

SMITH, Hannah (C8653)

From: COPPINGER, Barry (C8513)
Sent: 19 June 2020 15:38
To: LEWIS, Richard (p2688); [REDACTED]
Cc: [REDACTED]
Subject: FW: Positive Action Campaign - urgent

Richard/Simon,

See email trail below, I became aware of this recently, and I wanted to make Richard aware in case word hadn't reached him. Under all circumstances, I would say it's essential we continue to do some positive action work with underrepresented communities before police recruitment window opens. I recall a conversation with [REDACTED] a few months ago and seeking, and gaining, assurance there would be positive action work forthcoming, but it seems to have slipped.

There is expertise in the Everyone Matters team, we have committed BAME officers who have assisted in the past, and there is of course a key role for HR in all of this. Looking at the correspondence, there is ground we can make up if we refocus, but we may have to slip the recruitment window back a couple of weeks to accommodate this.

Hopefully we can move things forward, and discuss further at the scrutiny meeting on Monday.

Regards
Barry

From: COPPINGER, Barry (C8513)
Sent: 18 June 2020 14:12

[REDACTED]

Subject: RE: Positive Action Campaign - urgent

[REDACTED]

Thanks for the note, and all the work yourself and colleagues have done on this in the past. It is essential to me that any recruitment programme has a properly organised positive action programme before it, and I have copied this to senior colleagues in my office, and hopefully this can be pursued further.

Regards
Barry

From: [REDACTED]
Sent: 17 June 2020 11:20

[REDACTED]

[REDACTED]
Cc: COPPINGER, Barry (C8513) <Barry.Coppinger@cleveland.pnn.police.uk>; [REDACTED]
[REDACTED]

Subject: RE: Positive Action Campaign - urgent

Hello,

In the interest of transparency I am replying to this email thread which I believe the original email at the bottom is the basis for the proposed meeting by [REDACTED] I am acknowledging your email where you have stated that you haven't been given any dates for recruitment so you can input your planning which by the way I find very surprising bear in mind there is only 12 days to go before the window opens.

[REDACTED] your proposal to have a meeting to identify practicable options is unrealistic, positive action is not going to be limited but non-existent on this occasion due to the timescales involved which I believe should never have happened. If the meeting on Friday was to go ahead that would only leave 10 days till the proposed window was opening for recruitment and frankly to be honest once again any actions to be conducted by goodwill and working outside of Police regulations to make any aspect of it to work. I shouldn't be surprised it has been a common theme where goodwill and going beyond what was expected has been the basis of its success. There has been no de-brief meeting and consequently no lessons learnt since the February 2020 intake. It is not just about recruitment there has been no discussions in regard to progression or retention either. I have had to take it upon myself to keep in regular contact with the probationers after they have joined to offer support and guidance some of which have actually need further support and guidance.

As stated in my original email I am aware Covid 19 has enforced restrictions but this doesn't mean we couldn't have had strategic marketing, smaller workshops, one to one mentoring and use of technology to achieve a successful outcome with sufficient time and support in place. I know this because other forces have done this.

I am not at the point where I believe I am in a position to demand answers. I just find it really disheartening and disappointing that the work put in over the last 18 months is being severely undermined. At a time when unemployment is on the increase due to the pandemic the role of a Police Officer is likely to attract even more interest than previously. Individuals more than ever are likely to apply attracted by the stable employment, it is an opportunity to attract a very good level of candidate with good work experience who due to matters beyond their control are looking for new employment, anyone who was previously hesitant about applying will likely apply. With none or even limited Positive Action taking place as an organisation we will be even further from being reflective of the diverse communities we represent within Cleveland as a result we are going backwards not forwards. I still do not understand how we have come to a scenario where Positive Action has been severely undermined to the point it is not taking place especially with it being both a priority locally and nationally within police forces as well as being a key part of Cleveland Police's EDI strategy fully supported by the Chief Constable and the PCC. I am aware they are both fully supportive as I have had personal experience about how supportive and passionate they are about the work carried out.

