

POLICE AND CRIME COMMISSIONER FOR LEICESTER, LEICESTERSHIRE AND RUTLAND

Report of	OFFICE OF THE POLICE AND CRIME COMMISSIONER
Subject	RECRUITMENT AND RETENTION ANNUAL REPORT
Date	9 OCTOBER 2023
Author	LIZZIE STARR, DIRECTOR OF GOVERNANCE AND PERFORMANCE

Purpose of report:

1. To provide the Police and Crime Panel the updated annual recruitment and retention report of Leicestershire Police.
2. To provide the Police and Crime Panel with an update on the areas in which the PCC has scrutinised this report.

Recommendations:

3. The panel is recommended to note the contents of this report.

Background of the report

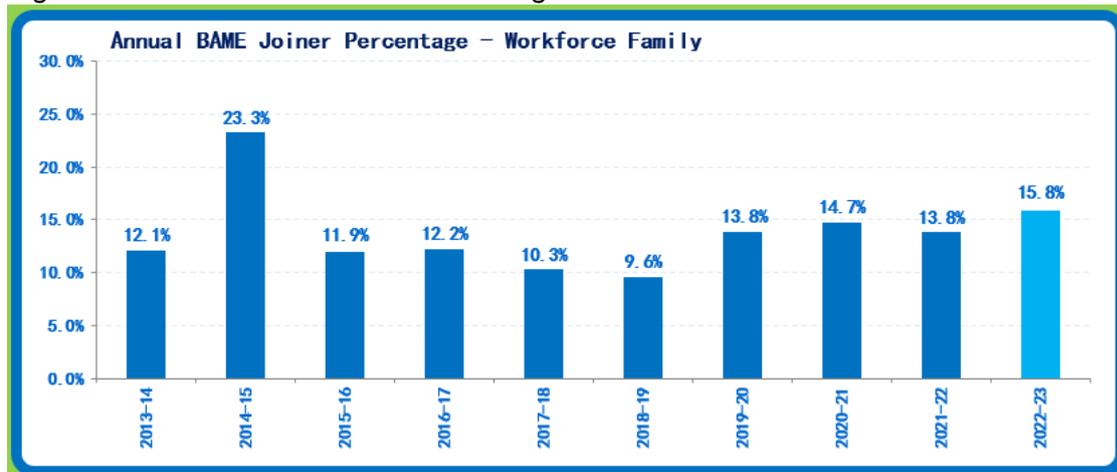
4. Since taking office, the Police and Crime Commissioner (PCC) has introduced an annual recruitment and retention report which would be presented, in summer, to the Corporate Governance board and the Police and Crime Panel every autumn.
5. Members can view the full 'Annual recruitment and retention report' as an appendix to this report.
6. The PCC has a statutory responsibility to hold the force to account and as such the report is scrutinised and discussed at the Corporate Governance Board, a summary of the items raised by the PCC can be seen below. This is to ensure that force policy is in line with the aims of the Police and Crime Plan and there is transparency around recruitment and retention within Leicestershire Police to the public.

Questions asked by the PCC

7. Recruitment and retention is a wide-ranging and infinitely important topic for Leicestershire Police. As such, the PCC has helped shaped the report and the content contained within. A number of questions were asked of the force and its present policy toward recruitment. These include what specifically is being done to achieve targets, value for money and promotion processes.

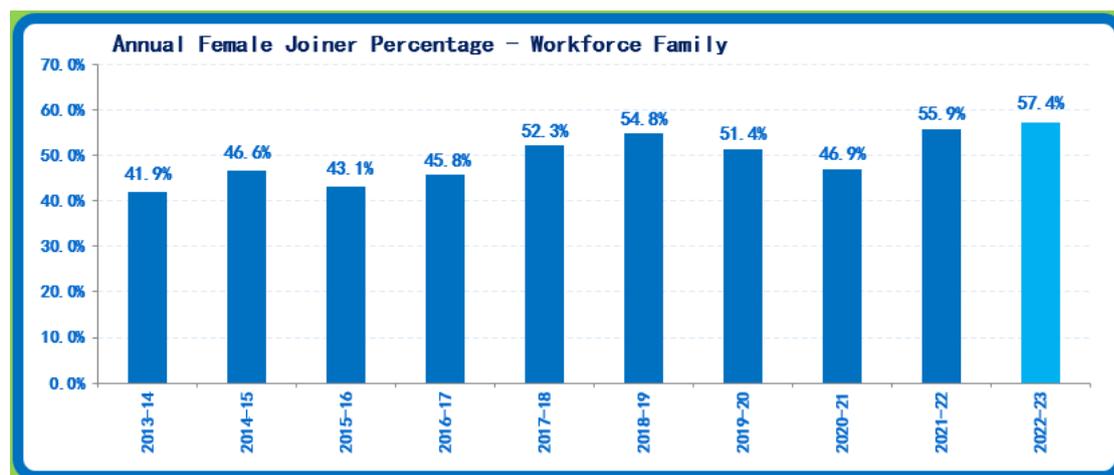
8. The PCC also agreed with the Chief that it is now important that there is consistency with the report to enable the PCC to track change and progress and subsequently hold the Force to account.
9. The PCC asked for evidence and assurance from the Force as to how they were performing against the ambition to recruit one in four recruits from the workforce family who identify as BAME. As per the below there was a year-on-year increase in representation to 15.8% (1:6.3).

Figure 1. Annual BAME Joiner Percentage.



10. The PCC asked for evidence and assurance from the Force as to how they were performing against the ambition to that 50% of new recruits are females across the workforce family. As can be seen, this has been above 50% for six years with the exception of 2020-2021.

Figure 2. Annual Female Joiner Percentage.



