Understanding barriers affecting police officer recruitment

Final Report

December 2016

Contents

1 Introduction and Background

1.1 Introduction

In June 2016, Deloitte was commissioned by the Police Service of Northern Ireland (PSNI) to undertake research focused on understanding the barriers for individuals from a Catholic community background in considering the service as a potential career option. This reports sets out the findings from our research.

This section of the report considers the background to the research, its overall objectives and outlines our approach.

1.2 Background

In 2001 the Independent Commission on Policing in Northern Ireland (the Patten Commission) recommended that an independent recruitment agent for the service be appointed as part of measures to address historic compositional imbalance within the Royal Ulster Constabulary (RUC), from which the PSNI emerged.

Subsequent to the Patten Commission, recruitment was to be delivered in line with what was commonly known as the '50:50 legislation', which applied until March 2011 (i.e. for every **Protestant (or 'other' candidate) recruited a** member of the Catholic community had to be recruited). Over the course of 2001-2011 over 107,500 applications to the main 50:50 Police Constable recruitment were processed, which led to 4,274 appointments.

In June 2013 a new recruitment contract, without the requirement to recruit on a 50:50 basis, was commissioned.

Three campaigns have been delivered since the refresh. A career in the PSNI continues to be popular, with almost 19,000 applications received between 2013 and 2015. An overview of the process is illustrated in Appendix 1.

> The remit of PSNI recruitment is to deliver a recruitment process that supports the PSNI to be *representative* of the local community, and *enhances confidence* in the police service

In working towards this, Key Performance Indicators for the contract were set for the recruitment campaign commencing in 2013:

- Proportion of applicants from a Catholic community background: 35%

- Proportion of applicants who are Female: 30%

- Proportion of applicants who are Young People (18-24yrs old): 40%

1.3 Terms of Reference

Between 2013 and 2014 the recruitment targets for attracting applicants who were female and applicants who were young were exceeded. Following lower than expected applications

from individuals from a Catholic community background (31%) and also a lower success rate among Catholic applicants (19% of appointees) a scope of research emerged:

- Identify and define barriers that prevent individuals from seeing the PSNI as an attractive career option;

- Assess whether there are barriers to progression within the current process; and

- Consider ways in which PSNI could be made a more attractive career option.

Deloitte, as part of their recruitment contract, were to undertake research that would help drive progress against the KPIs. During 2016 a research approach put forward a focus on community background (i.e. analysis related to barriers linked to both Protestant as well as Catholic communities). In considering community background the research would take account of a range of factors including gender, age, socioeconomic background, nationality etc. Lessons have also been identified that are relevant to other under-represented groups (e.g. ethnic minorities).

1.4   Approach

The research was undertaken during summer 2016.

Our approach to the assignment is summarised in Table 1.1 overleaf. A full list of stakeholders engaged can be found in Appendix 2.

Table 1.1 – Project Methodology

Step	Summary of approach

Analysis of data[1] (from previous recruitment campaigns)	• Analysis to provide a fuller picture of applicants, including:
	  o Success rates across the recruitment campaigns for each stage of the process; and
	  o Consideration of single factors: gender; age; community background; educational qualifications; repeat candidates and geographical analysis.
	• Using the results on the single factor we explored the following two factor analysis:
	  o Community background and education;
	  o Community background and repeat candidates; and
	  o Community background and geography.

Primary Research – Learning from Applicants	• An email survey of applicants who formally withdrew from the process before Assessment Centre; • A focus group with applicants who formally withdrew from the process before Assessment Centre; and • An opinion caucus and focus group with individuals who have recently applied (2013 campaign), have been successful through the recruitment process, and are now serving officers.
Primary Research – Learning from the Wider Community	• A regionally representative survey: (1,080 completed opinions, representative of British Polling Standards, and x3 booster polls of 250 individuals) focusing on policing as a career choice; • Thirteen focus groups and two opinion caucuses: A mix of community backgrounds, urban/rural; male/female; eligible ages; socio-economic backgrounds; and graduates/non-graduates; • Interviews with careers advisors and head-teachers from 12 schools NI wide: Mix of Catholic, non-Catholic, state and integrated schools. The selected schools included a mix of grammar, non-grammar, boys, girls, co-ed; • Interviews with politicians: Representatives for economy or jobs / skills from: DUP, Sinn Féin, UUP, SDLP, Alliance; • Consultation with key stakeholders: Catholic Council for Maintained Schools; Equality Commission for NI; Northern Ireland Policing Board • Interviews with community representatives: x10 PCSP members

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[1] Headline figures from this analysis are detailed in Section 3, Key findings.

1.5   Report Structure

The remainder of this report is structured as follows:

- Setting the Scene **–** sets out the current context of the PSNI in terms of recruitment, performance, and morale. This outlines the relationship between representation issues within the police, and confidence and effectiveness levels;

- Key Findings **–** details key findings from the analysis of recruitment data (including geographical heat-map analysis), regionally representative poll, focus groups, and stakeholder consultations (schools, politicians, public bodies, community representatives, serving police officers and applicants who have withdrawn from the recruitment process);

- Analysis and Conclusions **–** highlights our overall conclusions, providing PSNI and other relevant stakeholders with an understanding of the lessons emerging from the research; and

- Looking Forward **–** outlines our final recommendations and consideration of future options.

2   Setting the scene

2.1   Current Context

2.1.1   The PSNI as an Organisation

Over the past decade the role of the organisation has been changing. Previously in Northern Ireland the organisation was primarily orientated around policing a community conflict. This role and responsibility of policing a community conflict, while still necessary at times, has been slowly diminishing over the longer term. Alongside that change, the role has evolved to include new areas of focus, for example public protection, cyber-crime and people trafficking, roles that often require a different set of skills and experiences.

In parallel with this there have been unprecedented levels of budget reductions alongside a reducing workforce which the PSNI must adapt in order to continue to ensure efficient service delivery across its wide range of roles. The scale of cuts to the organisation is outlined below:

- Budget cuts total some £140m in the last three years alone, with expected budget reductions of up to 6% (£40m) in 2017/18[2]; and

- Police officer headcount has decreased 7.9% in the past 12 years - 7,449 in 2004 to 6,857 in 2016[3].

2.1.2   Recruitment

Historical under-representation of individuals from a Catholic community background within the RUC resulted in a low baseline of Catholic representation within all employment streams of PSNI. Bench-marking PSNI against other employment sectors illustrates that PSNI and other public sector security-related employers in Northern Ireland are less representative than other employers, who are broadly representative of the composition of the monitored workforce. The Patten Report recommendations in relation to the composition of police officers were restricted to altering the imbalance in terms of community background. Thirty per-cent Catholic officer representation was achieved through the period of 50:50 recruitment.

The implementation of a large scale and ongoing recruitment programme also resulted in an increase in the number of female officers from 13% in 2001 to 28.2% in 2016. Notably the current figure is very similar to police forces in England and Wales[4] where, in 2016, 28.6% of all officers were female.

The timeline illustrated in Figure 2.1 overleaf shows the change in composition of Catholic officers from the establishment of the PSNI in 2001, through to the current composition (as of April 2016).

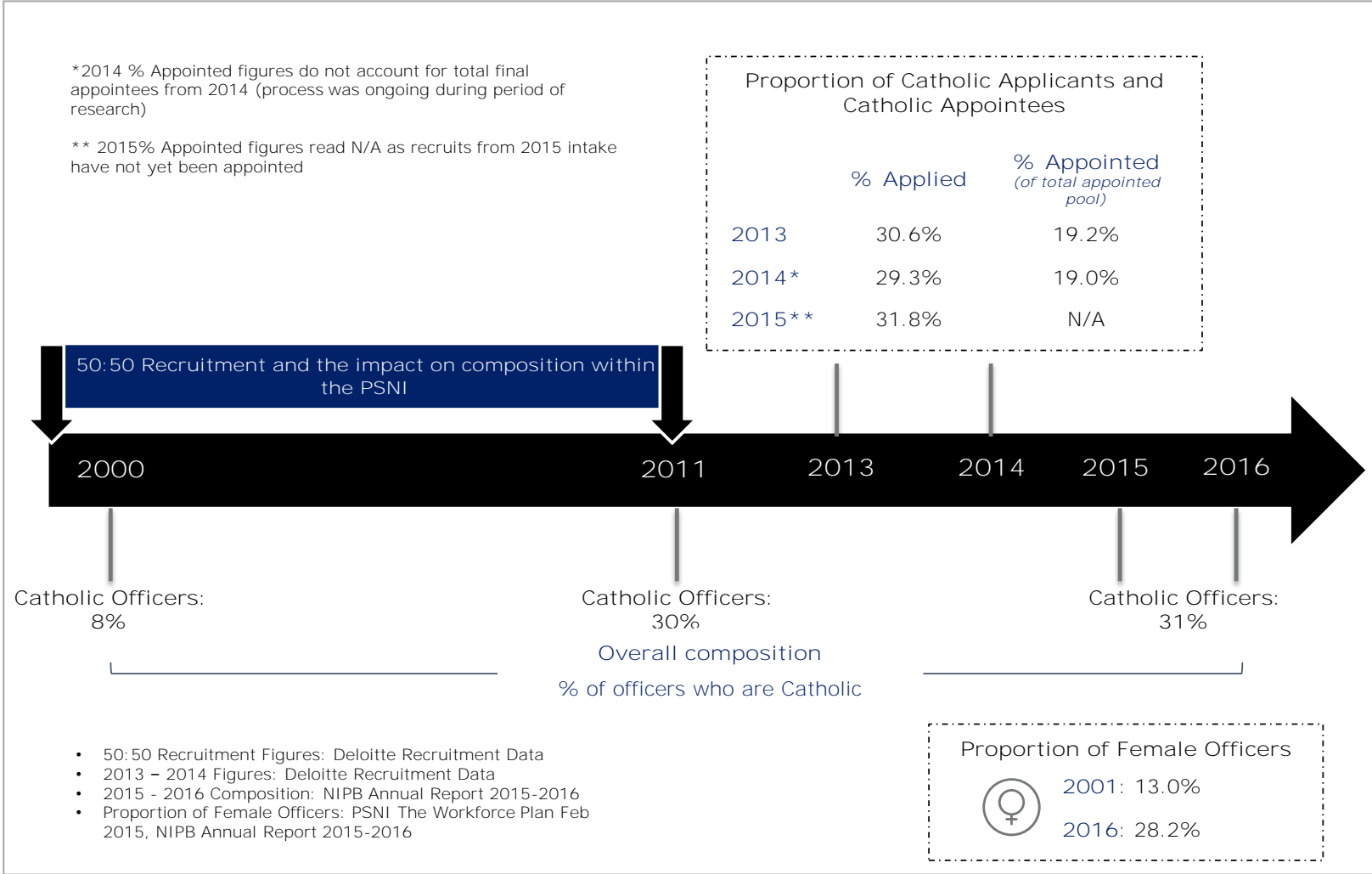[2] Chief Constable's Formal Report - Northern Ireland Policing Board, September 2016
[3] PSNI, The Workforce Plan 2015, NI Policing Board Annual Report 2015-16
[4] Police Workforce England and Wales, 31 March 2016 (Home Office, National Statistics)
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/544849/hosb0516-police-workforce.pdf

