

# POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

## POLICE AND CRIME PANEL

Report Of	THE POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE
Subject	RECRUITMENT AND RETENTION
Date	THURSDAY 30 SEPTEMBER 2021 – 1:00 p.m.
Author	SIMON DOWN – ACTING CHIEF EXECUTIVE

### **Introduction**

1. The Panel received a recruitment report at the end of the July meeting which is provided as an appendix to this update. This further update provides context and update on recruitment with regards to gender, sexual orientation and the aspiration that 1 in 4 new joiners to Leicestershire Police self-identify as Black Asian & Minority Ethnic, known collectively as BAME for analytical purposes.

### **Recommendation**

2. Members are recommended to discuss and note the contents of the report.

### **Governance and monitoring**

3. Diversity monitoring and oversight is provided by the Diversity, Inclusion and Fairness Board and Attraction, Retention and Progression Gold Group both of which are chaired by the Chief Constable and attended by the PCC or OPCC.
4. Particular monitoring is carried out for underrepresented groups as defined in the Equality Act 2010. This paper will provide details in relation to race, sex, and sexual orientation.
5. The national Uplift programme provides oversight of officer recruitment and produces a monthly monitoring pack for each Force. This pack includes information on the profile of joiners by ethnicity and gender.
6. In the future it is intended that socio-economic data be captured and analysed during the recruitment process. This is now captured on the national police officer application form. Since the revised application we have not opened up for recruitment, we will therefore be able to capture the data for forthcoming campaigns.

### **Ethnicity and the 1 in 4 commitment**

7. Leicestershire Police has set an aspirational target of 1 in 4 joiners to the Leicestershire Police workforce family will self-identify as Black, Asian, or Minority Ethnic (BAME). The aim is to be recruiting to this proportionality by March 2024. The purpose is to become more and more representative of the population of Leicester, Leicestershire and Rutland.
8. Work has been completed to establish two definitions to allow accurate tracking of progress:

- The Workforce family is defined as covering Police Officers, Police Staff, Police Community Support Officers, Specials and Volunteers in Policing.
  - BAME, Black, Asian or Minority Ethnic is defined as including those who self-identify as Black, Asian and mixed or other backgrounds as recorded on the HR Information System in accordance with the Home Office definition. It is recognised that the description BAME is problematic, and it is only used as an analytical definition.
9. A Leicestershire Police Workforce Family Dashboard has been created to allow tracking of progress. This tracks monthly headcount, joiners and leavers together with year on year comparison.
  10. Specific key highlights are as follows as at end of August 2021:
  11. 478 individuals in the Leicestershire Workforce Family self-identify as Black, Asian or Minority Ethnic. This is 10.8% of the workforce. Of note this also comprises 191 Officers and 204 Staff.
  12. Progress towards the 1 in 4 commitments can be seen. The previous three-year average for Black, Asian or Minority Ethnic joiners was 12.8%. Against this we can see year to date for 2021/2 at 14.6%, and since the commitment at end of October 2020 we have seen 15.3% of joiners who self-identify as Black, Asian or Minority Ethnic. Overall since 1<sup>st</sup> April 2021, we are currently at 1 in 6.8 of new recruits self-identifying as BAME.
  13. We currently have 221 candidates who have completed the process to join as a police officer under the Degree Holder Entry Programme (DHEP), of these candidates 15% self-identify as Black, Asian or Minority Ethnic.
  14. For the DHEP Detective programme which will introduce its first two cohorts in November 2021 & May 2022 we have 58 candidates currently being progressed to final checks, of these candidates 28% self-identify as Black, Asian or Minority Ethnic.
  15. The demographic characteristics of leavers has also changed. For the last three years the percentage of leavers is lower for those self-identifying as BAME as to white.

## **Gender**

16. A further monitoring dashboard tracks gender across the Leicestershire Police Workforce Family.
17. Specific key highlights are as follows as at end of August 2021:
18. At end of August 2021 46.9% of the Leicestershire Workforce Family were female.
19. Regarding joiners the previous three-year average for female joiners was 51.2%. Against this we can see year to date for 2021/2 at 58%.
20. We currently have 221 candidates who have completed the process to join as a police officer under DHEP, of these candidates 45% self-identify as female.
21. For the DHEP Detective 71% of candidates self-identify as female.
22. The demographic characteristics of leavers has also changed. For the last three years the percentage of leavers is lower for female than it is for male.

## **Sexual Orientation**

23. A further dashboard tracks data on sexual orientation across the Workforce Family.
24. Specific key highlights are as follows as at end of August 2021:
25. 4% of the Leicestershire Workforce Family self-identify as lesbian, gay, bisexual, transgender, queer (sometimes described as 'questioning') (LGBTQ). As a way of comparison, an estimated 2.7% of the UK population aged 16 years and over identified as lesbian, gay or bisexual (LGB) in the latest Office of National Statistics dataset from 2019.
26. The last four years of recruitment have remained consistent with a year to date figure of 6.3% for those self identifying as LGBTQ, against a previous 3 year average of 6.6%.