11. The PCC asked the Force why there had been a decrease in Volunteers and PCSOs. The Force have attributed the decrease in PCSOs to a larger proportion choosing to become police officers and these have not actively been replaced. A cohort is planned for March 2024. PCSO's have historically been difficult to recruit.

The recruiting team have been involved in increased comms for PCSO's such as BBC radio, Facebook lives, case studies and events.

12. In relation to the decrease in volunteers this has nationally been on a steady decline over the past 3 years. Statistics show that nationally there has been the largest fall in special constable number in the past 12 months than has been seen in the past 50 years. Locally in Leicestershire despite losing specials to regular recruitment, the recruitment of specials has remained strong and in Nov 22 the headcount was up 42%, representing the largest growth of specials nationally. It appears there has been a decline in recruitment in spring 23 and anecdotal evidence suggests that many volunteering sectors are seeing people choosing to dedicate their spare time to either a second paid job or working additional hours in their current role. The Force have provided the Commissioner with a detailed list of activity they are actively doing to improve the recruitment process for specials.
13. The PCC challenged the Force on the difference between those recruits from a lower Socioeconomic background compared to the population of LLR (13% v 39%). This is the first data collection of data in this area, the Force have assured the Commissioner that this data will be monitored closely going forward. The Force will also look at this data on a national basis and will contact any Forces with more representative figures.

Implications

Financial None

Legal None

Equality Impact Assessment Continually reviewed

Risks and Impact None

Link to Police and Crime Plan Developing a diverse workforce

Financial None

List of Attachments / Appendices

Appendix 1 - Annual Recruitment and Retention Report

Persons to Contact

Lizzie Starr

Director of Governance and Performance

Elizabeth.Starr8921@leicestershire.pnn.police.uk

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

CORPORATE GOVERNANCE BOARD

Report of	CHIEF CONSTABLE
Subject	ANNUAL RECRUITMENT AND RETENTION REPORT
Date	MONDAY 25th SEPTEMBER 2023 – 14:00HRS
Author	ALASTAIR KELLY - ACO PEOPLE, TERESA KEEGAN – SENIOR HR BUSINESS PARTNER, JAMES LINDSAY – HR BUSINESS INFORMATION OFFICER.

Purpose of Report

1. It was agreed in February 2022 that an Annual Recruitment and Retention Report would be presented to the Corporate Governance Board every Summer, with an iteration provided to the Police and Crime Panel at their Autumn meeting. The report would highlight how the Force's workforce has changed with regards representation during the preceding year in a number of categories.
2. As agreed, headcount data is provided for the whole workforce with analysis across the other metrics for Police Officers. Examples of historical trend data showing change in Police Officer representation over the years is also provided.
3. The specific categories are:
 - Headcount (Officers, PCSOs, Specials, Staff, Volunteers and whole workforce family)
 - Protected Characteristics of
 - Disability
 - Ethnicity
 - Gender
 - Sexual Orientation
 - Residential location on joining (Leicester, Leicestershire, Rutland, or outside of LLR)
 - Socio-economic indicators
4. The paper also provides an update on the Forces work with regards to recruitment, and retention during the period.

Change in Workforce Representation 2022/23

Workforce Family Headcount

5. The following table shows the make-up of the organisation as an annual comparison, comparing 21-22 year-end with 22-23 year-end:

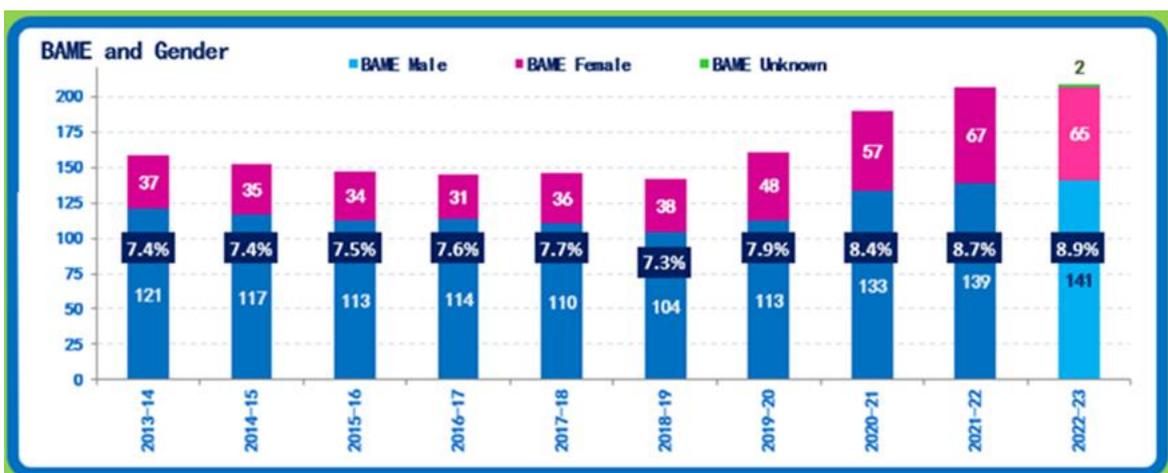
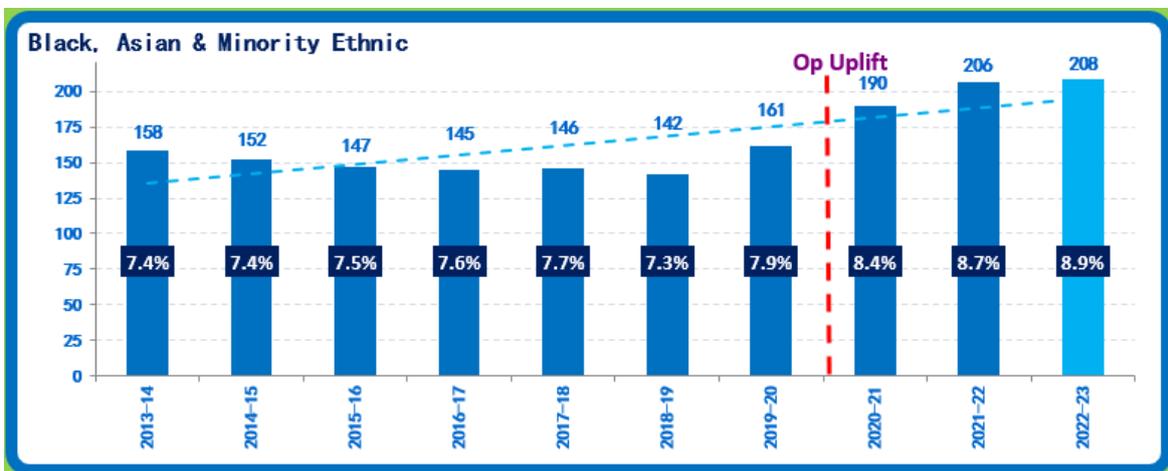
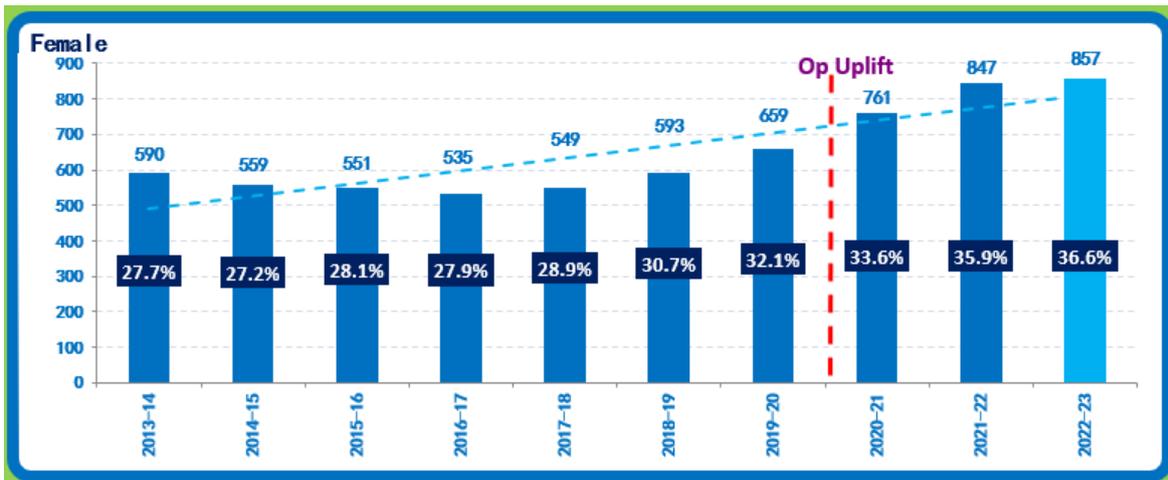
Establishment at Year End	Police Officers	PCSOs	Police Staff	Specials	Volunteers	Workforce Family
2021-22 (Head Count)	2298	194	1598	101	244	4435
2022-23 (Head Count)	2303	169	1610	114	225	4421
Head Count Difference	5	-25	12	13	-19	-14
% Change	0.22%	-12.89%	0.75%	12.87%	-7.79%	-0.32%