Barry [REDACTED] – As senior leaders within the organisation over the last 18 months I just want to say thank you for the support you have given and wanted to make you aware of the current scenario which has severely undermined the hard work that has been put in by those involved.

Regards

[REDACTED]

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From: [REDACTED]
Sent: 16 June 2020 21:12
To: [REDACTED]
Subject: Re: Positive Action Campaign - urgent

[REDACTED]

I appreciate your support and that you agree with the concerns I have raised.

Just to clarify on the upcoming proposed recruitment are we looking at delaying the recruitment dates for some positive action work to be conducted or is that not happening? With your proposed plan of action to meet [REDACTED] next week is that what is going to be discussed with her?

Regards

[REDACTED]

----- Original message -----

From: [REDACTED]
Date: 16/06/2020 20:27 (GMT+00:00)
To: [REDACTED]
Subject: RE: Positive Action Campaign - urgent

Good Evening [REDACTED] and [REDACTED]

Apologies for not getting in touch sooner, I was on leave last week but have read your message and escalated it to [REDACTED] our Recruitment Manager, earlier today. We're going to have an urgent meeting next week to discuss and agree more sustainable options for delivering positive action work that is embedded within our organisational approaches to recruitment. Our management team also had an introductory meeting with [REDACTED] our new strategic head of HR today, and shared some of the notes you've provided on your experiences and frustrations with her to get her buy in for this too.

I completely agree and echo your frustrations on recognition of the team's efforts and the opportunities we're missing now. As an organisation we cannot rely on discretionary efforts, if we truly want the workforce to represent the communities we serve we need to ensure positive action is embedded and appropriately resourced.

There are 3 forms of positive action organisations can take; targeted marketing at underrepresented people, application readiness support and reshaping processes and roles to be more inclusive and accessible. Obviously the latter two are the most meaningful and what we should be reaching for, it's disappointing that we aren't in a position where these are achievable for us right now due to timescales and the pace of change we're working on, but we can deploy the first tactic for this particular round of recruitment if the others aren't possible and plan on how to achieve them in the future.

Re-defining and embedding positive action is one of our EDI and forcewide goals for over the course of the next year, can we catch up at some point this week so that your insights can be used in this planning? Please let me know when you're both available, I'll book us a call to discuss further.

Speak soon,

[REDACTED]

[REDACTED]

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From: [REDACTED]

Sent: 11 June 2020 16:27

[REDACTED]

Subject: RE: Positive Action Campaign - urgent

Hello,

I have spoken to [REDACTED] and we are both in agreement.

I don't think the positive action can take place for this recruitment within the timescales and under the conditions proposed. I fail to see how the mentoring can actually take place when there is no one to mentor, with no engagement and no Expressions of Interest I fail to see how any candidates who are interested can be identified. Like I have previously stated to yourself in the last campaign and expressed to the Chief Constable in our last SAME staff network meeting it seems once again there has been no consideration at all in the decision making process for recruitment in regard to Positive Action. Once again it's all last minute and rushed however on this occasion I don't think it can actually take place.

It's a common theme, the summer 2019 recruitment was done with no engagement and only expressions of interest due to lack of time, then a day before the window was due to open it was extended by 5 days without us being informed. The further 5 days could have been useful to do some engagement and allowed us to support some candidates who were not aware of the campaign till the last minute. We spent a few weeks doing engagement in November and December 2019 as we were informed the recruitment would be beginning of January 2020 which ended up being beginning of February 2020 by which time some of the candidates end up applying for other forces. Then we were also informed that no expressions of interest are taking place as there wasn't enough time.

The best way to identify further candidates to mentor on this occasion would be through the Expressions of Interest. I fail to see how the Expressions of Interest took place for the recruitment campaigns for Feb 2019 and the summer of 2019 but cannot take place now. As someone who has mentored for three previous recruitment campaigns I can categorically say the best candidates come from the Expressions of Interest. The most disappointing aspect for me on a personal level is the timing of this. The backdrop of the Black Lives matter movement and the recent gazette article on Cleveland Police there was a clear commitment from the Chief and PCC for the work around Positive Action. At a time when a lot of people are losing their jobs as a result of the Pandemic there may have been an opportunity to attract new candidates who haven't previously applied but considered applying. I appreciate with the Covid pandemic engagement would have been severely restricted however with more notice bits could still have been done in terms of posters and some strategic announcements.