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Figure 2.1 Composition of PSNI Officers 2000-2016

*2014 % Appointed figures do not account for total final appointees from 2014 (process was ongoing during period of research)

** 2015% Appointed figures read N/A as recruits from 2015 intake have not yet been appointed

Proportion of Catholic Applicants and Catholic Appointees

	% Applied	% Appointed (of total appointed pool)
2013	30.6%	19.2%
2014*	29.3%	19.0%
2015**	31.8%	N/A

50:50 Recruitment and the impact on composition within the PSNI

2000   2011   2013   2014   2015   2016

Catholic Officers:
8%

Catholic Officers:
30%

Catholic Officers:
31%

Overall composition

% of officers who are Catholic

- 50:50 Recruitment Figures: Deloitte Recruitment Data
- 2013 – 2014 Figures: Deloitte Recruitment Data
- 2015 - 2016 Composition: NIPB Annual Report 2015-2016
- Proportion of Female Officers: PSNI The Workforce Plan Feb 2015, NIPB Annual Report 2015-2016

Proportion of Female Officers

2001: 13.0%

2016: 28.2%

2.1.3 Performance

Undoubtedly the demands on policing in Northern Ireland have been different to those experienced by other forces in the United Kingdom.

Figures show that 84% of respondents from the Catholic community and 82% of respondents from the Protestant community have at least some confidence in the PSNI to provide day-to-day policing for all people[5]. While Catholic respondents were more likely to have some confidence, Protestant respondents remained more likely to have higher degrees of confidence. The data also shows that 67% of respondents to the survey think the police are doing a good job in their local area (in comparison to 76% of people who are satisfied with policing in England and Wales[6]).

During 2015/16, Her Majesty's Inspectorate of Constabulary (HMIC) conducted two inspections of the PSNI:

1. **Police efficiency –** the overall judgement of efficiency within the PSNI was found to be "*good*"**. HMIC found that the PSNI uses its resources efficiently to keep people safe, has** a good understanding of current demand, and in the main aligns resources to the needs of the community. The report also stated however that the PSNI could do more to reduce crime and that the service workforce model is not sustainable. Whilst a good track record of making savings is recognised, the PSNI should look to improve financial and workforce plans to ensure efficient policing in the long term[7].

2. **Vulnerability strand of police effectiveness –** the overall judgment of how effective the PSNI is at protecting those who are vulnerable from harm and supporting victims "*requires improvement*"**. The service's initial re**sponse to calls for service is for the most **part good, however inconsistency in the service's training of its staff means that they do** not all have a comprehensive understanding of different types of vulnerability. The service also falls down in its response to missing children and reports of domestic abuse, and is not yet prepared fully to tackle child sexual exploitation.

While the conclusions from the reports detailed above indicate that organisational improvements can be made to bolster efficient and effective policing, it is noted that people in Northern Ireland experience less crime in comparison to people in England and Wales. Findings in the 2014/15 Northern Ireland Crime Survey (NICS) and the Crime Survey for England and Wales 2014/15 show that the risk of becoming a victim of crime remains lower in Northern Ireland (8.8%) than in England and Wales (15.9%). The surveys also show that incidence rates per 100,000 households / adults were generally higher in England and Wales than in Northern Ireland[8].

2.1.4 Morale

A survey carried out by the Police Federation for Northern Ireland in 2015 indicated that officer morale within the organisation was extremely low[9] with 96% of 2,527 PSNI officers surveyed saying morale is low. More than two-thirds of respondents do not feel valued, motivated or respected within the police. Despite these findings, more than half of those asked felt proud of the PSNI and are willing to go the extra mile.

2.1.5 What is the impact of representativeness?

While there is increased awareness and evidence of how a diverse workforce is an asset to organisations generally[10] (e.g. helping access top talent, driving performance and innovation, retaining employees, understanding customers), there is a particular relevance for policing.

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[5] Northern Ireland Policing Board Module of the January 2015 Omnibus Survey
[6] https://www.justiceinspectorates.gov.uk/hmic/news/news-feed/new-survey-reveals-people-are-confident-in-the-police/
[7] HMIC, PEEL: Police Efficiency – An inspection of the Police Service of Northern Ireland, August 2016
[8] Experience of Crime: Findings from the 2014/15 NI Crime Survey
[9] https://www.policefed-ni.org.uk/CMSpages/GetFile.aspx?guid=5acb12ce-6f12-434b-bb89-bf7444540560
[10] https://dupress.deloitte.com/dup-us-en/focus/human-capital-trends/2014/hc-trends-2014-diversity-to-inclusion.html

The relationship between how representative police are of the community they serve is linked through to public confidence and effectiveness. The correlation is positive, that is, as a police service becomes more representative, there should be a positive impact on public confidence and effectiveness.

This is not particular to Northern Ireland. There is significant attention on this in police services across the UK and Ireland. These efforts constantly highlight the connected benefits. Theresa May, when Home Secretary[11], challenged police forces on representation of race and gender in England stressing the impact on public confidence in the communities they serve. Police strategies addressing diversity[12] talk directly about how the commitment to diversity is integral to improving public confidence and the overall effectiveness of the service provided.

While the challenge in Northern Ireland has primarily been linked to a historical under-representation in terms of community background, other dimensions of diversity, for example gender and Black and Minority Ethnic (BME) communities[13], are also relevant in the context of the relationship between representativeness, public confidence and effectiveness.

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[11] http://www.bbc.co.uk/news/uk-34600290
[12] One Met: MPS Strategy 2013 -2017 and Achieving Equality, Improving Diversity: London Metropolitan Police Diversity and Equality Strategy 2009-2013
[13] Northern Ireland has a much lower proportion of people from a minority ethnic group: In 2011 1.8% of the usually resident population of NI belonged to minority ethnic groups (2011 census statistics, NISRA); 0.54% of PSNI police officers belong to ethnic minority groups (as of April 2016, NI Policing Board Annual Report and Accounts 2015-2016); this is in comparison to 5.9% of police officers in England and Wales who are BME (Black, Minority Ethic) (as of March 2016, Police Workforce, England and Wales, March 2016, Statistical Bulletin). In 2011 14% of the population in England and Wales were BME (Office for National Statistics, Ethnicity and National Identity in England and Wales: 2011)

3   Key Findings

Analysis of recruitment data from the three most recent recruitment campaigns was undertaken (2013-2015). This included examination of application numbers and progression through the recruitment process, through to final appointment by various factors (i.e. community background, gender, education level etc.).

3.1.1   Analysis of 2013-2015 recruitment data[14]

Almost 19,000 applications were received across the past three PSNI constable recruitment campaigns. Only 31% of applications came from individuals from a Catholic community background. Based upon the age profile of the working population of NI, the proportion of applications from those with Catholic community backgrounds should have been closer to 45%[15].