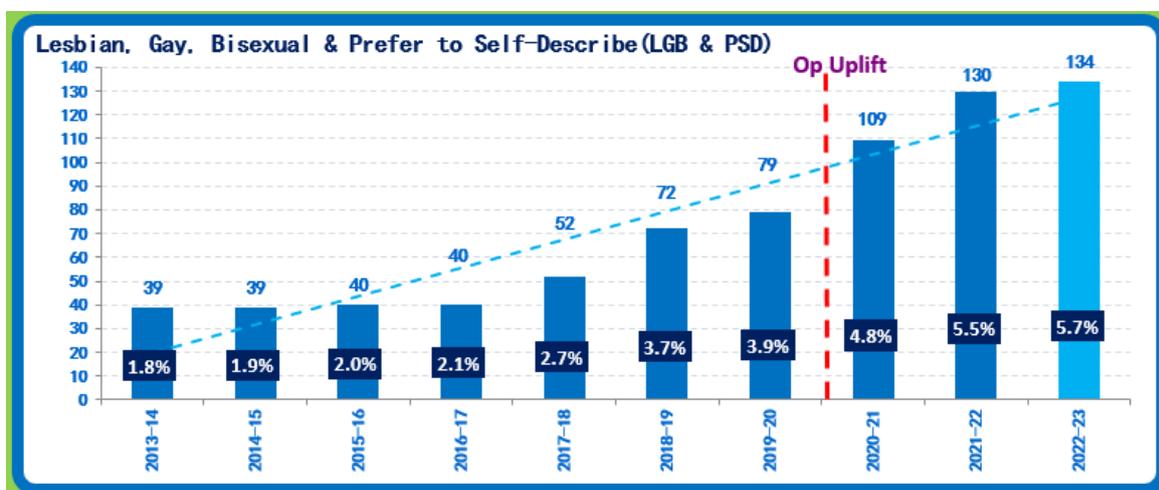
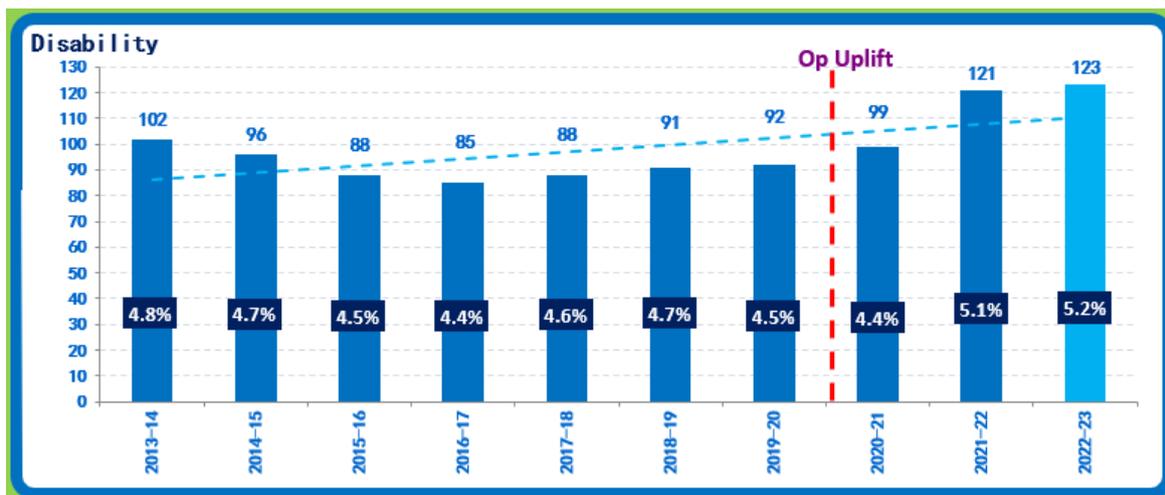
6. As can be seen the overall Workforce Family headcount remains roughly static year on year, with an increase in Special Constables offset to some extent by a decrease in Volunteers. Police Community Support Officers (PCSOs) have also decreased, while Police Officer numbers have been maintained realising the Force's Operation Uplift target at the end of the 3-year programme as detailed later in the report.
7. The above figures mask the significant workforce churn throughout the period. There have been 487 joiners and 501 leavers during the 2022-23 year, of which 166 joiners and 161 leavers have been Police Officers.

Police Officer Data

Protected Characteristics

8. The following tables expand the above Police Officer data further by showing the annual change over the main protected characteristics, together with the previous 10-year horizon.



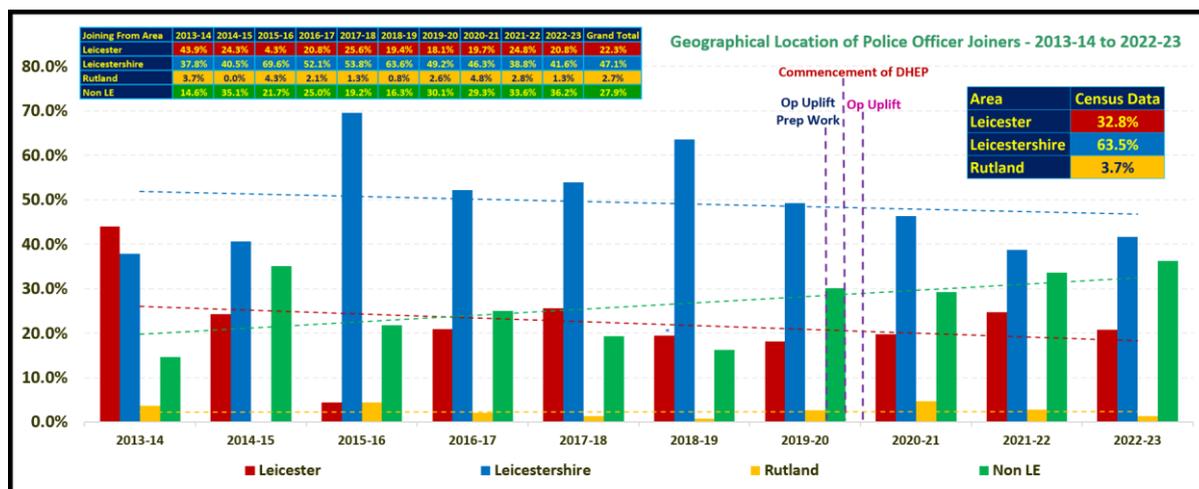


9. The above charts show a continuing sustained move towards proportionality across all of the main protected characteristics. In March 2023, Leicestershire Police had the highest number and percentage of officers from under-represented groups across all of the shown protected characteristics. This shows the progress towards being demographically representative of Leicester, Leicestershire and Rutland.
10. Over 50% of the Force recruits have been female for the second successive year, with 15.2% describing themselves as from a Black, Asian or Minority Ethnic Background (BAME).
11. The longer-term trend is pronounced. The following are the percentage increases that can be seen when comparing the head count of 2013-14 with the head count of March 2023 (the last 10 years):

Female Officers:	45.3%
BAME Officers:	31.6%
Disabled Officers:	20.6%
LGB & PSD Officers:	243.6%

Residential location on joining
(Leicester, Leicestershire, Rutland, or outside of LLR)

