

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME PANEL

Report of	OFFICE OF THE CHIEF CONSTABLE
Subject	RECRUITMENT AND RETENTION
Date	MONDAY 15 JUNE 2020 – 2:00 p.m.
Author	CAROLINE NEAL AND LYNNE WOODWARD

Purpose of Report

1. The purpose of this report is to update the Police and Crime Panel on the current recruitment processes, campaigns and outcomes for the recruitment of police officers and the activity being undertaken on the current Police Officer Degree Apprenticeships application process. In addition there is an update on retention and dismissals.

Recommendation

2. The Panel is asked to note the contents of this report and the continued positive action approach adopted by Leicestershire Police.

Background

3. The Police & Crime Commissioner sits on the recruitment, retention and progression Gold group chaired by the Chief Constable.
4. In 2017 police officer recruitment was opened for the first time in several years. Between May 2017 and June 2018, Leicestershire Police held three police officer recruitment campaigns. Currently there are five recruitment campaigns at various stages:
 - LE19 – campaign ran from 1st April – 10th June 2019.
 - LE19a – campaign ran from 19th September – 29th November 2019.
 - Police Constable Degree Apprentice – 1st October 2019 – 29th November 2019.
 - Degree Holder Entry Programme (DHEP) – 30th January 2020 – 14th May 2020
 - DHEP – 18th May 2020

The Degree Holder Entry Programme (DHEP) opened up for the first time on 30th January 2020 and closed on 14th May 2020 as the process is currently ongoing there is limited data available.

The second DHEP campaign opened up on 18th May 2020 and at this stage there is no data available.

Current position

5. The current diversity breakdown of the Force as of May 2020 is as follows:
 - Female representation - police officers – 32%, police staff – 65%, PCSO's – 44%, Specials – 33% and Volunteers – 49%
 - BAME representation - police officers – 8%, police staff – 12%, PCSO's – 14%, Specials – 14% and Volunteers – 12%.
 - Disabled representation - police officers – 4%, police staff – 6%, PCSO's – 7% and Specials – 4% and Volunteers – 2%.
 - LGBT representation - police officers – 4%, police staff – 2%, PCSO's – 3%, Specials – 7% and Volunteers – 2%
6. The community breakdown of Leicester, Leicestershire and Rutland is 50.5% female and at the latest estimate 25% BME (which is made up of Rutland BME representation at 3%, Leicestershire 11% and Leicester 55%). It is estimated that 10% of the population identifies as LGBT, but this is difficult to verify due to the lack of reliable data. Likewise it is estimated that over 20% of the population live with a disability.
7. The Force data therefore shows that there is under-representation of female, BAME and disabled staff in all categories of staff except for female police staff.

Current Police Officer recruitment campaign

LE19 PC Recruitment Campaign

8. There were a total of 802 applications initially submitted for LE19 PC campaign, of those, 256 applications were withdrawn. This resulted in 546 applicants going through the recruitment process. The table on the next page outlines the monitoring data for the pass and fail rates at each stage.
 - 169 people have passed the assessment stages of the recruitment process (Application, telephone interview, face to face interview and National Assessment Centre).
 - 3 candidates are still awaiting to attend the National Assessment Centre.
 - Once all the above stages are completed, candidates begin their pre-employment checks:- Fitness Test, Medical Checks, Biometric Checks, Vetting and References. When a candidate successfully passes all of those checks, they will be offered a place with Leicestershire Police.