Figure 3.1 Volume of applications to the recruitment process by community background

Volume of Applications by Community Background

	C1	C2	C3
■ Protestant(& other)	5200	4138	3749
■ Catholic	2293	1718	1749
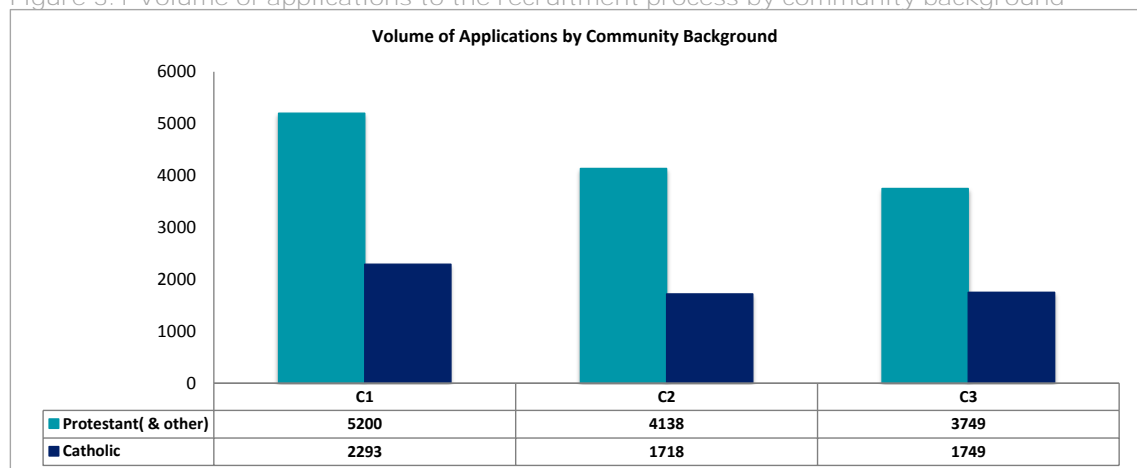
Source: Deloitte recruitment data

Large numbers of applicants withdraw during the early stages of the recruitment process i.e. before the initial selection test (IST). In these three campaigns a total of 5,367 applied but subsequently did not attend the IST. This withdrawal rate is significantly higher for Catholic applicants with 34% of Catholic applicants withdrawing pre-IST, compared to 26% of Protestant (and other) applicants

While the IST has been subjected to equality screening, Catholic applicants also tend to perform less well than Protestant (and other) applicants in the IST. The reasons for this are considered later in the report (see section 4).

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[14] Please refer to Appendix 3 for detail of recruitment data
[15] The 2011 census data showed the community background breakdown for working age population for 16-34yr old to be 45% Catholic, 55% Protestant (and other).

Table 3.1 Volume of applications and progression through IST stage of recruitment by community background

Initial Selection Test C1 – C3				
	Proportion of Applications	Withdrawn from IST (% of Total Applicants)	% Passed IST (of those who sat the IST)	Proportion of Candidates Post-IST
Catholic	31%	34%	37%	24%
Protestant (and other)	69%	26%	46%	76%

Source: Deloitte recruitment data

Following the IST the proportion of those from a Catholic community background is now 24% of the remaining candidates. There are multiple phases beyond this: assessment centre; physical competence assessment; vetting; medical; substance misuse test; and online learning.
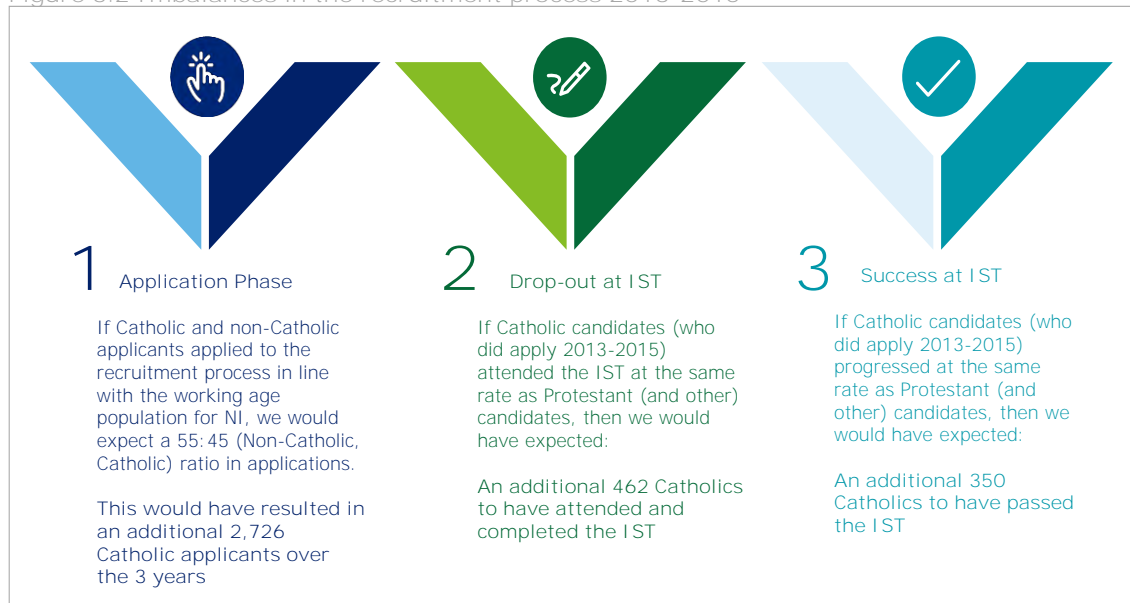
Among those that pass the IST there is a marginal difference in rates of withdrawal pre-Assessment Centre (25% Protestant [and other] candidates versus 27% Catholic candidates). There is no notable difference in pass rates at Assessment Centre (60% Protestant [and other] pass rate versus 59% Catholic pass rate).

As you go through the process candidates from all community backgrounds reduce in number. There continues however to be some additional attrition of the Catholic candidate pool throughout the remaining steps of the process (physical competence assessment; vetting; medical; substance misuse test; online learning) with a smaller proportion of Catholic candidates being appointed (19% of appointees, See Appendix 3). This relates to 1% or 2% more attrition than Protestant (and other) candidates at a particular step, which at this phase of the process equates to a relatively small number[16].

In absolute terms there are three stages in the recruitment process where the largest **numbers of potential Catholic participants are 'lost', in the first case without having entered** the process at all. Figure 3.3 sets out the scale of challenge at these three points.

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[16] If 24% of the total appointees were from a Catholic community (rather than only 19%), this would have resulted in an additional 41 Catholics appointed. This is a relatively small number (and across the four final steps) when compared to the numbers set out in Figure 3.3. Please refer to Appendix 4 for detailed working out.

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Figure 3.2 Imbalances in the recruitment process 2013-2015[17]

1 Application Phase

2 Drop-out at IST

3 Success at IST

If Catholic and non-Catholic applicants applied to the recruitment process in line with the working age population for NI, we would expect a 55:45 (Non-Catholic, Catholic) ratio in applications.

This would have resulted in an additional 2,726 Catholic applicants over the 3 years

If Catholic candidates (who did apply 2013-2015) attended the IST at the same rate as Protestant (and other) candidates, then we would have expected:

An additional 462 Catholics to have attended and completed the IST

If Catholic candidates (who did apply 2013-2015) progressed at the same rate as Protestant (and other) candidates, then we would have expected:

An additional 350 Catholics to have passed the IST

3.1.2   Recruitment process commentary on other factors: gender; education; repeat candidates

Gender

Across the past three recruitment campaigns, a larger proportion of Males have applied (65% of applicants) in comparison to Females (35%):

- 30% of Females were Catholic and 31% of Males were Catholic which broadly aligns to the community background split of applications (31%);

- Of all the Protestant (and other) applicants, 35% were Female, 65% Male; and

- Of all the Catholic applicants, 35% were Female, 65% Male.

Generally, a similar proportion of both Males (44%) and Females (43%) passed the IST, and at Assessment Centre Females do better (64% pass) in comparison to Males (58% pass).

When analysing the data further, there are differences when comparing gender by community background. For the IST, both Female and Male Protestant (and other) candidates perform better than Female and Male Catholic candidates (respectively). Female Catholic candidates perform as well as their Protestant (and other) counterparts at the Assessment Centre.

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[17] Please refer to Appendix 4 for detailed working out

Table 3.2 Progression by Gender and Community Background

Success by Gender and Community Background C1 – C3[18]				
	Catholic		Protestant (and other)	
	Female	Male	Female	Male
Passed IST (%)	35%	38%	46%	46%
Passed AC (%)	64%	56%	64%	58%

Source: Deloitte recruitment data

A lower proportion of Females went on to be appointed from both the 2013 and 2014 recruitment campaigns in comparison to Males (32% of all Females on the Merit List[19] were appointed; 61% of all Males on the Merit List were appointed across both 2013 and 2014).

Table 3.3 Appointed by Gender and Community Background

Success by Gender and Community Background C1 & C2				
	2013 Campaign		2014 Campaign	
	Female	Male	Female	Male
Number on Merit List	281	462	324	591
Appointed	25%	71%	38%	52%

Source: Deloitte recruitment data

Education

The recruitment campaigns receive a larger proportion of applications from those educated below Degree level (67% of applications).

A similar proportion of applicants from both community backgrounds are educated to Degree level or higher (32% of applications from individuals from a Catholic community background are educated to degree level, 33% for Protestant (and other) applicants).

Unsurprisingly, individuals educated to Degree level or higher are more likely to pass the IST, and similarly for the Assessment Centre stage of the competition. However, when comparing progression by community background the differential success at IST continues regardless of qualification:

- Of those who sat the IST from a Protestant (and other) community background educated to Degree level or higher, 59% passed the IST, whereas only 50% of applicants from a Catholic community background (who sat the IST) educated to Degree level passed the IST.

- Of those who sat the IST from a Protestant community background *not* educated to Degree level or higher, 39% passed the IST, whereas only 30% of applicants from a Catholic community background (who sat the IST) *not* educated to Degree level passed the IST.

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[18] Passed IST refers to the proportion of that factor who sat the IST (i.e. not of the proportion of applications); Passed AC refers to the proportion of that factor who sat the AC
[19] The Merit List is the complete list of applicants who have passed the Assessment Centre. These applicants then process through the PSNI managed stages of recruitment (i.e. Vetting; Medical; Physical Competence Assessment; Substance Misuse Test; Online Learning)

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The variance reduces at the Assessment Centre, with a similar proportion of applicants from both community backgrounds (educated to Degree level and non-Degree level) being successful at this stage of the recruitment process.

