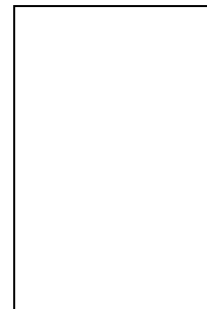


POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME PANEL



Report of	POLICE AND CRIME COMMISSIONER
Subject	RECRUITMENT AND RETENTION OF POLICE OFFICERS IN THE LEICESTERSHIRE POLICE
Date	2nd FEBRUARY 2022 at 1300 HOURS
Author	DAVID PEET, CHIEF EXECUTIVE OFFICER, OFFICE OF THE POLICE AND CRIME PANEL

Purpose of Report

1. This paper provides an update on the work of the recruitment team and an update on the 1 in 4 commitment.
2. The papers sets out the Force's continuing desire to be representative of the population of Leicester, Leicestershire & Rutland in keeping with the Peelian principle that "the police are the public and the public are the police" as outlined in the Police and Crime Plan.
3. It will set out the Police and Crime Commissioners desire to produce an annual workforce report that will be presented each year to the Police and Crime Panel for public view. This will include a broad set of metrics that illustrate the makeup of the force along with providing statistical analysis on work force trends, protected characteristics and progress towards achieving that ambition.
4. Finally, this report outlines the types of data intended to be included along with examples of historical trends and question sets that may be used to gauge the socio-economic factors linked with recruitment. The panel are invited to consider the metrics and construct of an annual workforce report and highlight any areas they feel would be beneficial to be included.

Context

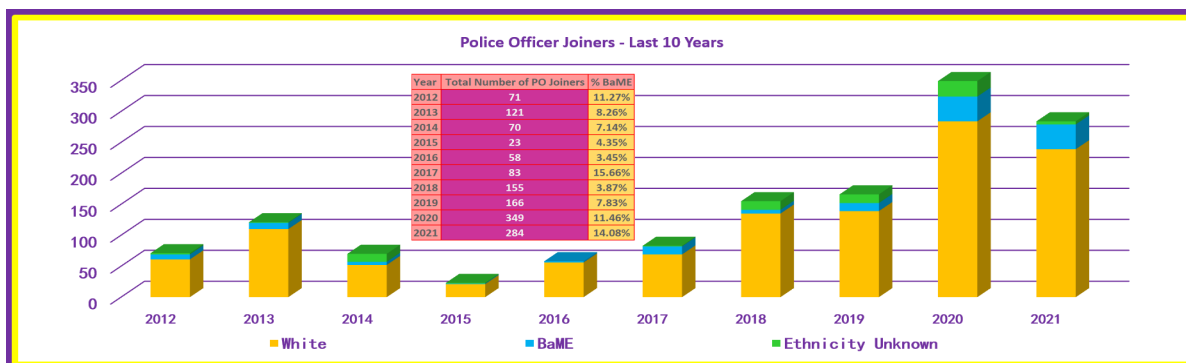
5. In 2017, the Force established an Attraction, Retention and Progression Gold group chaired by the Chief Constable to focus on recruitment profiles and give impetus to recruiting officers and staff from under-represented communities.

6. In June 2019, Leicestershire Police made the decision to set up a small dedicated recruitment team to aid and support in the recruitment of new Police officers and PCSO's into Leicestershire Police. In an attempt to maximise the recruitment potential, the construct of the team consisted of HR specialists, and a selection of experienced officers.
7. The team was expanded to 3 Police Officers and 3 Police Staff following the announcement of the national Uplift Programme and the introduction of a Degree Holder Entry Programme (DHEP) in 2020.
8. To give an idea of scale, since 2020 the recruitment team has delivered over 220 recruitment webinars, both in person and online. The team has delivered over 250 support workshops and circa 50 familiarisation sessions; these are events where those who have passed the process and are awaiting pre-employment checks are invited to an event to meet their cohort, find out a little more about pre-employment checks, health and wellbeing, fitness and guidance around support networks.
9. Since 2018 Positive Action support has been available to all applicants who identify as being from an Ethnic Minority background, female, LGBT and disabled. The support consists of individual and group interventions. There are additional workshops that sit alongside the recruitment process. Candidates from under-represented groups are also offered a mentor to support them through the process. The recruitment team draws on support and experience from the internal staff networks and other Police officers and staff from Leicestershire Police.
10. In November 2020, the Force and the then Police and Crime Commissioner set an aspiration to aim to recruit at 1 in 4 joiners who self-identify as Black, Asian or Minority Ethnic to align with Force demographics.
11. To support this the recruitment team has increased the volume of one to one and group interventions. They proactively follow up on individuals that drop out of the process which is leading to reapplication rate of 36%.
12. They have also developed a targeted recruitment campaign for the DHEP (Degree Holder Entry Detective Programme). The action taken resulted in increased diversity with the first cohort joining in November 2021 including 24.2% who self-identified as BAME.
13. The Force and Police and Crime Commissioner recognise that there is a need for longer term interventions to build trust within communities so that policing becomes a career of choice.
14. With this in mind the force continues to invest in developing the Police cadet programme. There are 258 cadets within the 2021 cadet programme making it one of the most successful years of cadets to date.