	TOTAL	BAME		FEMALE		LGBT+		DISABILITY	
Applications	546	106	Blank	183	Blank	64	Blank	24	Blank
			36		17		48		20
% of total		19.41%	6.6%	33.52%	3.11%	11.72%	8.79%	4.4%	3.67%
Pre-sift unsuccessful	137	30	Blank	33	Blank	13	Blank	8	Blank
			7		4		7		5
% of total		21.90%	5.11%	24.09%	2.92%	9.49%	5.11%	5.84%	3.65%
Telephone interview	409	76	Blank	150	Blank	51	Blank	16	Blank
			29		13		39		15
% of total		18.7%	7.09%	36.67%	3.18%	12.47%	9.54%	3.91%	3.67%
Tel. interview unsuccessful	125	26	Blank	37	Blank	13	Blank	7	Blank
			10		5		10		7
% of total		20.8%	8%	29.6%	4%	10.4%	8%	5.6%	5.6%
Face to face interview	284	50	Blank	113	Blank	38	Blank	9	Blank
			19		8		29		8
% of total		17.61%	6.69%	39.79%	2.82%	13.4%	10.21%	3.17%	2.82%
Face to face interview unsuccessful	107	20	Blank	39	Blank	14	Blank	3	Blank
			7		3		11		5
% of total		18.69%	6.54%	31.2%	2.80%	11.2%	8.80%	2.80%	4.67%
Assessment Centre	177	30	Blank	74	Blank	24	Blank	6	Blank
			12		5		18		3
% of total		16.95%	6.78%	41.81%	2.82%	13.56%	10.17%	3.38%	1.70%
Assessment Centre Successful	169	27	Blank	72	Blank	23	Blank	5	Blank
			12		5		17		3
% of total		15.98%	7.10%	42.60%	2.96%	13.61%	10.06%	2.96%	1.78%
Assessment Centre Booked	3	1	Blank	1	Blank	0	Blank	0	Blank
			0		0		1		0
% of total		33.33%	0	33.33%	0	0	33.33%	0	0
Assessment Centre Rejected	5	2	Blank	1	Blank	1	Blank	1	Blank
			0		0		0		0
% of total		40%	0	20%	0	20%	0	20%	0

The breakdown of the monitoring data for the pre-employment checks stage is as below:

	TOTAL	BAME		FEMALE		LGBT+		DISABILITY	
AC successful/ pre-employment checks	92	16	Blank 8	37	Blank 3	16	Blank 9	3	Blank 3
% of total		17.39%	8.70%	40.22%	3.26%	17.39%	9.79%	3.26%	3.26%
Pre-employment checks unsuccessful	5	1	Blank 0	2	Blank 0	1	Blank 1	0	Blank 0
% of total		20%	0	40%	0	20%	20%	0	0
Offer	72	10	Blank 4	33	Blank 2	6	Blank 7	2	Blank 0
% of total		13.89%	5.56%	45.83%	2.78%	8.33%	9.72%	2.77%	0

9. There are currently:
- 92 candidates who are still going through the pre-employment checks.
 - 5 candidates who have failed their pre-employment checks (4 x vetting, 1 x medical).
 - 72 candidates who have been offered a place with Leicestershire Police and a number of those have already begun their Police Officer Training.
10. The above two charts show that up to assessment centre stage, candidates who are female and identify as LGBT have a higher success rate than those from a BAME background and who have identified with a disability. At the final offer stage only females and LGBT candidates show a higher success rate amongst those that are identified from under-represented groups. See the attrition tables below for each stage of the process.

Attrition rates by diversity breakdown

11. BAME

Application	19.41%
Telephone interview	18.70%
Face to face interview	17.61%
SEARCH assessment centre	16.95%
Pre-employment	15.98%

There is a **-3.43%** percentage change.

Female

Application	33.52%
Telephone interview	36.67%
Face to face interview	39.79%
SEARCH assessment centre	41.81%
Pre-employment	42.68%

There is a **+9.16%** percentage change.

LGBT+

Application	11.72%
Telephone interview	12.47%
Face to face interview	13.40%
SEARCH assessment centre	13.56%
Pre-employment	13.41%

There is a **+1.69%** percentage change.

Disability

Application	4.40%
Telephone interview	3.91%
Face to face interview	3.17%
SEARCH assessment centre	3.38%
Pre-employment	3.05%

There is a **-1.35%** percentage change.

LE19a campaign

12. The LE19a campaign has not yet concluded. Candidates are still going through parts of the process. The two charts overleaf show that up to assessment centre stage, candidates who are disabled, female and LGBT+ have a higher success rate than those from a BAME background. This trend is similar to the previous campaign LE19. The final offer stage has not yet been reached but the attrition rates below show that female, LGBT+ and disabled candidates are more successful up to the assessment centre stage.