Table 3.4 Progression by Education Level and Community Background

Success by Education Level and Community Background C1 – C3				
	Catholic		Protestant (and other)	
	Degree	Non-Degree	Degree	Non-Degree
Passed IST (%)	50%	30%	59%	39%
Passed AC (%)	66%	52%	70%	52%

Source: Deloitte recruitment data

In considering the reason why Catholic candidates do not perform as well as Protestant (and other) candidates at IST, we have drawn on findings from stakeholder engagement and further analysis (explored later in this report, see section 4)[20].

Repeat candidates

Some individuals will continue to pursue a career in the PSNI had they not been successful in previous attempts at the recruitment process. 15% of applicants to the 2015 recruitment campaign had applied to both the 2013 and 2014 campaigns (850 individuals).

- 73% of these individuals came from Protestant (and other) community backgrounds (4.8% of all Protestant (and other) applicants C1-C3); and

- 27% of these individuals came from a Catholic community background (4.0% of all Catholic applicants C1 - C3).

The analysis shows that individuals from a Protestant (and other) community background have a higher propensity to re-apply, in comparison to members of Catholic community.

3.1.3 Geographical heat map analysis

Heat-map analysis highlights cold-spots and hotspots in relation to applicant numbers. The maps below show the variance in applications received, taking account of 'total applications received' by community background compared to 'expected applications' based on the Total Population for that area (District Electoral Area). Figure 3.3 below illustrates the variance in applications from the Catholic community. The map highlights 'cold spots' (i.e. areas of lower than expected applications) across NI.

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[20] It should also be noted that there has been other experience in Northern Ireland of individuals from a Catholic community background doing less well than Protestant candidates at initial selection test stages of recruitment e.g. in the Northern Ireland Civil Service recruitment process (Northern Ireland Assembly, Research and Information Service Briefing Paper, Equality Issues in Recruitment to the Northern Ireland Civil Service, November 2012)

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Figure 3.3 Geographical illustration showing density of applications from the Catholic community
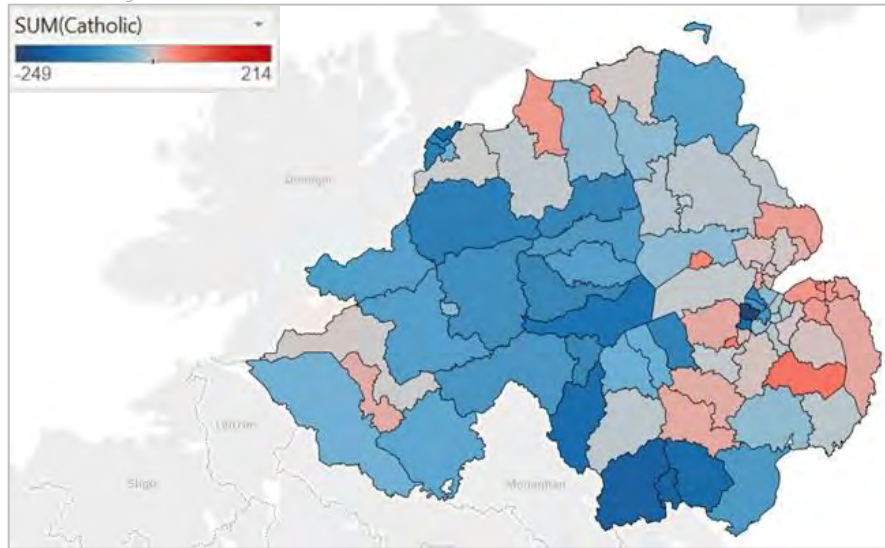
Figure 3.4 shows a greater positive variance in applications (i.e. hotspots) from the Protestant (and other) community across NI.

Figure 3.4 Geographical illustration showing density of applications from the Protestant (and other) community
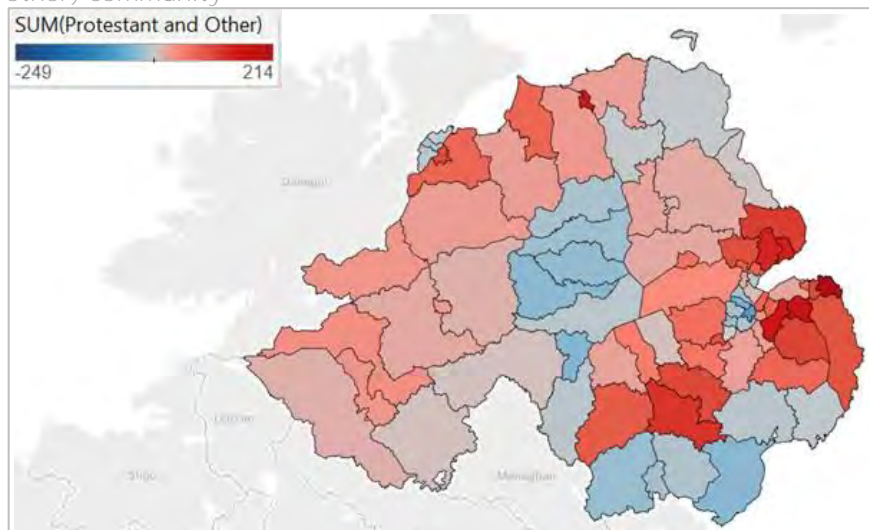
The overall picture and the patterns across the region and across community backgrounds will not surprise observers. One (maybe) unexpected point is the greatest negative variances for Catholic applications to some degree align with areas of low Protestant (and other) applications.

This evidence base that underpins the illustrated geographical differences will inform future relationship building efforts.
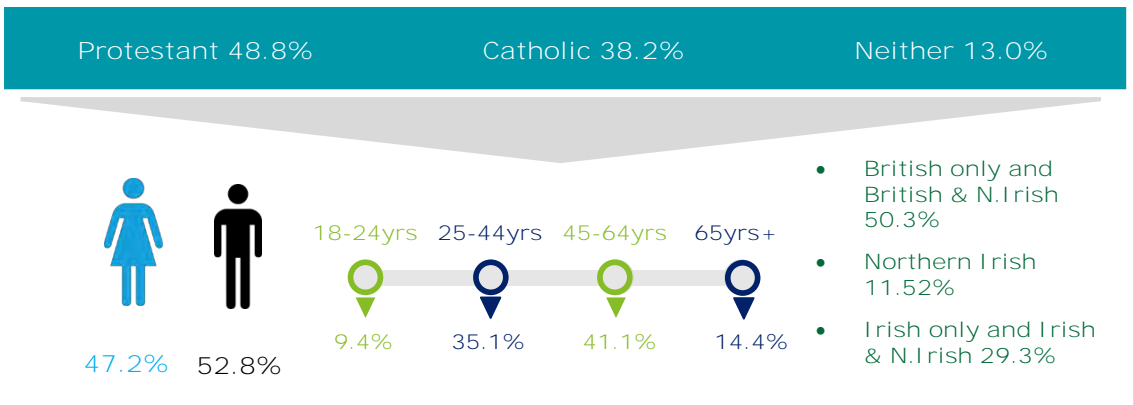
3.2   Regional Poll

Deloitte worked with a market research company (LucidTalk NI) to conduct a region wide poll which asked questions relating to PSNI Recruitment. The target sample of 1,080 completed surveys was achieved. Additional booster polls were held in each of the following three council areas: Mid-Ulster, Derry & Strabane, and Fermanagh & South Tyrone (to allow trends at this level to be compared with NI wide findings).

The poll results have been balanced to be demographically representative of NI in terms of gender, age-group, residence area, occupation, community background, and nationality (error +/- 3% at 95% confidence rate).

The demographic breakdown of regional poll respondents is outlined below:

Figure 3.5 Demographic breakdown of regional poll respondents

Source: LucidTalk NI

Key findings from the regional poll are summarised below.
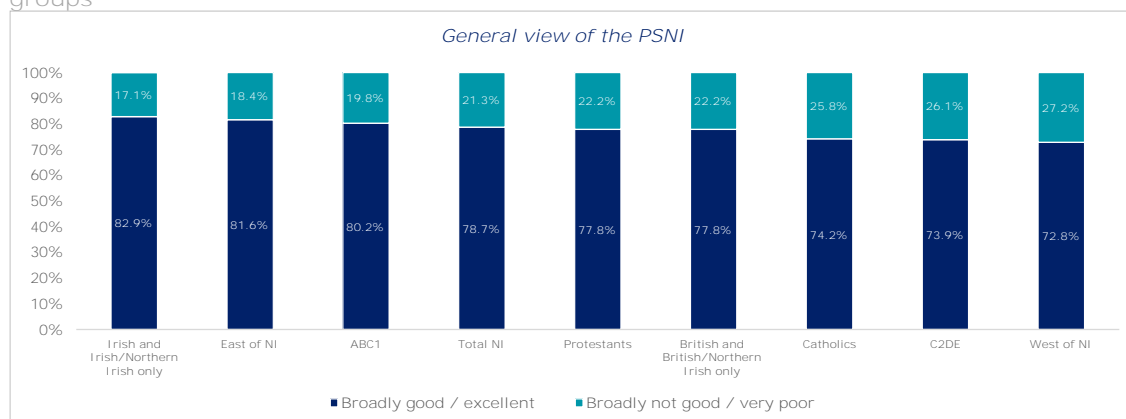
3.2.1   Performance
In response to the question "*Broadly speaking, what is your general view of the PSNI?"** t*he regional poll results indicate that the general view of the PSNI across Northern Ireland is **'broadly good'**. **Those classed as 'Irish and Irish / Northern Irish only' scored highest on this question.**

Some notable comparisons are between East of NI (Belfast, Ards and North Down, Lisburn & Castlereagh councils) and West of NI (Derry & Strabane, Mid-Ulster, Fermanagh & Omagh councils), and between socio-economic classes with individuals from a working-class background (C2DE)[21] scoring lower than the ABC1 group.