15. The Force conducted its first targeted cadet recruitment campaign in May 2021 generating 199 applications from a wide variety of young people wanting to join. This has resulted in 23% of new joiners coming from a Black, Asian and Minority Ethnic background.
16. In support of delivering against the 1 in 4 ambition a new cadet unit has been established in the St Matthews. The St Matthews cadet unit currently has a regular attendance of 16 cadets, 75% of whom are from a BAME background. There are now 9 cadet units. Each cadet unit meets on a weekly basis throughout term time. Additionally, there is rolling programme of work taking place with schools and colleges and we continue to run an extensive Duke of Edinburgh (D of E) programme. To date 106 Cadets are taking part over all 3 stages, Bronze, Silver and Gold with cadets from all 9 units engaged with the D of E Programme.
17. To aid the continual understanding of what works the force is investing in a university research project which focuses on the lived experience of those joining Leicestershire Police. This gives unfettered access to new recruits particularly those from under-represented communities in an attempt to better understand their experience.

Recruitment of Police Officers – A 10-year view

18. The following graph shows all Police Officer joiners by year, for the 10 years up to the end of 2021, detailed further by ethnicity:



19. As can be seen from the graph, there has been a notable increase in Police Officer recruitment over the last two calendar years in particular, as a result of local growth and Operation Uplift.
20. The Force continues to monitor progress through an Ethnicity Dashboard that is regularly reviewed by the force Attraction, Retention & Progression Gold. This Gold Group is chaired by the Chief Constable. The below table illustrates the percentage and ratio. As can be seen the Force year to

date figure is the highest proportion recorded at 13.4% representing 1 in 7.5

Police Officer Joiners	BAME %	BAME Ratio
2014-15	7.5%	1 in 13.3
2015-16	3.7%	1 in 27.0
2016-17	8.9%	1 in 11.2
2017-18	12.2%	1 in 8.2
2018-19	4.7%	1 in 21.5
2019-20	10.2%	1 in 9.8
2020-21	12.1%	1 in 8.3
2021-22 to Date	13.4%	1 in 7.5

21. In terms of Leicestershire Police’s on-going commitment to representing the communities it serves, the last two years show an increase in Police Officer joiners from a Black, Asian and Minority Ethnic background, standing at 11.46% of all Police Officer joiners in 2020 and 14.08% in 2021.

22. During the last month, Leicestershire Police has been praised by the national Uplift team for our approach to recruitment in particular relating to female and Black, Asian and Ethnic Minority recruitment. Our applicants now have the highest pass rate of any force at the national assessment centre. The team have shared their experience with four other force areas.

"The police are the public and the public are the police."

23. The Force has a clear desire to live up to this Peelian principle through a workforce representation that mirrors the demographics of Leicester, Leicestershire and Rutland. On that basis the Chief Constable and Police and Crime Commissioner receive regular updates on recruitment activity against a broad range of indicators. This is to better inform on the changing nature of the workforce ensuring that all communities and protected characteristics are tracked. This will aid the force in planning their annual recruitment strategy and training design.

24. It is also recognised that it is essential and a legal duty to have due regard to the protected characteristics under the Equality Act. There is a need to also consider other examples of representation including socio-economic factors all of which play a valuable role in ensuring the force is the most representative that it can be.