	TOTAL	BAME		FEMALE		LGBT+		DISABILITY	
Applications	517	79	Blank	152	Blank	43	Blank	18	Blank
			37		16		30		17
% of total		15.28%	7.16%	29.40%	3%	8.32%	5.80%	3.48%	3.29%
Pre-sift unsuccessful	112	22	Blank	15	Blank	9	Blank	4	Blank
			9		4		8		5
% of total		19.64%	8.04%	13.39%	3.57%	8.04%	7.14%	3.57%	4.46%
Telephone interview	405	57	Blank	137	Blank	34	Blank	14	Blank
			28		12		22		12
% of total		14.07%	6.91%	33.83%	2.96%	8.40%	5.43%	3.46%	2.96%
Tel. interview unsuccessful	119	12	Blank	35	Blank	8	Blank	3	Blank
			7		3		8		4
% of total		10.08%	5.88%	29.41%	2.52%	6.72%	6.72%	2.52%	3.36%
Face to face interview	286	45	Blank	105	Blank	26	Blank	11	Blank
			21		9		14		8
% of total		15.73%	7.34%	36.71%	3.15%	9.09%	4.90%	3.85%	2.80%
Face to face interview unsuccessful	75	13	Blank	26	Blank	5	Blank	2	Blank
			6		3		5		2
% of total		17.33%	2.10%	34.67%	4%	6.67%	6.67%	2.67%	2.67%
Interview booked	2	1	Blank	1	Blank	0	Blank	1	Blank
			0		0		0		0
% of total		50%	0	50%	0	0	0	50%	0
Assessment Centre	209	31	Blank	75	Blank	21	Blank	8	Blank
			15		6		9		6
% of total		14.83%	7.17%	35.89%	2.87%	10.05%	4.31%	3.83%	2.87%
Assessment Centre Booked	50	8	Blank	20	Blank	3	Blank	4	Blank
			4		1		1		2
% of total		16%	8%	40%	2%	6%	2%	8%	4%
Assessment Centre Successful	127	14	Blank	43	Blank	15	Blank	3	Blank
			9		4		6		3
% of total		11.02%	7.09%	33.86%	3.15%	11.81%	4.72%	2.36%	2.36%
Assessment Centre Rejected	32	7	Blank	12	Blank	3	Blank	1	Blank
			4		1		2		1
% of total		21.88%	12.5%	37.5%	3.13%	9.38%	6.25%	3.13%	3.13%

Attrition rates by diversity breakdown

13. BAME

Application	15.28%
Telephone interview	14.07%
Face to face interview	15.73%
SEARCH assessment centre	14.83%
Pre-employment	Data not yet available

There is a **-0.45%** percentage change so far.

Female

Application	29.40%
Telephone interview	33.83%
Face to face interview	36.71%
SEARCH assessment centre	35.89%
Pre-employment	Data not yet available

There is a **+6.49%** percentage change so far.

LGBT+

Application	8.32%
Telephone interview	8.40%
Face to face interview	9.09%
SEARCH assessment centre	10.05%
Pre-employment	Data not yet available

There is a **+1.73%** percentage change so far.

Disability

Application	3.48%
Telephone interview	3.46%
Face to face interview	3.85%
SEARCH assessment centre	3.83%
Pre-employment	Data not yet available

There is a **+0.35%** percentage change so far.

Degree Holder Entry Programme 2020

14. The Degree Holder Entry Programme (DHEP) recruitment campaign opened on 30th January and closed on 14th May. The data below represents the current position as of the end of May 2020. We received 581 applications the breakdown of those applications submitted is as follows as the campaign is ongoing there is no other data available:

	Total	BAME		Female		LGBT+		Disability	
Applications submitted	581	140	Blank 22	259	Blank 14	55	Blank 21	32	Blank 18
% of total		22.10%	3.79%	44.58%	2.41%	9.47%	3.61%	5.51%	3.10%

There were 170 applicants who went through or are currently in the recruitment process. The monitoring data for those candidates is broken down below. The 'Blank' tab includes both blank and prefer not to say options.

BAME

Application	18.66%
Telephone interview	22.82%
Face to face interview	19.64%
SEARCH assessment centre	20.51%
Pre-employment	Not available%

There is a **+1.85%** percentage point change so far.

FEMALE

Application	40.66%
Telephone interview	44.56%
Face to face interview	44.64%
SEARCH assessment centre	41.0%
Pre-employment	Not available %

There is a **+0.34%** percentage point change.

LGBT+

Application	10.66%
Telephone interview	8.68%
Face to face interview	8.92%
SEARCH assessment centre	12.82%
Pre-employment	Not available %

There is a **+2.16%** percentage point change.

DISABILITY

Application	3.33%
Telephone interview	4.34%
Face to face interview	3.57%
SEARCH assessment centre	Not available %
Pre-employment	Not available %

There is a **+0.24%** percentage point change.