## **Uplift Tracker**

27. A monthly tracking report is provided by the national uplift programme. This tracks Officer recruitment only.

## **Ethnicity**

28. At end of July, the 12 months rolling average for officer recruitment was 12.5% BAME against a previous 3 year average of 8.9%.

## **Female**

29. At end of July, the 12 month rolling average for officer recruitment was 45.1% female against a previous 3 year average of 44.7%. This is above the national average of 43.1%.
30. All of the above figures are moving in a positive direction with the Force striving to be more and more representative and reflective of the population of Leicester, Leicestershire and Rutland. There is much more to do particularly in striving towards the 1 in 4 target while also maintaining the progress made elsewhere and introducing further monitoring.
31. The remainder of the paper highlights the positive action work being delivered to continue with that progress and accelerate further.

## **Positive Action**

32. A number of additional measures have been put in place to support the 1 in 4 aspirational target for police officer recruitment. See Appendix B.
33. In addition the following was trialled for the most recent detective programme:
34. New branding for our campaigns.  
The Force participated in a consultancy challenge with University of Leicester students. After a month long project the students recommended a more creative and innovative imagery for targeted recruitment. Working with Corporate Communications the force produced a new branding which was more representative of the community, particularly showcasing our Black, Asian or Minority Ethnic and female detectives.
35. Each interview panel had an equal gender and ethnicity split where possible. There were over 300 panels of which 85% were configured in this way.
36. Positive action started at stage 2 which is the telephone interview rather than later in the process. This was introduced following the analysis of 3 years of recruitment data, collated and analysed by University of Leicester Maths students.

37. As this was a targeted campaign only the most exceptional candidates were offered places in the final stage of recruitment, the national online assessment centre. The adverse impact ratio for this campaign was the first to show a positive ratio for gender and ethnicity, gender increasing from 60% (initial % of applications received) to 71% and for ethnicity increasing from 24% to 28%

### **Future Activity**

38. For all future police officer campaigns, we will be replicating the success of the detective recruitment and positive action plan.
39. Corporate Communications are currently working on further branding for our apprenticeship scheme and police staff recruitment.
40. We are currently reviewing the positive action support which is given to each under-represented group with a plan to offer a more targeted provision to areas of greatest need.
41. Following COVID restrictions being lifted we are currently working on an attraction strategy for increased community engagement using our recruitment van.
42. Further work is being done with local schools and colleges to engage at an early stage with subjects associated with policing and also those institutions that have a high Black, Asian or Minority Ethnic population. This will be linked in with the attraction strategy mentioned previously.
43. We are analysing the feasibility of introducing a mini-police programme into the Force.
44. Work is also ongoing to assess what further action can be taken based on experience from other forces and national guidance.

### **Summary**

45. This update provides a report on recruitment with reference to three equality characteristics. It specifically details the measures being taken to improve representation including the aspiration that 1 in 4 new joiners to Leicestershire Police will self-identify as Black Asian & Minority Ethnic by March 2024.
46. Gender and sexual orientation are in line or above benchmark. Progress is being made towards the 1 in 4 aspiration with ongoing work to realise this target within the timescale.
47. The paper is presented for noting.

### **Implications**

**Financial:** None

**Legal:** None

**Equality:** This work seeks deliver a force representative of the LLR community

**Risks:** None

**Link to Police and Crime Plan:** This will support the aspiration to have a force that is representative of the LLR community

### **Persons to Contact**

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## **Recruitment Report July 2021**

### **Purpose of Report**

To provide the panel with an update on recruitment of precept funded officers and officers funded through the National Programme.

### **Activity**

The force was due to recruit an additional 89 Officers in year 1 of Operation Uplift, National Uplift (which ended 31.3.21) and this has successfully been completed.

The force also recruited additional officers funded via the precept increase for 20-21 meeting this target too; this was an increase of 107 Precept Funded posts.

The Police Officer FTE during Operation Uplift and Precept Uplift Period:

- 31.3.19 FTE – 1793 and Authorised Establishment of 1807.
- 31.3.20 FTE - 1915 and Authorised Establishment of 1912.
- 31.3.21 FTE – 2146 and Authorised Establishment of 2104

In the past 2 Financial Years, the force has increased its in strength FTE for Officers from 1793 to 2146 which was a growth of 353. During the same period, the Police Officer authorised establishment has increased from 1807 to 2104 which is a growth of 297 officers; 89 of these have been as a result of Operation Uplift, and the remainder a result of precept increase.