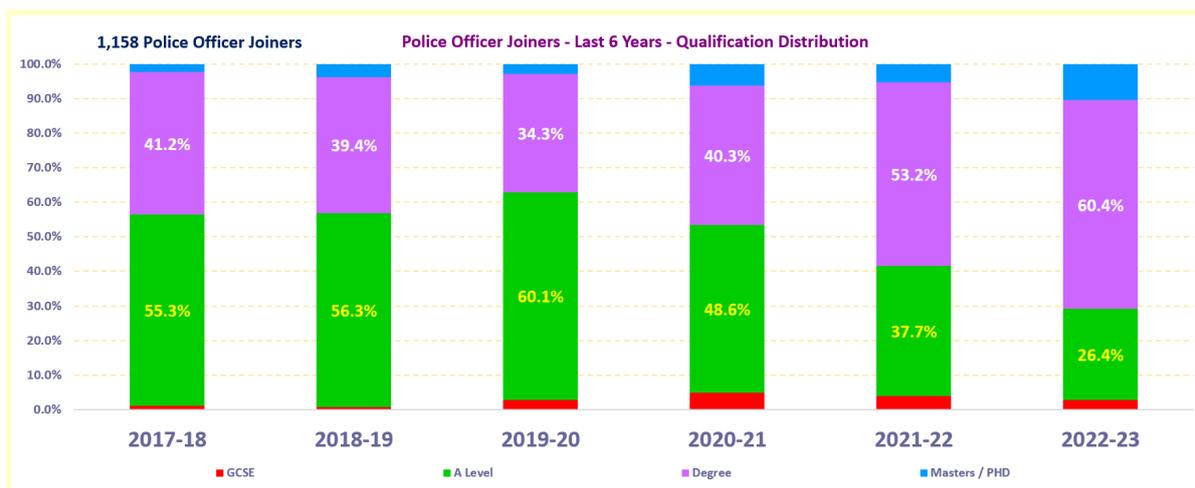
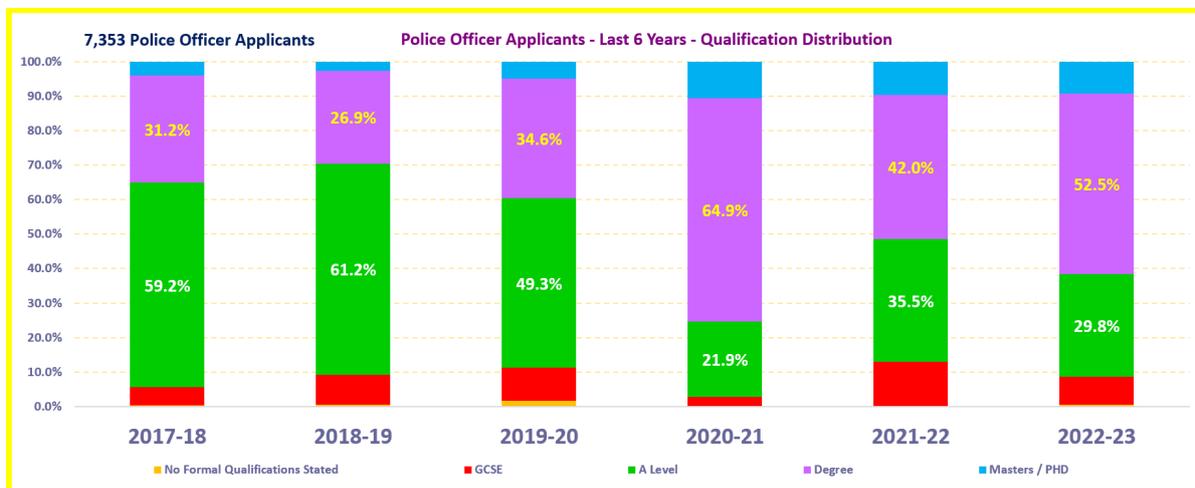
12. In terms of geographical location of Police Officers, the following graph shows the residential location of our recruits upon joining:



13. Similarly, to last year there has been a continued increase in the proportion of officer who join from a postcode outside of the Force area. If these numbers are excluded the representation within Leicester, Leicestershire and Rutland is roughly proportionate to the population as reported in the latest Census Data. On that basis Rutland would be slightly under-represented by 0.8%.

Highest Level of Educational Attainment upon Joining

14. The following graphs show the highest level of education of our Police Officer applicants and then our Police Officer recruits from 2017-18 to 2022-23:



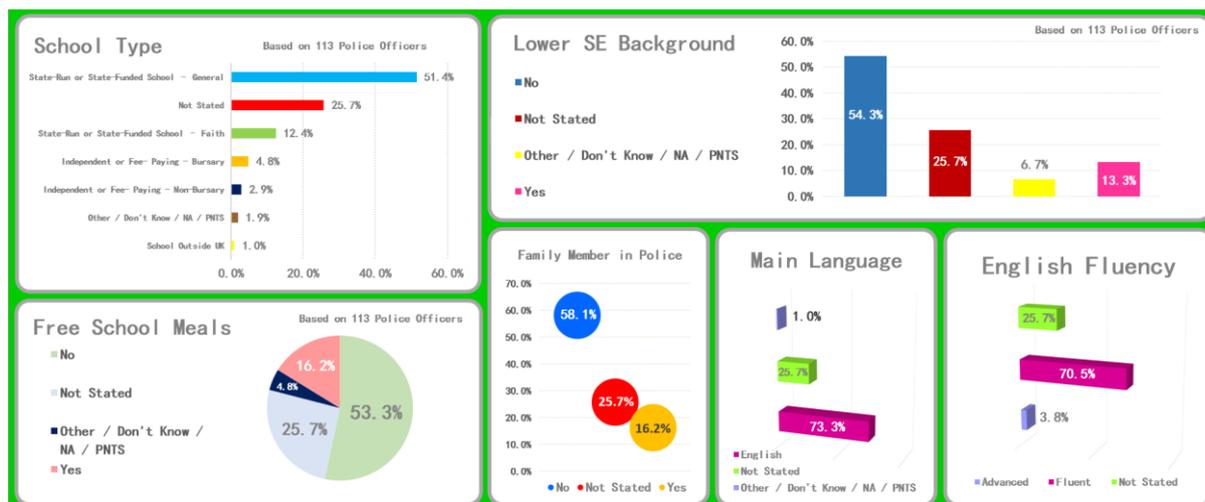
15. The above graphs show an increase in the proportion of Police Officer joiners over the last 3 full years, who have a degree or higher level of qualification. This reflects the national approach to police entry routes.