Both 'excell**ent' and 'very poor' scored low in the results. The three council areas** West of NI **scored the largest 'e**xcellent' at 11.1% (driven up by rural Protestants in the west, who remain strong supporters of the PSNI**). The largest result for 'very poor' was 3.7%** by the C2DE group.

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[21] ABC1 refers to individuals from a middle-class background; C2DE refers to individuals from a working-class background

Figure 3.6 Poll results illustrating the general view of the PSNI across different demographic groups

General view of the PSNI

Group	Broadly good / excellent	Broadly not good / very poor
Irish and Irish/Northern Irish only	82.9%	17.1%
East of NI	81.6%	18.4%
ABC1	80.2%	19.8%
Total NI	78.7%	21.3%
Protestants	77.8%	22.2%
British and British/Northern Irish only	77.8%	22.2%
Catholics	74.2%	25.8%
C2DE	73.9%	26.1%
West of NI	72.8%	27.2%

■ Broadly good / excellent   ■ Broadly not good / very poor

3.2.2 Representativeness

Poll results found that the organisation is not seen as representative. On a scale of 0 **(poor/couldn't be worse) to 10 (excellent, couldn't be better), representativeness scored** between 5.49 (Protestants) and 6.41 (Irish and Irish/Northern Irish). Total NI results scored 5.70. This rather lukewarm result indicates that the PSNI needs to work harder to be seen to be representative of the communities it serves.

Figure 3.7 **Poll results illustrating how PSNI scores in terms of 'Representative of total NI community' on a scale of 0**-10

Q: How do you rate the PSNI in terms of 'Representative of total NI community'?

Total NI score
5.70

0   10

*Poor / Couldn't be Worse*   *Excellent / Couldn't be Better*
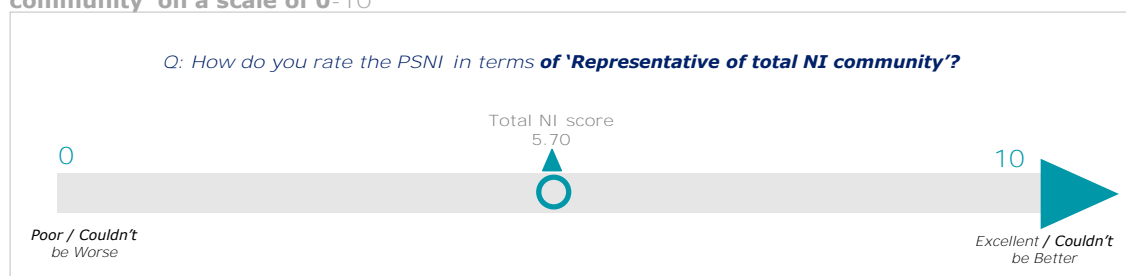
3.2.3 Attractiveness of the PSNI as a career to different demographic groups

The poll found that it is important that a career in the PSNI is attractive to 'Catholics' and 'Females'. These factors are ranked as being more important than attractiveness to males, Protestants, graduates, rural applicants, and urban applicants.

This strength of feeling is most important for Catholics, Young People (18-24yrs), Females, and those who are Irish / Irish & Northern Irish. These groups scored higher for this than the Total NI results.

Figure 3.8 Poll results illustrating the importance of a career in the PSNI being attractive to Catholics and Females by different demographic groups
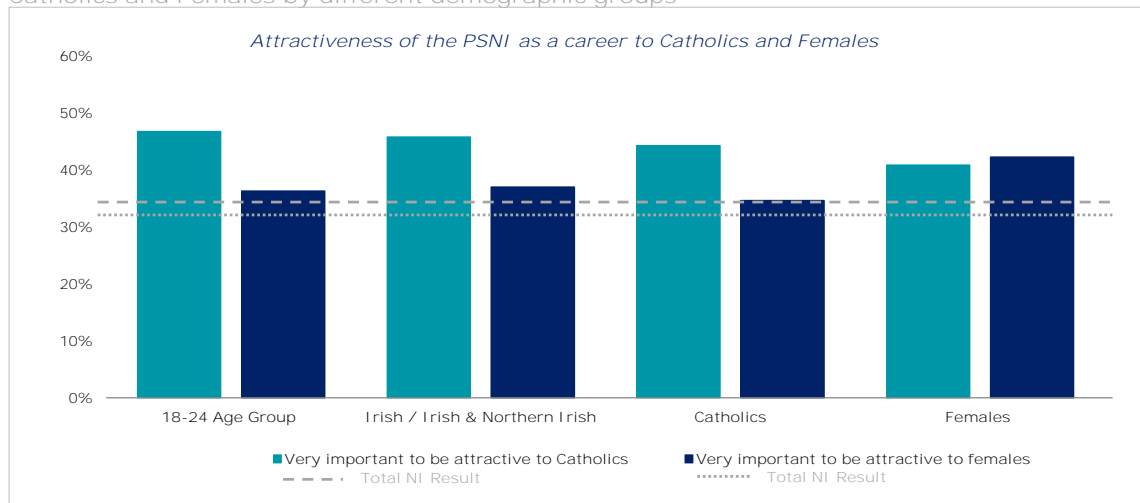

3.2.4   External factors impacting the attractiveness of a career in the PSNI
'Inclusivity', the 'Wider Security Situation', and the 'Image of the PSNI' ranked highest in terms of having an impact on the attractiveness of the PSNI as a career choice (for Total NI results).

However when looking at results across demographics, 'Family / Friends Opinion' and 'Opinion of Other Groups' rank significantly higher for Young People, Irish and Irish / N.Irish (vs British and British / N.Irish), Catholics (vs Protestants), and C2DE socioeconomic group[22] (vs ABC1) in comparison to the Total NI scores. The figures below focus in on those who rate **family / friends / community opinion as vitally important (i.e. not just 'important').**

Figure 3.9 Poll results showing the **importance of 'Family / friends opinion' and 'Opinion of other groups you interact with' between different demographic groups**
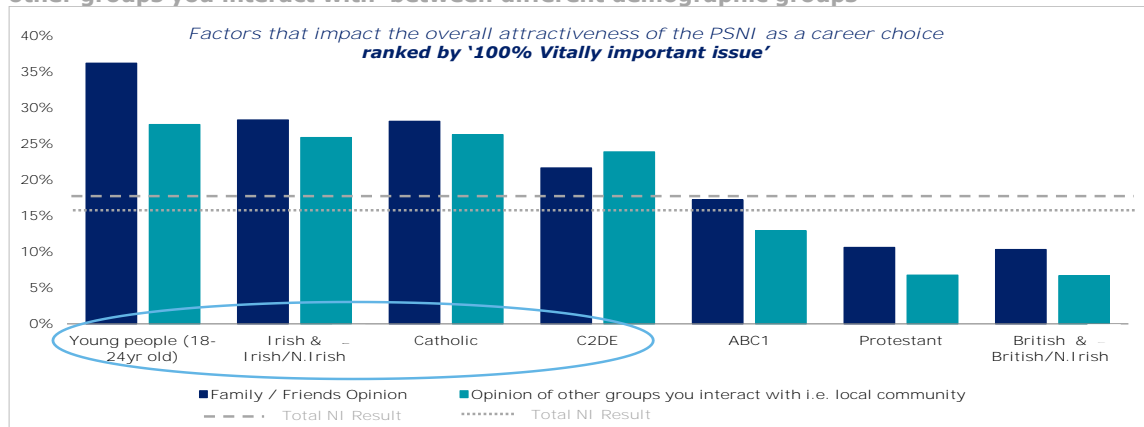

3.2.5   Internal factors considered important for a career in the PSNI
'Salary and Benefits' and 'Potential Career Progression' are vitally important factors taken into consideration when considering a career in the PSNI. These are most important for those who are Irish and Irish/Northern Irish, C2DE socioeconomic groups, Females, and those from a Catholic community background, who scored these factors higher than the Total NI results.

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[22] The regional poll data shows that the opinion of family / friends / local community is not a vitally important issue in terms of the attractiveness of the career for C2DE Protestants.