Recruitment activity

17. The following outlines the recruitment activity undertaken during the latest recruitment campaigns. These are:

- Recruitment Seminars
- Social Media and Online Marketing
- PC recruitment mentoring
- Support workshops

Recruitment seminars

18. Recruitment seminars are delivered out in the community and are organised by neighbourhood officers or networks. The dedicated neighbourhood officers or networks identify venues, communities and locations. The seminars are then delivered by serving officers varying in rank and role. Before the delivery of the seminar, all officers are trained and briefed around the current processes, the structure of the workshops and what the expectations are.
19. With current restrictions the recruitment team have continued working with colleges and universities, agreeing a plan of work for September 2020. We are continuing to attend virtual graduate fayres and are arranging virtual seminars. The below gives a flavour of activity.
 - Between March 2019 - October 2019, PC recruitment seminars were delivered at numerous locations, which have included local colleges/schools e.g. Brockington, Beauchamp, religious places of worship e.g. Hindu temples, Gurdwaras, Churches and Mosques. Also leisure centres, hotels, council offices and local police stations are just some of the places visited. A total of 425 attendees have visited these locations.
 - Recruitment seminars, jobs and careers fairs – 37 attended
These have included a number of large scale events including careers fairs at University Of Leicester, DMU and Loughborough University. Also events arranged by external agencies including at the Curve Theatre, Tigers Rugby stadium and King Power.
 - Engagement events – These are predominantly large scale events like Diwali, Caribbean Carnival etc. The footfall is huge and interest in recruitment can vary. These may be impacted by COVID, for instance the carnival is cancelled.
 - Education careers fairs – College and University career talks/seminars and school future career events, 36 have been attended. Careers fairs at schools are normally held yearly. These are targeted at Year 10 and 11 students in relation to future career choices. These have been held at a number of city schools, including Crown Hills, Moat, Soar Valley, Rushey Mead, Madani, Babington and Beaumont Leys Community colleges. There has also been attendance at a number of County schools including Leicester Grammar, Hinckley Academy, De Lyle and Roundhill Academy. All 6th form Colleges in the County have been contacted and there is an offer of PCDA inputs to all.

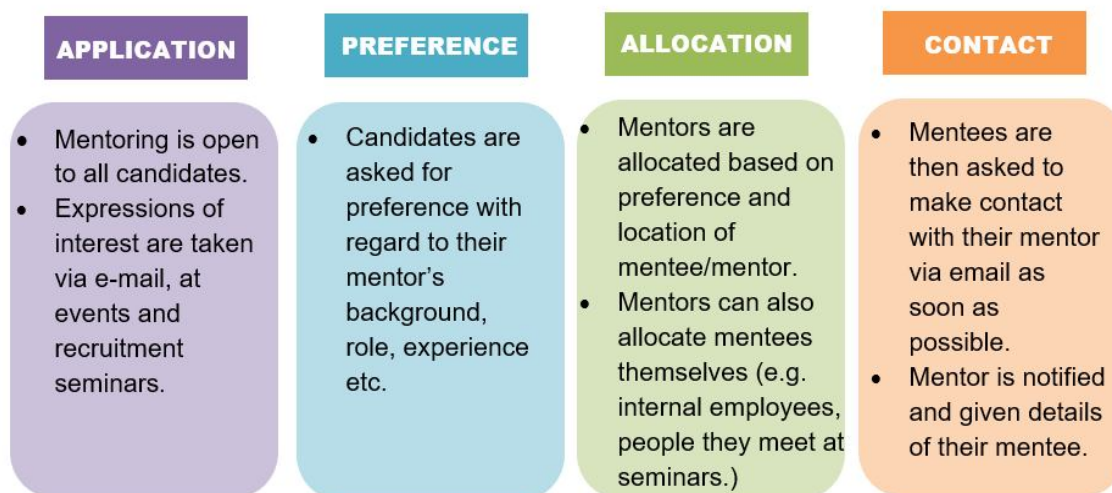
Social media and online marketing

20. For both campaigns throughout 2019, online marketing and social media were utilised to deliver recruitment messages and promote the diversity commitment of Leicestershire Police. These included:
 - #MakeADifference Videos
 - Sponsored/ Targeted social media advertising
 - Live Facebook Chats/Video
 - Chief's Vlog
 - Chief's Vlog + Positive Action Presence
 - Local radio interviews, sharing information with local radio stations including:
 - Radio Seerah
 - Community Giants

- Pukaar News
- Kohinoor Radio
- BBC Black and Asian Network
- BBC Leicester
- Capital FM
- Weekly updated website photos showing the diversity of officers
- #WeAreYou online publications
- Regular Instagram Q&A's

PC recruitment mentoring

21. Leicestershire Police has now formalised the PC recruitment mentoring offer and formal processes are now in place to deliver this. Mentoring is a voluntary role and is open to officers and staff. All mentors are required to attend a one-day training which covers the PC recruitment process, mentoring skills and the Competency and Values Framework (CVF). This training has now been signed off as mandatory by the Chief Officer Team and Learning and Development. The training is delivered by Positive Action Officers and HR Leadership team to cover all necessary aspects.
22. Mentors support candidates aspiring to become PCs (and other) through the process of recruitment. Mentors are also provided with a handbook and a number of other documents and guidance to support them in their role. The following outlines the mentor offer.