Annual Recruitment and Retention Report

25. A report will be presented each year to the Corporate Governance Board. This will highlight how the Force's workforce has changed with regards representation during the preceding year in a number of categories. This will cover the protected characteristics, and a set of broader metrics. The first iteration will be available in Summer 2022.
26. The intention is to monitor and report on the following:
- Headcount (Officers, PCSOs, Specials, Staff, Volunteers and whole workforce family)
 - Protected Characteristics
 - Disability
 - Ethnicity
 - Gender
 - Religion & Belief
 - Sexual orientation
 - Highest level of educational attainment on joining
 - Residential location on joining (Leicester, Leicestershire, Rutland, or outside of LLR)
 - Socio-economic indicators
27. A set of socio-economic questions has been developed and agreed nationally for use in recruitment monitoring. The questions are shown at Appendix A.
28. Data would be benchmarked using Office of National Statistics Data for Leicester, Leicestershire and Rutland where available.
29. Data regarding new recruits will be collated and analysed, along with information regarding how recruitment is carried out, the effectiveness of different recruitment strategies in producing top class recruits and the ways in which different strategies affect recruitment over time.
30. Studies of career progression within the force will be made to ascertain any long term trends that may indicate that working practices or other factors may require attention if we are to continue to ensure that the best officers are supported in their career goals.
31. It is recognised that the retention of experienced officers is vital to ensure that the Leicestershire Police remains an effective and efficient organisation. Data regarding those leaving the Leicestershire Police will be analysed to see if there are meaningful trends that may require action to be taken. Exit interviews will be studied to see if any working practices, welfare support of other factors require attention.

32. The recruitment and retention report will allow tracking of representation in a broader sense than perhaps has been available previously.
33. Headcount data will be provided for the whole workforce with more detailed analysis across the other metrics for Police Officers. Examples of historical trend data showing change in Police Officer representation over the last 10 years is provided in Appendix B for information.
34. The views of the panel on the indicators chosen and usefulness of the approach is very much invited and welcomed.

Conclusion

35. The force and the Police and Crime Commissioner are strongly committed to ensuring that the Leicestershire Police becomes and remains representative of the population of LLR. The paper demonstrates the ongoing commitment and the strategic intention to develop and track a broader set of metrics to better inform and influence future recruitment and training profiles.

Recommendations

The Panel are requested to note the report and are invited to comment on the metrics and intended future construct of the annual workforce report.

Appendix A

Socio-Economic Questions

- What type of school did you mainly attend between the ages of 11 and 16? (Please select one option)
 - State-run or state-funded school – selective on academic, faith or other grounds
 - State-run or state-funded school – non-selective
 - Independent or fee-paying school – bursary
 - Independent or fee-paying school – no bursary
 - Attended school outside the UK
 - Don't know
 - Prefer not to say
 - Other (please specify):

- What is the highest level of qualifications achieved by either of your parent(s) or guardian(s) by the time you were 17? (Please select one option)
 - At least one has a degree-level qualification
 - Qualifications below degree level
 - No formal qualifications
 - Don't know
 - Not applicable
 - Prefer not to say
 - Other (please specify):

- If you finished school after 1980, were you eligible for free school meals at any point during your school years? Free school meals are a statutory benefit available to school-aged children from families who receive other qualifying benefits and who have been through the relevant registration process. It does not include those who receive meals at school through other means (e.g., boarding school). (Please select one option)
 - Yes
 - No
 - Not applicable (finished school before 1980 or went to school overseas)
 - Don't know
 - Prefer not to say

- Compared to people in general, would you describe yourself as coming from a lower socioeconomic background? (Please select one option)

- Yes
- No
- Don't know
- Prefer not to say

- Has a member of your family worked for the police, either as a police officer, PCSO or police staff? (Please select one option)

- Yes
- No
- Prefer not to say

- is your main language?