Understanding barriers affecting police officer recruitment

Figure 3.10 **Poll results showing the importance of 'Salary and Benefits' and 'Potential career progression' between different demographic groups**
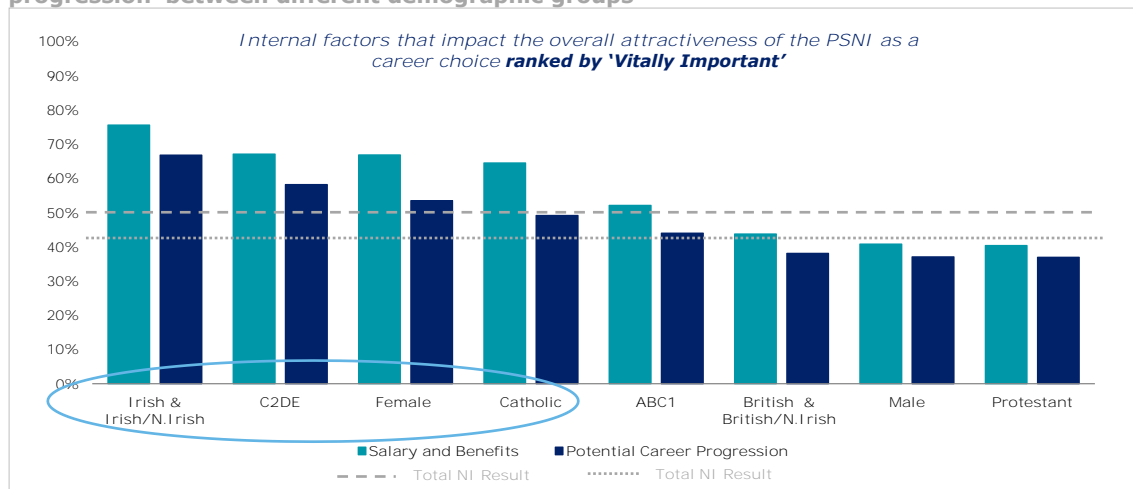
The 'Opportunity to serve the public' is also a key differentiator, with it being of particular importance to females - 56% of female respondents ranked 'Opportunity to serve the public' as 'Vitally Important' in terms of overall attractiveness of the PSNI as a career choice compared to 41% of males.

Figure 3.11 **Difference between Female and Male ranking of 'Opportunity to serve the public'** as being vitally important when considering a career in the PSNI

Understanding barriers affecting police officer recruitment
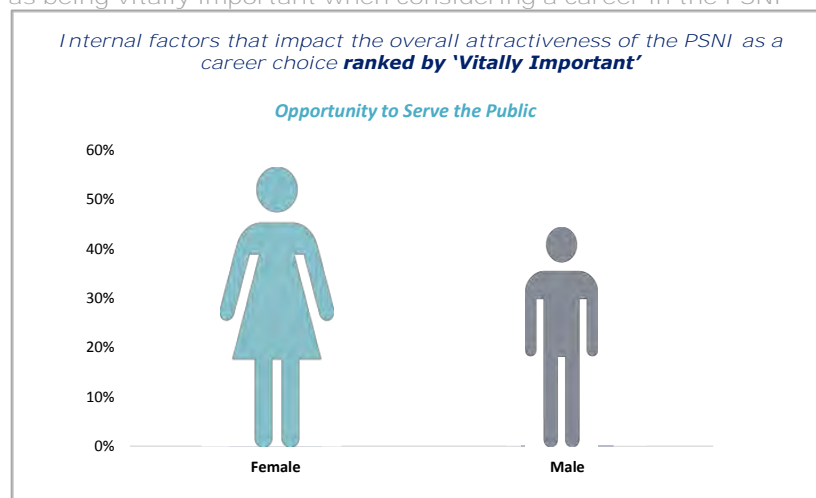
3.3   Focus Groups

In addition to the regional poll, 13 focus groups and two opinion caucuses[23] were conducted across Northern Ireland. The focus groups included Catholic only sessions, Protestant only sessions, and sessions with a mix of participants from both sides of the community. Participants were asked a series of questions relating to a career in the PSNI. Data was captured and analysed via an electronic poll, however the sessions were also structured to include open discussion on each of the questions allowing for qualitative data capture.

A full list of focus group locations (by community background) can be found in Appendix 2.

3.3.1   High level findings

The findings detailed below have been determined from comments mentioned more than 12 times across focus groups (indicated by the number 4) or significantly more than 12 times across focus groups (indicated by the number 5, 5 rating highest in terms of level of opinion) across the focus groups.

- Catholic community view of PSNI performance: Individuals from a Catholic community background view PSNI performance as being **'reasonable/improving' but some** think there is still too mu**ch of the old 'RUC culture' (4).**

  "It will take time to overcome all the history – it's moving in the right way…"

  "Constrained by politics…"

- Protestant community: There is some disconnection from the PSNI emerging from the Protestant community - 50:50 recruitment and flag protests have been cited as issues. However, there remains strong Protestant support in rural areas (4).

  "Lot of bridges to build in loyalist areas…"

- Family/community: Family and community opinion is a key blocker to individuals from a Catholic community applying to join the PSNI. Opinion is informed by concerns about security and other perceptions linked to legacy (policing the past) and inclusivity (4).

  *"It only takes one family member, say a gra**ndparent, to have a worrying opinion…"***

  "Security concerns for myself, my home and family…"

  "Male, Protestant, Improving…"

  "Community pressure is a big issue – PSNI need local 'community champions' in key areas"

- Community policing: Viewed as very important, but thought to be weaker than before (4)**. The importance of 'visibility' and 'police presence' was often noted, and** more understanding of the role of community officers (as well as those in uniform) would be welcomed.

  *"PSNI need more support from Communi**ty leaders and Political leaders on the ground…"***

  "There needs to be more of a policy of people in communities knowing their local police…"

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[23] A large scale focus group (typically between 30-50 attendees) using electronic polling with discussion points built into the session

Understanding barriers affecting police officer recruitment

- Gender: There was a general view that the PSNI is **a 'macho management culture' with few female role models**. There is a narrow understanding of the role, often linking it to public order. These are seen as reasons why females are less attracted to the PSNI as a career than males (4).

> *"Needs to be more advertising and promotion showing females in police roles…"*

> *"All interviews on the media seem to be with male police officers…"*

> *"The PSNI has a very Macho image…"*

- Resources: The image of the PSNI was of an organisation that was under-resourced and stressed (4).

> *"Difficult, stressful, under resourced…"*

> *"Seems to be under resourced and underfunded…"*

> *"Constrained by politics…"*

- Recruitment: Lack of awareness of the recruitment process, poor promotion of PSNI as a career, and limited understanding of roles (5).

> *"Not enough information is fed back when in recruitment process…"*

> *"Other security and emergency services do 'Open days' – Why doesn't the PSNI?"*

> *"PSNI should recruit on the basis of suitability for the job and not religion, gender, or race…"*

> *"Much wider image needs to be presented of the large range of jobs/roles policing does…"*

3.4 Stakeholder engagement

Deloitte engaged with a range of stakeholders to understand wider views and opinion regarding a career in the PSNI. A full list of stakeholders can be found in Appendix 2.

3.4.1 High level findings
Points consistently raised throughout the various consultations are noted below:

- All stakeholders in recognising the importance of the issue were supportive of the PSNI undertaking this research;

- Stakeholders recognise additional challenges for certain communities (Catholic / Female / Protestant working class etc.). Officers from Catholic communities in particular were still **considered to be 'breaking the mould' and doing it** 'invisibly'. The importance of role models to develop and work at relationships with youth clubs, local groups etc. to engage with individuals from these communities should be recognised;

- There is narrow understanding of the role (What is the job? How has this changed over time? What skill sets are required? What is the opportunity for career progression?) which is associated with narrow perceptions (e.g. male culture, focus on public order). There is a need to raise the profile of diverse roles within the police. Linked to this,

there is support for alternative entry schemes for example apprenticeships or for graduates to complement the core recruitment route;

> *"The top team is all male, potentially sending a negative message to females…"*

- Recruitment needs to be understood in context of broader relationship building. It was recognised that this can be a challenge for some communities and schools for whom there may have been no or limited relationship previously and which may experience some resistance to relationship building with the PSNI. Establishing a relationship with the PSNI is perceived to be difficult for communities, but there is an opportunity because there is appetite (e.g. CCMS offered to support a relationship building programme). The PSNI approach to relationship building could be more systemic;

> *"There is an opportunity to develop relationships that are based on trust, that offer a win-win for school and police that are wide ranging in content. Careers would only form one part of this." (School head teacher)*

- Anonymous poll and discussion with 34 serving PSNI officers[24] found gender can be an issue in the workplace; with very limited evidence of community background being an issue of concern. Notably, some officers spoke of the challenges relating to keeping the **job a 'secret'** during the recruitment process and beyond. This was considered a bigger issue for Catholic recruits who recognise they are a bigger target. Other comments include:

> *"My father in law thinks I work in the Civil Service…" (Male)*

> *"It's not just the shifts - being detailed for overtime with no choice is difficult…" (Female)*

> *"The recruitment process is too long - other opportunities come along and personal circumstances change…" (Male)*

> *"People don't know what being a police officer actually involves…We sometimes need to act as social workers, counsellors, medics - the list goes on!" (Female)*

> *"Assumptions are made that females / males are more suited to particular situations…" (Male)*

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[24] These were serving officers, recruited in 2013. The majority of officers were from a Catholic community background, and one-third were female.

Understanding barriers affecting police officer recruitment

4   Analysis and Conclusions

4.1   Consolidation of findings

There are differences in opinion about the PSNI across all communities in Northern Ireland. There are differences between Protestants and Catholics, Nationalities, Males and Females, age groups, and between the East and West of NI. This section of the report consolidates the findings detailed in the previous chapter against our terms of reference[25]:

> Seek to identify and define barriers that prevent people from a Catholic community background from seeing the PSNI as an attractive career option
>
> Assess whether there are barriers to progression within the current process, and if so, how they could be mitigated

As outlined in the previous sections, the findings draw from a wide range of sources providing a robust evidence base for the conclusions detailed in the remainder of this report.

4.1.1   Identifying and defining barriers

The key findings from the research have been listed below, along with examples of supporting evidence.