16. During the year the Force reintroduced the Initial Police Learning and Development Programme (IPLDP) entry route whilst the College of Policing considers plans for a further route that will not require a degree on entry. This follows a request from the Home Secretary asking the College to look at this. It is therefore likely the proportion of Officers joining with a degree may decrease in the future.

17. In terms of the working population of Leicester, Leicestershire & Rutland, 23.6% have a qualification of A-Level standard and a further 30.5% have a qualification of Level 4 or above (this being the first year of a Bachelor’s degree). The additional entry route will therefore present a further opportunity to be more representative of the population.

Socio-Economic Indicators

18. Leicestershire Police’s e-recruitment system began collecting socio-economic data from applicants on 1st September 2022. This includes school type, self-assessment of socio-economic background and whether a family member is working for the Police now or has done in the past. The question set has been set nationally. These questions are optional in the application form so present a partial data set. However, the response rate so far has been good.



19. As can be seen from the graphs above, 51.4% of the Police Officers providing data went to a state-run or state-funded school and a further 12.4% attended a state school specifically based on a faith. Of the same officers, 16.2% had free school meals.

20. Nationally, around 93% of the UK go to a state school and of these, 34% are based on a specific faith. In terms of free school meals, 22.5% of the student population of England is currently entitled to receive these. This shows that a smaller proportion of our officer recruits were in receipt of school meals, than there are currently receiving them, out in our communities.

21. In terms of Socio-Economic (SE) background, the largest proportion of those providing data (54.3%) believe that they did not come from a Lower Socio-Economic background whilst 13.3% did. Of the population of Leicester, Leicestershire & Rutland, 39.7% come from a lower SE background and 50.4% come from either a medium or high SE background.

22. The data shows that the percentage of our officers coming from a Lower SE background is lower than that of our communities, whilst the number recruited from a medium or high SE background is comparable.

23. 73.3% stated that their first language was English and from the same data set, 3.8% believed their English Fluency to be 'Advanced' (this percentage is from people who speak English, where English is not their first language).
24. When comparing this with Census data, nationally, 87.9% of England speaks English as a first language. In Leicester, Leicestershire & Rutland, this figure is 86.2%.
25. 16.2% stated that there was someone in their family who either previously or currently had something to do with working for the Police in some capacity.
26. Overall, this new data set shows a distribution of officers across all categories. There are areas where this varies significantly from the local population and this will be explored in more detail as more data is collected, recognising that as the data was only collected from applications from September that it will only reflect a limited number of joiners to this point.

Recruitment Activity 2022/23

27. The previous section shows the demographic change in Leicestershire Police throughout the period. The next section focuses on the activity that has driven that result and the ongoing work anticipated. The key activity over the last 3 years has been to achieve the ambitious recruitment targets as part of the national Operation Uplift. These have been achieved.

