

POLICE AND CRIME COMMISSIONER FOR LEICESTER, LEICESTERSHIRE AND RUTLAND

Report of	OFFICE OF THE POLICE AND CRIME COMMISSIONER
Subject	RECRUITMENT AND RETENTION OF OFFICERS
Date	MONDAY 26 SEPTEMBER 2022
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Background of the report

1. Since taking office, the Police and Crime Commissioner (PCC) has taken an interest in the force's recruitment processes and the ability to retain experienced officers.
2. The PCC is determined to maximise police visibility. Residents regularly tell him how vital police visibility is in their city, towns and villages.
3. It was agreed in February 2022 that an annual recruitment and retention report would be presented every summer to the Corporate Governance board within the force and Office of the Police and Crime Commissioner (OPCC) and the Police and Crime Panel every autumn.
4. Members can view the 'Annual recruitment and retention report' included in their packs.
5. As part of the PCC's job to hold the Police to account, and in the interests of transparency for both the public and the panel's benefit, the PCC has asked scores of searching questions about the 'Annual recruitment and retention report' to ensure that force policy is in line with the aims of the Police and Crime Plan. The questions are shown in this paper, as are the responses from the force. The PCC would encourage any panel members who have questions about the report to submit them to the OPCC.

Questions asked by the PCC

6. Recruitment and retention is a wide-ranging and infinitely important topic for Leicestershire Police. As such, the PCC asked a number of questions about the force and its present policy toward recruitment. These include what specifically is being done to achieve targets, value for money and promotion processes.
7. Please note that below is only a selection of the questions asked. These are considered the most pertinent questions that the PCC could ask on this topic. This report highlights those questions and answers as concisely as possible.

Recruitment

8. What specifically has been done to achieve recruitment targets?
 - a. This is explained in the report at paragraphs 17 to 29.
9. What analysis has been undertaken to know or understand what works?
 - a. This is explained in the report paragraphs 19 to 29. Additionally, Operation Uplift regularly signpost other forces to Leicestershire Police where they are looking to enhance their recruitment approach. We are also cited in a range of best practice publications including in relation to our advertising campaigns.
 - b. The key evaluation of what works is the outcomes delivered. By volume we have recruited proportionately the highest number of offers of any force in the country (see paragraph 67 in the report) during Uplift whilst increasing the diversity profile in every monitored protected characteristic (see paragraphs 69 to 71 in the report).
10. What analysis has been undertaken to satisfy yourselves the initiatives you run present value for money?
 - a. Overall analysis of value for money is provided by the HMICFRS Value for Money Profile which was most recently published in January 2022 for 2021.
 - b. Leicestershire has for many years been recognised as lean, efficient and effective in providing back-office support functions; whilst making necessary and timely investments. Clearly the force is focussed on maximising resources to delivering a high quality well performing front facing service to the citizens of Leicester, Leicestershire and Rutland LLR.
11. In order to meet future targets and based on your analysis what initiatives will you be undertaking?
 - a. This is highlighted in paragraphs 30 to 35 of the report and summarise at paragraph 73.
12. What initiatives do you have for various demographics, what works?
 - a. Most of our recruitment activity takes place at Education establishments, community settings and through online events.
 - b. Marketing material including social media is used to appeal to a variety of demographics. Once in process specific intervention are enhanced for those underrepresented in the Force.
13. What is the strategy for the degree holders programme, is it in line with the national programme?
 - a. The two-degree holder entry routes (DHEP PC and DHEP DC) combined are the predominate entry route into Leicestershire Police. The programme is in line with College of Policing requirements and is delivered in partnership with DeMontfort University.
14. What analysis has been undertaken to gauge the impact of degree-only entry on demographics of recruits?
 - a. Locally we have actually found greater ethnicity and female diversity with DHEP then the previous IPLDP programme with regards to the protected characteristics. We have now introduced socio economic monitoring on application and will be able to monitor that for new recruits from October 2022 (paragraph 16 of the report).