A. The research identified wider issues underlying barriers to seeing the PSNI as an attractive career option

The research found that opinion of family, friends and community compounded by negative images of the PSNI to be key to understanding barriers to seeing the PSNI as an attractive career choice. These are heightened among those from a Catholic community. In addition, there is a notable, recent trend of disconnect among some Protestant communities. We highlight:

* **These issues, at least in part, are longer term and can be 'generational' in nature; and**

* Addressing these issues will require significant engagement with and support of stakeholders.

1. The opinion of family, friends and community is a stronger influence within the Catholic community, Irish and Irish/N.Irish, and Young People

Examples of supporting evidence:

* Almost one in three Catholic and Irish and Irish / Northern Irish consider opinion of family, friends and community to be a vitally important issue. This is more than twice the proportion compared to Protestants and British and British / Northern Irish; and

* This opinion is informed by a range of factors (e.g. the wider security situation, legacy / "*policing the past*") and only needs to be voiced by a single person (e.g. a grandparent or uncle) to have influence.

2. Negative images of the PSNI contribute to barriers **–** perception that the service **is not inclusive and 'legacy' perceptions are very strong for** individuals from a

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[25] The third term of reference (Consider ways in which PSNI could be made a more attractive career option to people from a Catholic community background) is addressed via the section on recommendations

Catholic community background; perceptions of a macho male culture and perception of being under-resourced

- Data and consultation pointed to the need for diversity – females, ethnic minorities as well as community background;

- No female police officers in top-team;

- Engagement with 30 serving offices found that gender can be an issue in the workplace;

- *"Needs to be more advertising and promotion showing females in police roles"* **(Catholic Focus Group)**;

- Only 31% of applications are from the Catholic community;

- PSNI is not seen as being representative of total NI community (scored at 5.7 out of 10 in NI Poll);

- Negative legacy perceptions – in focus groups deliberate de**scription of police as "***RUC***" and "***force***"; and**

- "*Seems to be under resourced and underfunded*" **(Multiple focus groups aware of challenges with stress and absenteeism).**

3. A notable trend is increasing disconnect between some C2DE (working class) Protestants and PSNI **–** relations have weakened from a previously supportive community

- There can be challenges for PSNI working with C2DE communities from all community backgrounds; however the research has found increasing disconnect in Protestant C2DE communities – a previously supportive community;

- Protestants do not think the PSNI is representative of Total NI Community – ranked 5.5 on scale of 0-10 (less than Total NI results 5.7 and Catholic results 5.9);

- Focus groups found some disconnection from the PSNI emerging - 50:50 recruitment; handling of flag protests were cited as issues; and

- **The 'disconnect' is more marked in C2DE urban areas. There remains stronger Protestant** support in rural areas.

B. A barrier that the PSNI needs to work with NIPB / DoJ on

4. Reduction in salary from 2013 **–** 2014 was / is unpopular and is of greater importance to Catholics and females

- Salary and Benefits and Potential Career Progression is most important to Irish and Irish/Northern Irish, Catholics, Females, and working class (NI Poll);

- "*I wouldn't join now on the wages they are offering – it's an insult to have to work alongside people on higher pay when we are doing the same job...*" **(Serving Officer);**

- "*The salary seems to be below other graduate level jobs – **a reason why it's probably not being considered…**"* (Schools); and

- The salary does not compare favourably with other public service careers - the starting salary is below that for Fire Service and Ambulance Service. Awareness of potential salary (i.e. salary scale) is low (and better communication of salary progression / banding would be valuable).

C. The research identified barriers that PSNI can directly influence

5. Inconsistency in PSNI relationships and engagement with schools and other community groups

Examples of supporting evidence:

- Existing relationships with the PSNI are reliant on individuals. The research found some examples of good practice; however there is no systemic approach for engagement (Schools);

- "*More connection needed with schools and colleges – the other security and emergency **services do 'Open days' – why doesn't the PSNI**?"* (Catholic Focus Group); "*Lack of work experience opportunities…*" **(Schools);**

- Wary of "*staged*" PSNI community events, prefer 'ongoing' engagement with schools, youth, community groups (Stakeholders including Equality Commission for NI, NIPB, politicians); and

- The relationship should be "*built on trust, should be broader than recruitment and offer benefit to schools and PSNI*" (**Head**master in Catholic secondary school).

6. Lack of understanding of the variety of roles and the opportunity for progression (linked to a lack of role models)

Examples of supporting evidence:

- Lack of awareness of recruitment process, poor promotion of PSNI as a career and **limited understanding of roles and progression (or 'career') opportunity was raised often** at focus groups;

- The regional poll found women and individuals from a Catholic community background to consider career progression to be more important than for men and Protestants (e.g. 54% women saying vitally important compared to 37% men, 49% Catholic saying vitally important compared to 37% Protestant);

- Stakeholders agreed on limited understanding of role (what is the job? How has this changed? What skill sets are required?);

- "*People don't know what being a police officer actually involves…We sometimes need to act as social workers, counsellors, medics - the list goes on*!" (Female, Serving Officer);

- Awareness is lower within Catholic communities - officers from Catholic communities **were still considered to be 'breaking the mould' and doing it 'invisibly';** and

- There is support for alternative entry schemes for apprenticeships / graduates.

7. Perception that the recruitment process favours graduates through the exam style entry test

- "*The entry test is more suited to people who have experience of this type of examination – people who left school and didn't pursue higher education will never have experience of this.*" (Focus Group)

D. The research identified issues that can become barriers within the current recruitment process

8. The physical sitting of the IST in an exam centre is a challenge for Catholic applicants who are keeping their application a secret **–** fewer Catholic applicants turn up, fewer Catholic applicants pass the exam

- Largest proportion of drop-out/withdrawn happens at IST stage **–** more predominant among Catholic applicants (this is the second biggest issue in terms of scale, after the number applying);

- While the IST has been subjected to equality screening Catholic candidates perform less well at IST **–** Catholic candidates with a degree perform less well than Protestant (and other) candidates with a degree; non-degree Catholic candidates perform less well than Protestant (and other) non-degree candidates;

- 31% of applicants are Catholic, following the IST only 24% of the remaining candidates are Catholic; and

- Key theories as to why the physical sitting of the IST in an exam centre is a challenge for Catholic applicants are that:

    – Catholic applicants who have been keeping their application a secret do not want to attend an exam centre with lots of other people in an unfamiliar setting;

    – Due to the additional secrecy factor among Catholic applicants they are less likely to reach out to others for support and preparation and may feel under more stress during the sitting; and

- Whilst not linked to the physical sitting of the test, a statistical phenomenon (based on empirical research) demonstrates that performance on such tests is impacted by where the pass mark is set. When a pass mark is set high, it has a differential impact on smaller groups making up the test population. Given the requirement to top slice the applicant pool to a manageable number for assessment centre, the pass mark for the IST has always been set high, and this then has a differential impact on the smaller community group (i.e. Catholic candidates)[26].

9. **Recruitment process time is too lengthy, leading to a prolonged 'contemplation'** period for applicants. Catholic applicants are more likely to keep this a secret and this adds a pressure

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[26] The issue of weaker performance of underrepresented groups has been referenced in consideration of NICS recruitment. "*Groups that are under-represented in the applicant pool are likely to suffer adverse impact effects*" page 8 of Strengths Partnership, Study on identified adverse impact in NICS recruitment competitions for first line managers, March 2014.

- The overall process is a minimum of 12 months;

- We know that opinion of family, friends and community is a stronger influence within the Catholic community (NI Poll - twice as many think it is vitally important when compared with Protestants); and

- "*The recruitment process is too long - other opportunities come along and personal circumstances change...*" **(Male, Ser**ving Officer)*.

10. The communication throughout the recruitment process can be a cause of frustration

Examples of supporting evidence:

- "*Not enough information is fed back when in recruitment process*" **(Focus Group with** withdrawn Candidates).

5   Looking forward

5.1   Recommendation for consideration

On the basis of the research findings and analysis, and to move the PSNI to become an employer of choice that is truly representative of the community it serves, there are five areas in which recommendations are grouped. These areas are as follows:

- 1.0 Internal Communication

    - 1.1 Dissemination of key messages from the research across the organisation internally. This should include the rationale for the research, the findings and what is being done to action the recommendations. This will demonstrate leadership and ownership of the issues raised.

- 2.0 External Communication and Engagement

    The research is a positive opportunity to engage with key stakeholders to highlight: the PSNI are committed to tackling this issue; what the PSNI is doing in response to the research findings; the barriers external to the PSNI that exist; and the need for partners to play their role in removing barriers and supporting people to apply for the police (e.g. becoming advocates for PSNI efforts in key communities).

    The areas of action will be:

    - 2.1 Engagement on findings and recommendations with key stakeholders (politicians; community; sport; media; churches; business; cultural) – creating the environment for supportive advocacy;

    - 2.2 Categorisation of existing baseline relationships and tailoring of planned activity; and

    - 2.3 Systemic relationship building approach with schools and colleges.

- 3.0 External promotion / advertising

    The research has identified significant insight into wider perceptions of PSNI and policing (e.g. a narrow understanding of policing roles) that inform opinion and decisions related to recruitment.

    - 3.1 Use research findings to inform wider organisational narrative and corporate identity

- 4.0 Recruitment

    The research findings offer insight into how the current process could be strengthened. Additionally there appears to be an opportunity to widen access and broader experience pool by considering alternative entry routes, an approach that other police organisations have been applying. The action areas are:

    - 4.1 An end to end review of the current recruitment process to identify short term and long term improvements including ways of reducing the timescale of the process and improving the applicant / candidate experience.