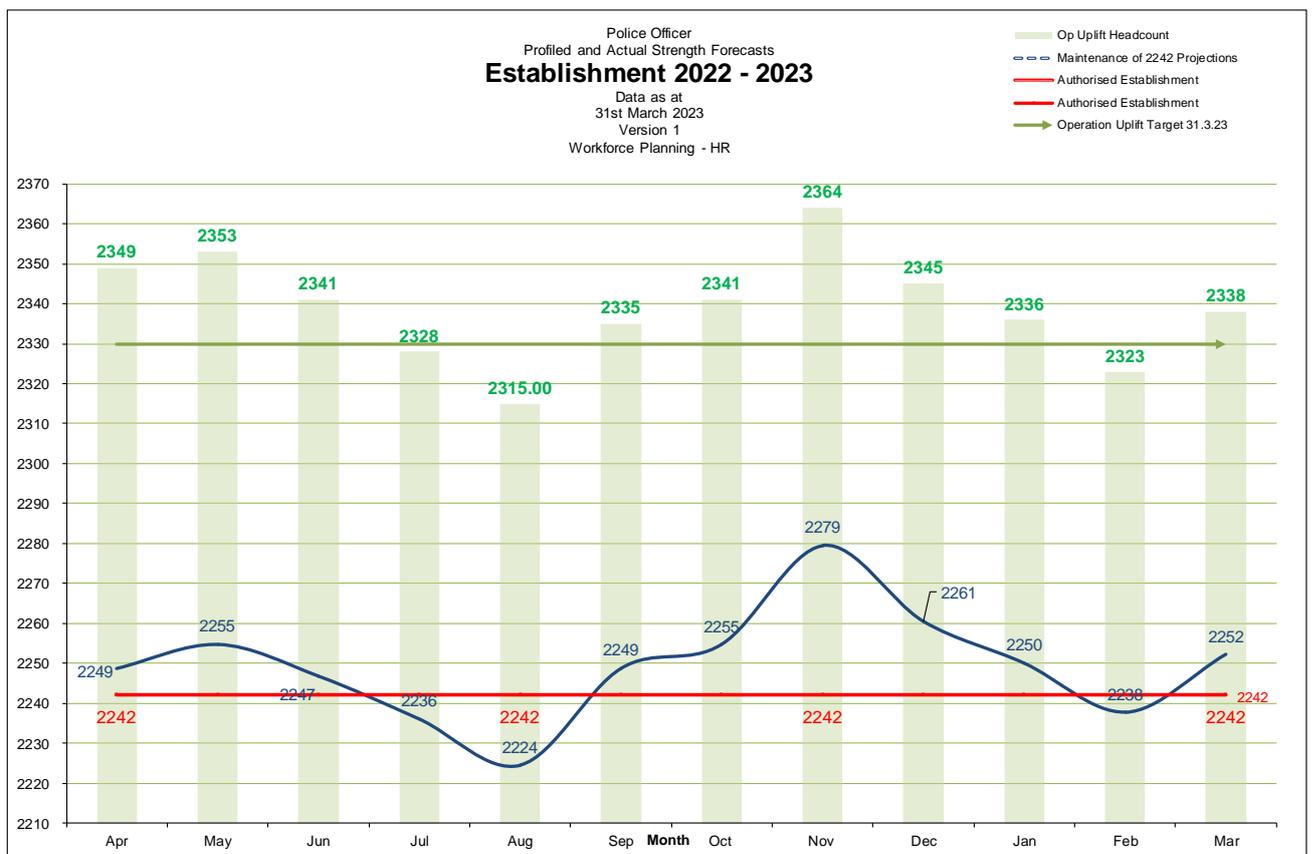
Achievement of Uplift

28. Leicestershire's Operation Uplift Target was to recruit an additional 297 officers by 31st March 2023. This was predicated upon a baseline taken from Leicestershire's ADR (Annual Data Return) for 31st March 2019, where the headcount was 1998.
29. The Force has an authorised establishment of 2242 (FTE) which the Police Officer budget is built upon. The Force needed to maintain an average of 2242 FTE, and to meet the Operation Uplift Headcount target on 31st March 2023
30. The Force also accepted an additional Operation Uplift incentivisation target from the Home Office to recruit additional officers, to support the national initiative. This required the Force to increase its headcount target for 31.3.23 to 2330, with agreed overshoots of 26 officers agreed during the autumn of 2022 and a further 9 agreed in early 2023 to contribute to the national Operational Uplift effort.

31. As at 31st March 2023, Leicestershire Police recorded an Operation Uplift Headcount submission of 2338 for 31.3.23 (against a target headcount of 2330) and an internal FTE of 2251 (against an authorised establishment of 2242), meeting both targets.

32. The chart below shows in green font, the Headcount for each month end in 2022 and how the Operation Uplift target, including overshoot of 2330 was met by 31st March 2023. The blue line shows the FTE at the end of each month, in relation to maintaining the establishment of 2242.

Operation Uplift and Force FTE for 2022/23



33. Leicestershire met its Operation Uplift targets through correctly forecasting rates of attrition and a recruiting profile that delivered the headcount required for 31st March 2023.

Officer Recruiting Profile for 2022/23 by Month and Route of Entry

		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Joiners														
		DHEP	DHEP/DC	DHEP			DHEP	PCDA	DHEP/DC				IPLDP	
Recruits	New Student Officer Intakes	20	13				23	26	33	0			21	136
	Transferees			2	1		9		3	1		0		16
	Total	20	13	2	1	0	32	26	36	1	0	0	21	152

34. Leicestershire Police recruited most of the cohorts via DHEP, but from March 2023 returned to IPLDP as mentioned earlier in the paper.

35. The recruiting activity has improved Leicestershire Police’s diversity profile as covered in the previous section.

Maintaining Uplift

36. Although Operation Uplift ended on 31st March 2023 there continues to be a monitoring regime for the current financial year of 2023/24, with both penalties for failing to achieve targets and incentives to complete more.

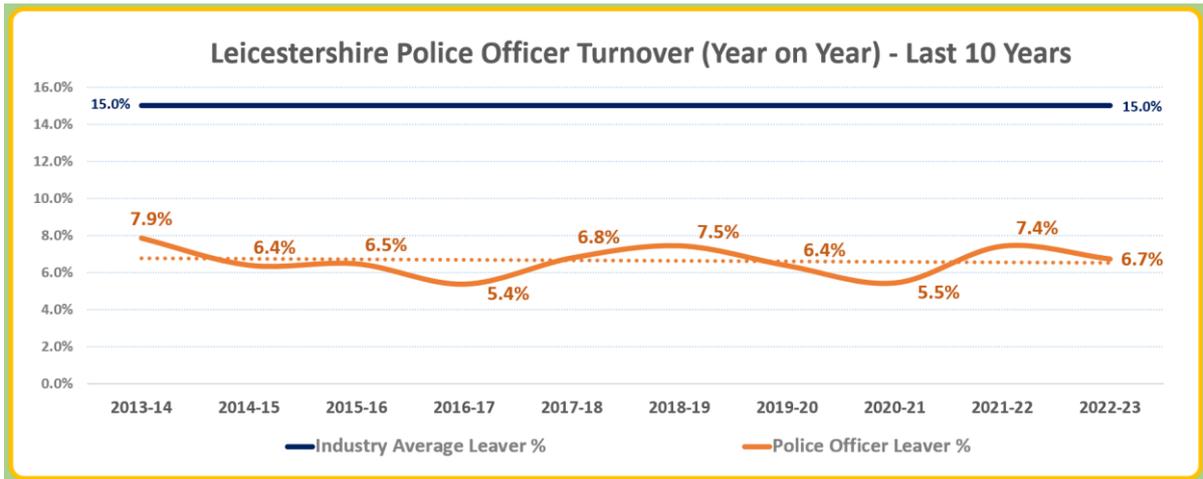
37. The key areas of focus for 2023/24 are as below.