23. During the LE19 campaign there were 35 mentors who supported 75 candidates through the process. Following the training and mentor recruitment, the number of mentors increased to 56 who have then supported 90 candidates for the campaigns LE19A and PCDA 2019.

Support Workshops

24. Employability skills workshops are run every week by the Positive Action Officers. A total of 32 have been delivered. These are broken down for each of the 5 stages of the recruitment process and provide an overview of that stage. Additional practice sessions are delivered for underrepresented groups and are an opportunity to practice and prepare for that stage, for example presentations, mock interviews and role plays. The fitness Test Practice sessions are organised jointly with Positive Action Officers, Recruitment Officers and Skills Training.

25. Familiarisation days have been run for those going through vetting and awaiting a start date. The purpose is to maintain an interest in Policing, provide information about the role they will be undertaking and to make them feel the organisation is interested in welcoming and supporting them.
26. At the Universities a new programme is being developed to target specific activity during a 3 year degree programme. This will include presentations, seminars, workshops, student ambassador scheme, Specials and volunteers. Initially the target has been for the 3 Leicestershire based Universities and in the future the aim is to extend this to the Open University and other Midlands based Universities.
27. From January 2020 the recruitment team will provide an overview of stages 1 – 5 at the start of the process. This will be available to all candidates. The Positive Action Officers will then provide practice sessions to underrepresented groups only. This will include:-
- Keep Warm Activity. In addition to the above the Positive Action Officer invited previous applicants who had been unsuccessful to a 'Keep Warm' workshop in May and September 2019 to encourage and support those who wished to reapply again and start a new process. The session included developing action plans to get them back on track for each individual. 15 people attended these sessions in total.
 - A 're-sit' session was held for those candidates from campaign LE19 who were given the opportunity to attend the assessment centre again immediately after 3 months, 10 candidates attended this session.
 - A Christian Police Association and Black Police Association Easter Celebration prior to COVID was being planned. The Positive Action Officer was supporting the Christian Police Association and the Black Police Association in managing the event which was to be held at Police HQ the event aims to engage with those communities from African and Caribbean heritage. Churches with diverse congregations were invited to take part and deliver aspects of the event programme. Information stalls would have provided information on various aspects of policing including armed response, tactical response, neighbourhood policing, volunteering and recruitment. Additionally stands on policing issues including hate crime and knife crime. It was anticipated approximately 80 people will attend. Whilst this event was cancelled continued working relationships with the churches are continuing.

COVID-19

28. Recruitment has continued during the pandemic the following adjustments have been made:-
- Recruitment seminars have been managed virtually via Circuit Video – 20 events have been added for the new campaign
 - Positive action events for candidates have been managed virtually via Circuit Video – a total of 16 seminars completed this is now ongoing
 - Familiarisation events have been managed virtually via Circuit Video – cohorts up until November have been emailed and invited to their specific event
 - Facebook lives have been increased
 - Fitness – virtual events have been added to candidates going through the recruitment process with the Fitness & Health Living Advisor

- Face to Face interviews – have been managed via Circuit Video initially with a team of 10 staff within HR – over 10 weeks 423 interviews would have been completed. With effect from 8 June interviews will be rolled out to interview trained staff working within the organisation
- Fitness testing is currently being undertaken on day 1 of joining (for those who had not taken this as part of their recruitment process)
- Medical – we are following national guidance in terms of GP confirmation and requirement to hold face to face medical screening
- Biometrics – continue prior to appointment with safety measures put in place for both staff and candidate

Retention

Leavers & Joiners

29. The following charts show the numbers of leavers and joiners over the past 10 years by ethnicity. This includes the numbers and also the percentages. The next chart shows the leavers and joiners in the last year. This information shows the trend.