- – 4.2 Consideration of alternative recruitment pathways to complement the core route (e.g. direct entry at senior level, direct entry at junior level and consideration of factors relating to other minority groups).

- 5.0 Internal focus on Retention and Progression

  The research connects the experience of serving officers (including the recent recruits) with external perceptions which can influence recruitment choices. Hence attention needs to be given to internal factors.

  - – **5.1 Having a 'talent' mind**-set **–** creating the environment for fulfilling potential. Making talent an organisational priority and driving forward a culture of learning and development

  - – 5.2 Retention and progression **–** refreshing of policy and strategy supporting retention and progression (including for key groups e.g. females).

These recommendations are in response to the third objective as per the terms of reference:

> Consider ways in which PSNI could be made a more attractive career option to people from a Catholic community background
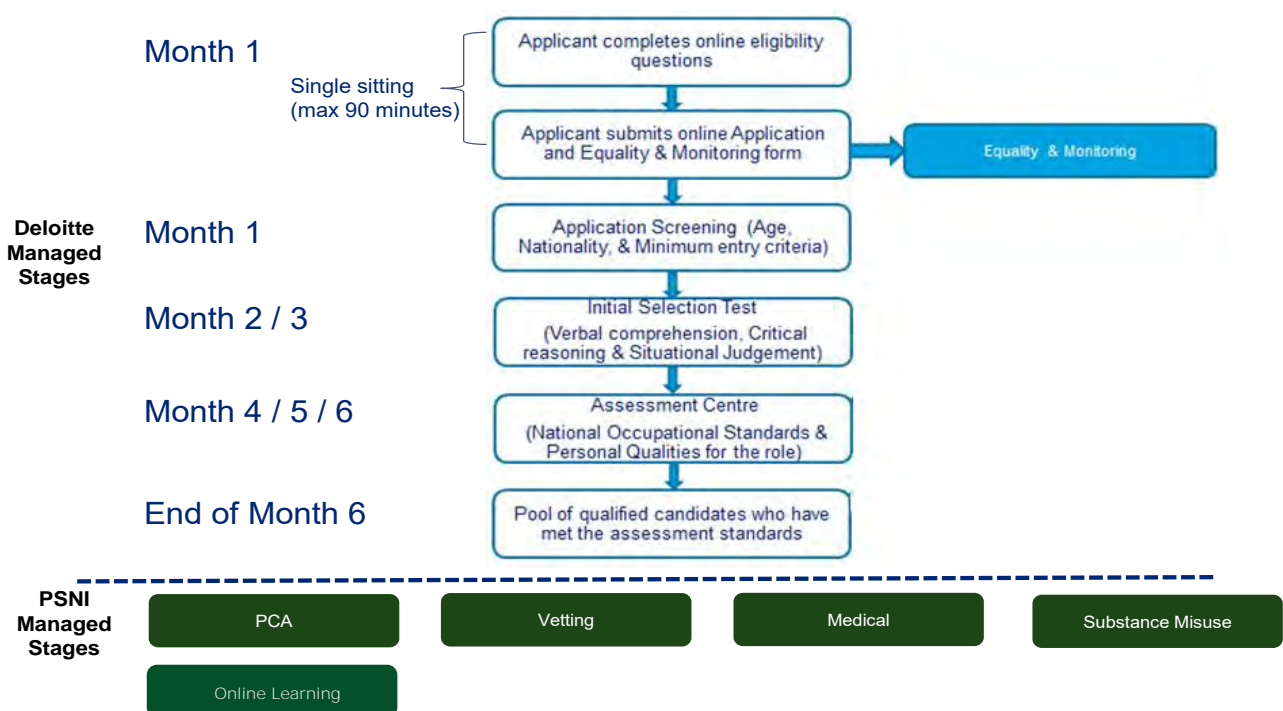
5.2　Implementation Plan

A detailed implementation plan should be developed by PSNI with input from NIPB. The implementation plan will articulate detailed actions, ownership (at senior level) and timescales for delivery of recommendations that will move the PSNI to become an employer of choice. Using the research evidence, including mapping analysis, effort will be tailored and organised to target communities at different points in their relationship with PSNI.

It is recognised that the challenges stretch beyond the PSNI, hence the implementation plan will articulate where wider stakeholders need to be involved in the actions.

Appendix 1: 2013-2015 recruitment process

Overview of Current Recruitment Process

Month 1   Single sitting (max 90 minutes)

Applicant completes online eligibility questions

Applicant submits online Application and Equality & Monitoring form → Equality & Monitoring

Deloitte Managed Stages

Month 1 — Application Screening (Age, Nationality, & Minimum entry criteria)

Month 2 / 3 — Initial Selection Test (Verbal comprehension, Critical reasoning & Situational Judgement)

Month 4 / 5 / 6 — Assessment Centre (National Occupational Standards & Personal Qualities for the role)

End of Month 6 — Pool of qualified candidates who have met the assessment standards

PSNI Managed Stages

| PCA | Vetting | Medical | Substance Misuse |
| Online Learning | | | |

Appendix 2: Consultations completed

Consultations completed during summer 2016

Focus Groups (FG) / Opinion Caucus (OC)	Schools & Catholic Council for Maintained Schools (CCMS)	Politicians	Public Sector Organisations & Community Engagement
Catholic Focus Groups: • North Belfast • **Derry/L'Derry** x1FG x1OC • Dungannon • Enniskillen • Newry • West Belfast Protestant Focus Groups: • **Derry/L'Derry** x1FG x1OC • Dungannon • East Belfast • Rathcoole Mixed Focus Groups: • Derry / Londonderry • East Belfast • Kilkeel Successful Officers: • X1 FG (4 attendees) • X1 OC (30 attendees) Withdrawn Applicants: • X1 FG (7 attendees)	Schools: • Protestant Secondary School (boys), Belfast • Protestant Grammar School (girls), Newtownards • Integrated Secondary School, Belfast • Integrated Secondary School, Newry • Catholic Secondary School (girls), Derry / Londonderry • Catholic Secondary School (mixed), Tyrone • Catholic Secondary School (boys), Newry • Catholic Secondary School (girls), Belfast • Catholic Grammar School (boys), Armagh • Catholic Secondary School (mixed), Newry • Protestant Secondary School, **Derry / L'derry** (Opinion Caucus) • Integrated Secondary School, D**erry / L'derry** (Opinion Caucus) CCMS: • Jim Clarke • Brendan Hardy	• Alliance – Chris Lyttle • DUP – Gordon Lyons • SDLP – Sinead Bradley • Sinn Féin – Conor Murphy • UUP – Steve Aiken	Equality Commission for NI: • Jacqui McKee • Aidan Fitzpatrick Northern Ireland Policing Board: • Anne Connelly • Debbie Watters • Roisin McGlone • Nelson McCausland • Amanda Stewart PCSP Members: • Armagh City, Banbridge and Craigavon • Belfast • Causeway Coast & Glens • Fermanagh and Omagh • Mid Ulster • Mid and East Antrim

Appendix 3: Recruitment data

Overview of applicant data 2013-15

Applicant Profile

APPLICATION PHASE (%)						
2013-2015	Protestant (& Other)	Catholic	Non-Grad	Grad	Male	Female
Total	69%	31%	33%	67%	65%	35%

Progression through Initial Selection Test recruitment stage

INITIAL SELECTION TEST PHASE (% pass)						
2013-2015	Protestant (& Other)	Catholic	Male	Female	Non-Grad	Grad
Total	46%	37%	44%	43%	36%	56%

Progression through Assessment Centre recruitment stage

ASSESSMENT CENTRE PHASE (% pass)						
2013-2015	Protestant (& Other)	Catholic	Male	Female	Non-Grad	Grad
Total	60%	59%	58%	63%	52%	69%

Appointed Analysis

APPOINTED (% appointed)				
2013-2015	Protestant (& Other)	Catholic	Male	Female
Total	81%	19%	77%	23%

Withdrawn Analysis

INITIAL SELECTION TEST PHASE (% WITHDRAWN)		
2013-2015	Protestant (& Other)	Catholic
Total	26%	34%

ASSESSMENT CENTRE PHASE (% WITHDRAWN)		
2013-2015	Protestant (& Other)	Catholic
Total	25%	27%

Source: Deloitte recruitment data

Appendix 4: Supporting evidence

Table 1: Application analysis – if individuals from a Catholic community background applied at the same rate as Protestant (and other) applicants

• Proportion of Catholic applicants expected based on Working Age Population	45%
• Total applications 2013-2015	18,847
• 45% of 18,857	8,486
• Volume of Catholic applicants that actually applied	5,760
• Difference (8,486 – 5,760)	2,726

Table 2: Withdrawn analysis – if Catholic applicants withdrew at the same rate as Protestant (and other) applicants

• Proportion of Protestant (and Other) applicants withdrawn from IST	26%
• Volume of Catholic applicants	5,760
• 26% of 5,760	1,498
• Volume of Catholic applicants that actually withdrew	1,960
• Difference (1,960 – 1,498)	462

Table 3: Passed IST analysis - if Catholic applicants passed the IST at the same rate as Protestant (and other) applicants

• Proportion of Protestant (and Other) applicants who passed the IST	46%
• Volume of Catholic applicants who attended and completed the IST	3,800
• 46% of 3,800	1,748
• Volume of Catholic applicants that actually passed the IST	1,398
• Difference (1,748 – 1,398)	350

Source: Deloitte recruitment data

Source: 2011 census data, NISRA

Deloitte.