2009)**

Grade	White	BME	Male	Female	Total
PSG 1-3	399	110	170	339	509
PSG 4-6	599	114	352	361	713
PSG 7-10	89	20	60	49	109
Executive Grades	15	2	10	7	17
PCSO	281	68	263	86	349

3.3 PCSOs have 19.5% (68) BME and 24.6% (86) female representation.

**Background Population**

3.5 Table Three shows the current (2007) background working-age population demographic statistics available from the Office of National Statistics. It shows the proportions of the working age population by ethnicity and gender.

**Table 3: Working-Age Population Demographics 2007**

	White	BME	Male	Female
Population %	93.2%	6.8%	49%	51%

**Additional Diversity Strands**

3.6 Self-identification and reporting rates for disability and sexual-orientation remains low. Table Four shows comparative rates against the background population and includes the proportion of individuals who have not provided any data.



Table 4: Additional Diversity Strand Data

Strand	Declared LGTB	Not Stated	Declared Disabled	Not Stated
Police Officers	2.0%	77.6%	2.3%	81.0%
Staff	2.3%	69.6%	2.6%	72.9%
PCSOs	2.7%	72.8%	2.7%	74.3%
General Population	6%	N/A	19%	N/A

3.7 No modelling has been conducted on sexual orientation or disability strands due to the low reporting rate.

3.8 Religion and age profiles have not been considered at this stage.

#### 4. 2010-2011 PROPOSALS

4.1 Before recommending any target a range of modelling has been conducted to help examine the level of challenge representation targets would place on BTP.

##### BME Representation

4.2 Three target levels have been modelled in respect of BME Police Officer representation:

- Background Demographic (A target of 6.8%)
- Existing Police Service Target (7.0%)
- Metropolitan Police Service Target (10%)

4.3 Table Five shows required BME Police Officer representation by rank and target. All projected levels would require increased BME representation at all ranks Sergeant and above. Adopting the MPS benchmark would also required increased numbers of BME constables.



Table 5: Required BME Headcount, by rank, based on projected targets.

Rank	Current Total	Projected Level			
		Current BME	6.8%	7.0%	10.0%
Chief Superintendent & Above	17	0	1	1	2
Superintendent	21	1	1	1	2
Chief Inspector	59	1	4	4	6
Inspector	170	6	12	12	17
Sergeant	417	15	28	29	42
Constable	2249	176	153	157	225

### Police Staff

4.4 Table Six shows BME representation based on the projected targets. All levels are within current establishment.

Table 6: Required Police Staff BME Headcount based on projected targets.

Grade	Current Total	Projected Level			
		Current BME	6.8%	7.0%	10.0%
PSG 1-3	509	110	35	36	51
PSG 4-6	713	114	48	50	71
PSG 7-10	109	20	7	8	11
Executive Grades	17	2	1	1	2
PCSO	349	68	24	24	35

### Female Representation

4.5 Female representation at Police Officer level has traditionally been challenging for BTP. The current recruitment target stands at 13% and current performance against this is good. Female representation has been modelled against 3 targets also:

- Background Demographic (A target of 51%)
- A 2% 'stretch' target based on current performance (15%)
- Metropolitan Police Service Target for 2010 (23.75%)



4.6 Table Seven shows female officer requirements based upon the three targets. The primary challenges are at all supervisory ranks particularly where we move beyond the 15.0% level.

**Table 7: Required Female Headcount based on projected targets**

Rank	Current Total	Projected Level			
		Current Female	51.0%	23.75%	15.0%
Chief Superintendent & Above	17	0	9	4	3
Superintendent	21	3	11	5	3
Chief Inspector	59	7	30	14	9
Inspector	170	20	87	40	26
Sergeant	417	39	213	99	63
Constable	2249	395	1147	534	337

4.7 Table Eight shows female Police Staff requirements. Current establishment is only challenged, particularly at PCSO and PSG 1-3 grades, where we move to meet the background working-age population.

**Table 8: Required Police Staff Female Headcount based on projected targets.**

Grade	Current Total	Projected Level			
		Current Female	51.0%	23.75%	15.0%
PSG 1-3	509	339	260	121	76
PSG 4-6	713	361	364	169	107
PSG 7-10	109	49	56	26	16
Executive Grades	17	7	9	4	3
PCSO	349	86	178	83	52

## 5. FINANCIAL IMPLICATIONS

5.1 None at this point.

## 6. RISK IMPLICATIONS

6.1 None at this point.



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## 7. DIVERSITY IMPLICATIONS

7.1 Defining effective employment targets is a key area for engaging diverse communities.

## 8. RECOMMENDATIONS

8.1 For members to consider this paper.



**APPENDIX A  
POLICING PLAN TARGET UPDATES AT 30 JUNE 2009**

**RECRUITMENT**

<b>BME Target:</b>	<b>13% of new police officer recruits excluding transferees, to be from a BME background.</b>
At 31 May 2009:	<b>ACHIEVING</b> 13 out of 61 (21.3%) officers recruited are BME
<b>Female Target:</b>	<b>13% of new police officer recruits excluding transferees, to be female.</b>
At 31 May 2009:	<b>ACHIEVING</b> 12 out of 61 (19.7%) officers recruited are female

**Target Monitoring Table: Student Officer Recruitment**

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD total	TARGETS
Total recruited	2	35	24										61	
BME recruited	0	7	6										13	
%	0.0%	20.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	21.3%	13%
Female recruited	0	9	3										12	
%	0.0%	25.7%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	19.7%	13%

Data source: Discoverer report C - Starters headcount and details

**PROGRESSION**

<b>BME Target:</b>	<b>At least 9% of police officers promoted to be from a BME background.</b>
At 31 May 2009:	<b>FAILING</b> 1 out of 20 (5.0%) officers promoted are BME
<b>Female Target:</b>	<b>At least 12% of police officers promoted to be female.</b>
At 31 May 2009:	<b>ACHIEVING</b> 5 out of 20 (25.0%) officers promoted are female

**Target Monitoring Table: Officers that pass Promotion Boards**

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD total	TARGETS
Total promoted	0	0	20										20	
BME promoted	0	0	1										1	
%	0.0%	0.0%	5.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	5.0%	9%
Female promoted	0	0	5										5	
%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	25.0%	12%

Data source: Bespoke Discoverer report incorporating SITs Promotion Boards