Even in the best case scenario if expressions of interest were to take place in the timescales proposed they would have to take place from 15th June to 19th June 2020. If we were to put on two small workshops to factor in social distancing measures these would have taken place on the weekend of 27th and 28th June 2020 which is 1 day after the proposed early application window for candidates. Then if we as a force go ahead with the application form then best case scenario it takes at least a week to arrange for candidates to meet up and offer support as they complete the answers to the competency questions by which time the window will be closed. Furthermore the work done on the forms around the PPF form the basis for preparing candidates for the assessment centre but on this occasion the proposed new assessment method is around the CVF so we potentially spending a full week doing the forms for no reason as from your email the indications are the candidates may end up doing the SJT instead anyway.

As a police officer we work within regulations as stipulated by the Police Federation. Myself and [REDACTED] have regularly worked outside these regulations by meeting up and supporting candidates late evening even after working a day shift. Ordinarily any work conducted outside of duty time can be claimed as money or time however we have not been doing this as we recognise the importance of the campaigns. I am aware that neighbouring force North Yorkshire who have been heavily praised for their work around Positive Action do not support and mentor the candidates due to the level of commitment it requires. It's really disheartening that we are happy to go that extra mile in terms of supporting candidates however in contrast the indications are that the Positive Action work doesn't seem to be factored into any of the decision making for recruitment.

It's just really frustrating that there are so many missed opportunities that we do not take advantage of and instead of learning from previous campaigns we seem to be repeating the same mistakes which has now culminated in a scenario where it cannot take place. I am sure whatever obstacles are in place can be overcome as our neighbouring forces North Yorkshire, Durham and Northumbria are all promoting positive action in their recruitment campaigns.

I do hope some arrangement can take place as I am fully aware through past conversations that the both the Chief and PCC are very supportive of the work we have previously done.

Regards

[REDACTED]

[REDACTED]



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"Delivering outstanding policing for our communities"

From: [REDACTED]
Sent: 11 June 2020 09:18
To: [REDACTED]
Cc: [REDACTED]
Subject: Positive Action Campaign - urgent
Importance: High

Hi both, I hope you are well.

I have spoken to [REDACTED] yesterday afternoon and below is the information I have been provided for the planned recruitment campaign. Please let me know your thoughts and whether you feel you are able to support.

- Recruitment will go live on **Monday 29th June 2020** with an early opening for possible positive action candidates on **Friday 26th June 2020**.
- Recruitment will be closing on **Friday 3rd July 2020** – we will not be capping at maximum number.

Due to the short timescale and with the COVID-19 situation, you will obviously be unable to have face to face engagement in order to bring in candidates. However I can speak to our corporate comms team and see whether we can have specific Black and Minority Ethnic Positive Action messages out.

From the conversations I've had, it seems not likely to go ahead with an expression of interest form.

The recruitment process has changed and the College of Policing have developed a new online assessment process which has three stages:

The online assessment process is a staged process that consists of up to four exercises over three stages. The exact number of stages depends on each force, as some forces use a different sifting process.

The process is broken up as follows:

- Stage 1 – Situational judgement test (SJT) (This replaces the application form, however Cleveland and are thinking of doing both the application form and SJT)
- Stage 2 – Competency-based video interview
- Stage 3 – Written exercise and briefing exercise

The recruitment is still via PCDA and there will still be the two pots around qualifications, so those who have the required level 2 English and Maths + level 3 qualification, and then those who have the required level 2 but not quite the level 3.

I know this is very short notice to you both, but if possible can you let me know your thoughts and whether you can partake with the above.

Kind Regards

[REDACTED]