In 2021/22 the Operation Uplift target is an additional 84 Officers for 'in force' and 4 for EMSOU ROCU. The force is on track to achieve this by 31.3.22, and will have an authorised establishment of 2242, and an FTE of the same amount by 31.3.22.

Please note that the mechanisms for monitoring Police Officers numbers in force, is based upon In Strength FTE (and excludes those Officers seconded to regional units, or on career break).

Operation Uplift monitoring is based upon headcount and includes all Officers employed by Leicestershire Police, regardless of whether on a regional secondment, or career break. Therefore, numbers provided by Operation Uplift and not by the force will be based on this different analysis of numbers.

The local growth in police officers from 2019/20 to 2021/22 (107, 100, 50) have in the main be funded through the precept increases of £24, £10, £15.

The Force achieved the uplift target of 89 officers for year 1 and therefore received the full uplift grant of £2.5m in 2020/21.

The Home Officer target for 2021/22 is 88 officers and the associated specific grant funding is £1.5m. The Force is currently on plan to achieve the uplift in officers.

**April 2020 – August 2021 Recruitment Activity**

**Engagement and Attraction**

- Front line officers contact the Recruitment team directly with details of those interested in a role in Policing. The Recruitment team make direct contact with these individual and details are added to an Expression of Interest spreadsheet for when Recruitment opens.
- 2 Collaborative Projects with University of Leicester completed – How can the Police better recruit BAME staff into the organisation and Retention of Under-represented groups within the organisation.
- University of Leicester Maths School are analysing 3 years of recruitment data to establish where BAME and other under-represented groups are falling within the recruitment process.

**Pre Application**

Recruitment webinars

- Webinars focused on providing a realistic overview of what Policing involves – 104 events delivered.

Careers/Job fairs

- Events arranged by 3<sup>rd</sup> party organisations, attended by a number of employers. Some of these are large scale events attracting over 2000 individuals. 21 delivered.

Community Events

- Large scale community events, primary focus is engagement e.g. Caribbean carnival, Diwali etc.

Facebook Live Events

- We have carried out 17 Facebook Live events. Guests have included service Police Constables, SPC's, PCSO's, staff, University partners and individuals going through the application process.
- Delivery of Police inputs around DHEP and other opportunities, during regular lectures.

University

- Point of contact from recruitment team at DMU, Loughborough and Uni of Leicester.
- Regular attendance at careers events hosted by each of the respective Universities.
- Delivery of Police inputs around DHEP and other opportunities, during regular lectures.
- Liaise with Universities around Consultancy Challenges and business projects
- Pilot Police Recruitment questionnaire being disseminated around Universities
- Working with the various Universities and taking on Mentoring roles to students.
- Arrangements started for Student societies to be linked with Police support networks.

6<sup>th</sup> Form/FE College

- Delivery of recruitment opportunities presentations, focusing primarily on PCDA but also other opportunities.
- Email to 38 listed establishments offering inputs around the PCDA.

Secondary Schools

- Assembly inputs focusing on Policing generally and PCDA to those schools who have requested attendance.

- Regular attendance at annual careers fairs, attended by a number of employers and Colleges.

## **Post Application**

### 2 – 5 Workshops

- Workshop delivered by the Recruitment team focusing on the application process, providing guidance and support. 93 workshops delivered.

### Individual Workshops

- One to one inputs (During Covid, prior to Circuit). Also for those individuals unable to attend a workshop, who have requested further support. 150 delivered.

### Additional employability workshops for new candidates

- Prior to 2-5 workshops, these events covered individual elements of the process. 37 delivered.

### Keep Warm/Familiarisation Events

- These are aimed at those individuals who have successfully completed and passed the Assessment Centre part of the process. A presentation is delivered on Health and Wellbeing, the University aspect of the DHEP and Stage 5 pre-employment checks. 36 delivered.

## **BAME Specific input**

- A new Q&A seminar focusing on those who have identified as BAME, inviting them to an event run by recruitment, Positive Action and Networks, where they are able to discuss some of the concerns they may have, from a BAME perspective. 9 events delivered
- Approximately 100 BAME candidates withdrew from the process in 2020. ALL re-contacted and 25% have either reapplied or shown a willingness to reapply.
- All BAME who failed various parts of process from first 2 DHEP campaigns, re-contacted and updated of opportunities for Graduate Entry Detectives and CMD.
- Collaboration in place between local University Student Societies and mirroring Police Staff networks – to date completed with Afro-Caribbean Society and Sikh Society.
- Positive Action workshops offered to all under-represented groups by Positive Action team.
- Police staff mentoring BAME individuals from local Universities
- Increased local radio delivery on predominantly Community channels.
- Cadets recruitment will be targeted among BAME communities. Including a new hub in St Matthews estate.