Ethnicity	BAME	Not Stated	White	Total
Police Officer Leavers 2010 - 2020	77	29	1109	955
Ethnicity (%)	BAME	Not Stated	White	Total
Police Officer Leavers 2010 – 2020 (%)	6.34%	2.39%	91.28%	100%

Ethnicity	BAME	Not Stated	White	Total
Police Officer Leavers 2019 - 2020	6	4	112	122
Ethnicity (%)	BAME	Not Stated	White	Total
Police Officer Leavers 2019 – 2020 (%)	4.92%	3.28%	91.80%	100%

Ethnicity	BAME	Not Stated	White	Total
Police Officer joiners 2010 - 2020	75	50	759	884
Ethnicity (%)	BAME	Not Stated	White	Total
Police Officer joiners 2010 - 2020	8.48%	5.66%	85.86%	100%

Ethnicity	BAME	Not Stated	White	Total
Police Officer joiners 2019 - 2020	23	24	194	241
Ethnicity (%)	BAME	Not Stated	White	Total
Police Officer joiners 2019 - 2020	9.54%	9.96%	80.50%	100%

30. The charts above show that the proportion of BAME leavers (6.34%) is lower than the proportion of BAME joiners (8.48%). The retention rate improves further when you look at the 2019 – 2020 data in isolation. This shows the proportion of BAME leavers (4.92%) is close to half the rate of BAME joiners (9.54%). This reflects the beginnings of the recruit campaigns impacting on the figures. As the recruiting is increasing, there is a higher

proportion of BAME officers joining the organisation. The 10 year data is reflective of low recruiting rates over the past 10 years caused by austerity. These figures nevertheless show a higher proportion of BAME candidates are joining than leaving the organisation.

31. The following charts show the numbers of leavers and joiners over the past 10 years by gender. This includes the numbers and also the percentages. The next chart shows the leavers and joiners in the last year. This information shows the trend.

Gender	Female	Not Stated	Male	Total
Police Officer Leavers 2010 - 2020	285	0	930	1215
Gender (%)	Female	Not Stated	Male	Total
Police Officer Leavers 2010 – 2020 (%)	23.46%	0	76.54%	100%

Gender	Female	Not Stated	Male	Total
Police Officer Leavers 2019 - 2020	28	0	94	122
Gender (%)	Female	Not Stated	Male	Total
Police Officer Leavers 2019 – 2020 (%)	22.95%	0	77.05%	100%

Gender	Female	Not Stated	Male	Total
Police Officer joiners 2010 - 2020	337	0	552	889
Gender (%)	Female	Not Stated	Male	Total
Police Officer joiners 2010 - 2020	37.91%	0	62.09%	100%

Gender	Female	Not Stated	Male	Total
Police Officer joiners 2019 - 2020	100	0	141	241
Gender (%)	Female	Not Stated	Male	Total
Police Officer joiners 2019 - 2020	41.49%	0	58.51%	100%

32. The charts above show that the proportion of female leavers (23.46%) is lower than the proportion of female joiners (37.91%). The retention rate improves further when you look at the 2019 – 2020 data in isolation. This shows the proportion of female leavers (22.95%) is close to half the rate of female joiners (41.49%). This reflects the beginnings of the recruit campaigns impacting on the figures. As the recruiting is increasing, there is a higher proportion of female officers joining the organisation. The 10 year data is reflective of low recruiting rates over the past 10 years due to austerity. These figures nevertheless show a higher proportion of female candidates are joining than leaving the police.

Dismissals

33. In the last year there have been no Police Officer dismissals from the Force.

Conclusion

34. The Force has a comprehensive approach and strategy to increasing the diversity of applicants both in the existing police recruitment process and the new PCDA process.
35. The impact and effectiveness of the above activity continue to be monitored and reviewed at key stages throughout the recruitment process. With outcomes reported to an Attraction & Retention Gold Group and internal Boards such as the Workforce Development Board chaired by ACO HR and the Performance Delivery Group chaired by the DCC. The Chief Constable chairs both the Gold Group and the Strategic Equality & Fairness Board. The OPCC attends meetings to hold the Force to account.

Implications

Financial:	Programme is being delivered within the budget.
Legal:	Use of S.158 and S.159 of the Equality Act 2010.
Equality	
Impact Assessment:	Continually reviewed
Risks and Impact:	The race employment tribunals are unlikely to be heard until 2020. The adverse publicity following the submission from the President of the National Black Police Association at the Home Affairs Select Committee in February 2019
Link to Police and Crime Plan:	Developing a diverse workforce

List of Appendices

None

Background Papers

None

Person to Contact

Caroline Neal
Tel: 01162484466
Email: caroline.neal@leicestershire.pnn.police.uk

Lynne Woodward
Tel: 01162482113
Email: lynne.woodward@leicestershire.pnn.police.uk