15. What efforts have been made to encourage high-level recruitment from outside the Force?
- a. The Force has agreed that all promotion boards at Chief Inspector and above will be open to external application as a matter of policy. This is not a reflection of concern in relation to internal talent far from it, but a recognition we wish to benchmark externally and be open to new ideas and innovation.
 - b. We are also encouraging of lateral transfers particularly in areas of key skill and underrepresented characteristics.

Promotion

16. What processes do you have for active talent management?
- a. Active talent management is linked to every stage of an individual's career:
 - i. The Workforce, People and Team Leicestershire Academy strategies provide an overview of the Force approach to talent management. These are regularly reviewed and updated.
 - ii. The Force has a significant focus on recruiting a talented and more diverse workforce
 - iii. Prior to new recruits joining, for each new officer cohort a set of metrics is produced that gives a picture of that intake. The information is provided to the Strategic Establishment Board. This information is augmented through training and beyond, as key skills, and aspirations are identified. Work is being done to capture all new starters talents and skills as part of the recruitment process.
 - iv. A new PDR system was launched in April 2022. This incorporates performance, personal development and career aspirations.
 - v. All learning and development has come together under Team Leicestershire Academy.
 - vi. Career pathways is a bi-annual process that develops the potential of police officers and sergeants by providing them with the opportunity to identify areas in the force where they would like to broaden and build their skills.
 - vii. "Regging", temporary promotion, is offered to officers and sergeants as an opportunity to build their leadership skills.
 - viii. The Digital Academy offers on demand learning, resources, and details training and development offered by the Force and the College of Policing.
 - ix. Quarterly talent, succession planning and deployment meetings are chaired by the Chief and senior managers.
 - x. The Chief Constable awards, events, honorariums and bonus payments recompense high performing, talented individuals for completing work at higher grade, or offer a one-off payment for exceptional work.

Retention

17. What analysis or investigation has been undertaken to understand the reason why people leave the organisation?
- a. Analysis is provided within the report including national comparison and a ten-year context. See paragraphs 52 onwards. Attrition is monitored internally through the Strategic Establishment & Resourcing Board on a quarterly basis and monthly by Operation Uplift.

18. What are the reasons why people prematurely leave?
- a. The primary mode of exit prior to retirement is voluntary resignation. As shown in the report at section 57 this is predominately early in service (58% in the first two years). This is consistent with the experience nationally. It does need to be seen in context of an increasingly younger in-service workforce.
 - b. Exit questionnaires are used to drill down further into the rational for voluntary exit. The information is incomplete but it can be seen the main reasons are 'found another/better job', 'domestic reasons and pay & conditions'.
 - c. As shown at section 64-65 of the report the Force is focussing further work to understand probationer leaver reasoning to inform further intervention.
19. What work has been undertaken to understand disparity with the retention figures?
- a. Attrition disparity is monitored through the Diversity, Equality & Fairness Board. A key disparity concerns service length as mentioned previously.
 - b. Additionally, attrition is monitored through Operation Uplift regarding sex and ethnicity.
 - c. For 2021/22 Female attrition was 6.5% with Male at 8.2%. BAME attrition was 8.1% with White at 7.7%. While the BAME figure is lower it is important to note that give the smaller number in that category a reduction in leaving of one Officer would have meant the percentage was higher for White Officers. It is therefore not statistically significant.
20. What are the underrepresented groups?
- a. This is covered in paragraph 7 and 8 of the report.
21. Is there any data from previous years to guide the force on how best to approach the retention issues?
- a. Yes. We present a ten-year horizon in attrition monitoring for exactly that purpose. As mentioned in paragraph 52 while Officer attrition in 2021/22 is high it is only the third highest in the last ten years. What can be seen from that data is the close alignment between the force attrition profile and national average and that attrition rates remain relatively static year on year between 5-7%.
 - b. What can also be seen again highlighted in the report is the increase in resignation rather than retirement. As mentioned previously the focus is on early in service voluntary resignation given the first two years account for close to 6 out of every 10 leavers.
22. Has a cultural audit been undertaken in the force?
- a. The Force undertakes staff engagement surveys to understand concerns and trends regarding culture. The Force undertook a peer assessment with regards to the experience of BAME officers and more is currently awaiting the results of an academic study into the lived experience of officers joining Leicestershire Police.