- English
- Other (please specify):
- Prefer not to say

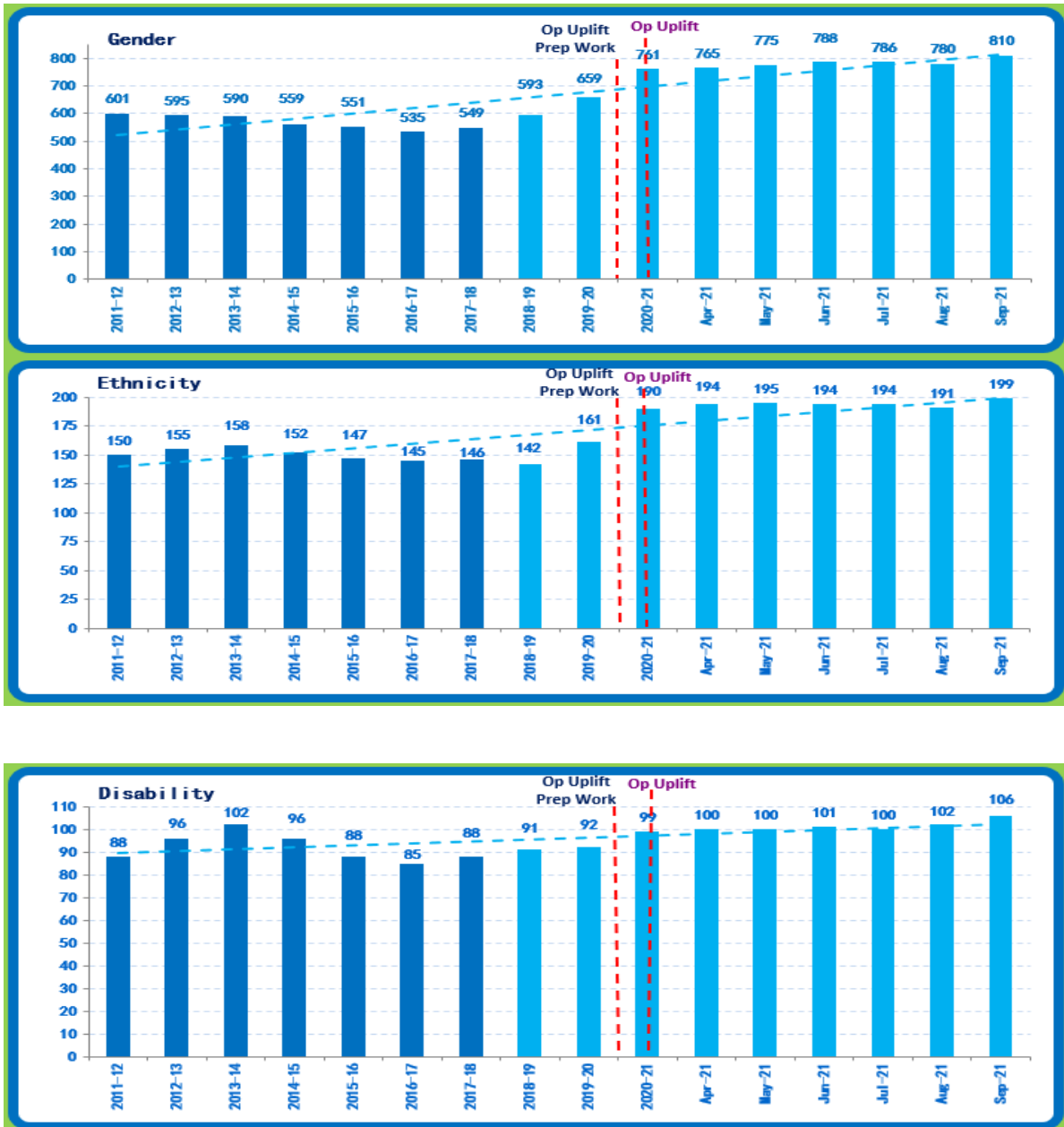
- How well can you speak English?

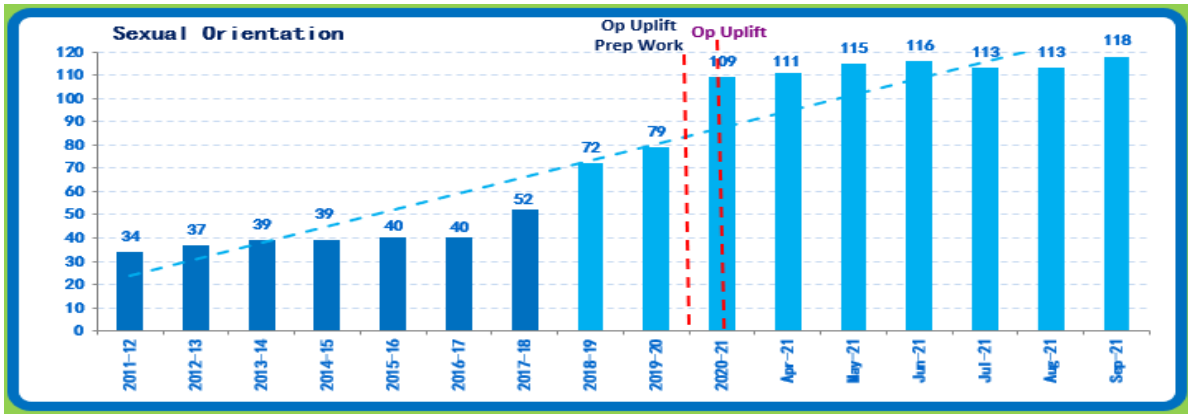
- Fluent
- Advanced
- Intermediate
- Beginner
- Prefer not to say

Appendix B

Change in demographic of Police Officer Headcount over last 10 years

The following graphs track the headcount increase in Police Officers from the main protected characteristics, over the last 10 years and for the year to date, up to the end of September 2021. It shows the net effect of joiners and leavers:





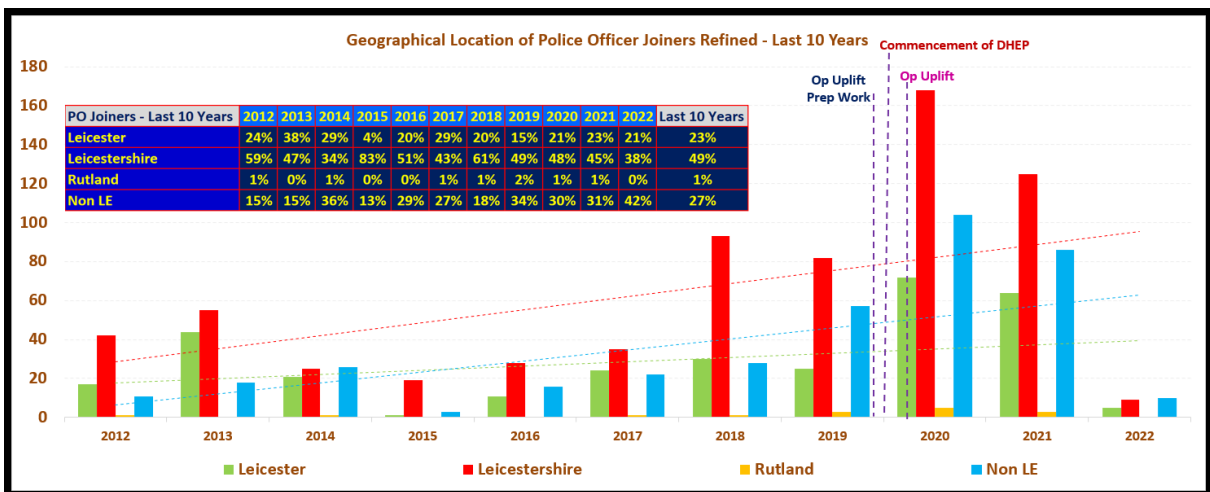
As can be seen from the above graphs, Leicestershire Police can be described as at an all-time high in terms of the number of officers self-identifying with one of the underrepresented groups. In terms of Gender, Ethnicity, Disability and Sexual Orientation, Leicestershire Police's Police Officers headcount of Officer at the end of September 2021 was higher than it has ever been.

The following are the percentage increases that can be seen from 10 years ago up to the end of September 2021:

- Female Officers: 35%
- BAME Officers: 33%
- Disabled Officers: 20%
- LGBTQ Officers: 247%

Change in Geographical Location of PO Joiners over last 10 years

The following graph shows the geographical distribution of Police Officer recruits, from their residential postcode at the point of application, over the last 10 years:



As can be seen, the largest amount of Police Officer joiners to Leicestershire Police over the last 10 years, have been from within Leicestershire, standing at 49%.

Further to this, over one quarter of joiners have come from outside of LL&R (27%) and only 1% have come from Rutland. Over one quarter of all of our Officer joiners come from outside of the force area. This is an increasing trend.

If the non-LE postcode data is discounted and compared with the population aged 18 to 64 (ONS, 2020) then the 10-year average is close to proportion. Leicester is in line at 31.5% against 33.65%, with Leicestershire slightly overrepresented (67.12% against 62.98%) and Rutland under-represented (1.37% against 3.37%)