- Deliver the volume targets, including meeting the two Uplift tracking points of the 2295 at end of September 23 and end of March 24
- Make a further step change towards the 1 in 4 BAME target. That is 40 new joiners
- Focus on retention once in post, and leaks from the application pipeline
- Review the routes of entry once the further route is confirmed by the College of Policing
- Focus on transferees – prioritising those in good standing with the skills we need, experience we lack, and those from underrepresented groups.

38. Further information on the recruitment activity is contained at Appendix A.

Police Officer Retention

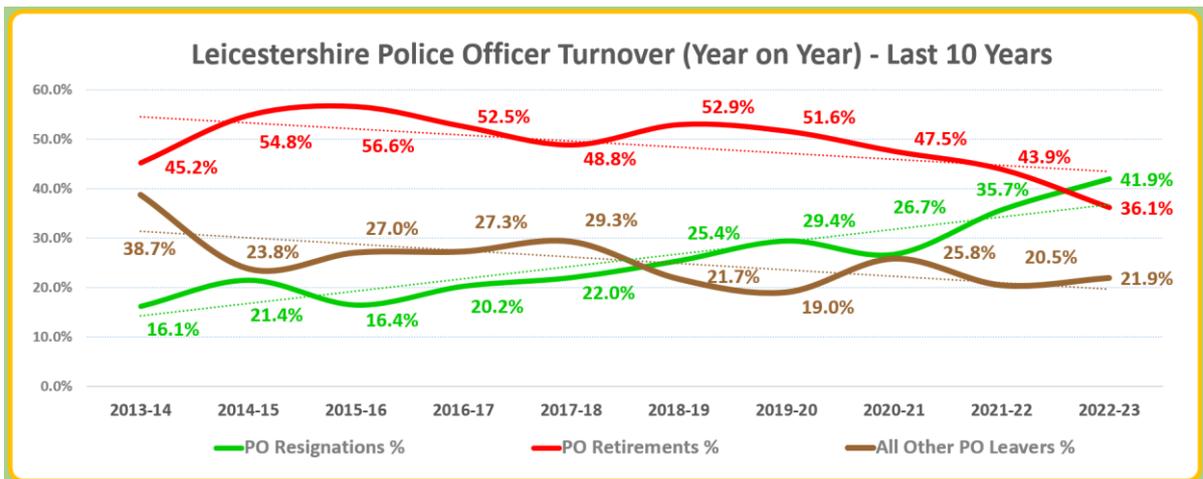
39. Retention is critical to remain an effective and efficient Force and to ensure return on investment. The Force actively seeks to predict attrition, particularly where it can be reasonably foreseen e.g. through planned retirement. That data is monitored and discussed by rank at the Strategic Establishment Board. The Force has historically been successful in actively predicting attrition.



40. The above graph shows percentage turnover slowed in 2022-3 compared with the previous year. The Force’s turnover rate is lower than the national average. When removing transfers from the figure Leicestershire Police is 0.4% less than the national figure of 6.8%.

41. A working hypothesis was that retirements and to some extent resignations were put off in 2020-21 due to the pandemic leading to a spike in turnover in 2021-22. However, the historical trend data for Leicestershire Police shows these two years remain in line with the pattern experienced over the last decade.

42. Turnover remains low next to any comparable benchmark. The wider public sector average is generally reported at 15% or above, with private sector significantly higher than that.



43. The above graph shows Police Officer leavers by way of Resignation, Retirement and all other Police Officer leavers. This illustrates the trend towards resignation as the dominant reason for leaving established in this year. This is expected to continue given the young in-service workforce, and is a trend mirrored nationally.

- 44. The trend for Police Officer Resignations overall is increasing as a percentage of all Police Officer leavers, whilst the trend for Retirement and all other Police Officer leaver categories, is decreasing. Again, this is as a percentage of all Police Officers leaving.
- 45. The Force carries out a self-directed exit interview online, in which all leavers are asked to participate. As a voluntary survey the data is partial. However, it shows the predominate reasons for resignation are 'better/other' employment, domestic reasons, and pay and conditions.
- 46. 42% of our current Police Officer workforce have under five years' service. There is a risk of early leaver attrition due to the relatively high number of recent recruits and probationers within the workforce.
- 47. Five development days were held in February and March 2023 reaching approx. 600 Police Officers. Themed 'Your Journey: Supporting You into Your Future'; the days focused on retention, identifying any emerging areas, and supporting young in-service Police Officers who joined the force as part of the Police Uplift Programme. The aim of this initiative was to create an inspiring culture making officers feel valued, improving motivation and wellbeing, improving confidence and leaving officers feeling more connected and inspired about their futures with the Force. From the development days information has been collated, analysed and is being used to inform retention activity.

Police Officer Leavers in the First Two Years of Service

- 48. The below chart shows Police Officer leavers in the first two years of service:



- 49. As can be seen from the graph, the main reason for Police Officers leaving in the first two years is unsurprisingly 'Resignation' and this accounts for 85.6% of all Police Officer leavers in the first two years of service, over the last 10 years.

50. The number of leavers has spiked in line with increased recruitment immediately before and during Uplift (2019-2023). While encouraging to see the in-year decrease, it remains a key focus as the Force looks to maintain officer numbers.
51. Over the last few years, the graph seems to suggest that we are employing more officers who decide very early on, that a career in Policing is not for them. Of the leavers in this length of service category, 6.2%, have decided that being a Police Officer may not be for them but a career in Policing is still attractive and they have re-joined Leicestershire Police in another capacity.
52. The recruitment team are focused on attracting and recruiting the right candidates from the outset. This includes positive action support, regular engagement, managing expectations and the realities of operational policing. Once a candidate has joined, they are provided with continued support from the recruitment team, the networks and Team Leicestershire Academy.
53. The recruitment team conducts all exit interviews with all officers with less than two years' service, leaving the organisation to understand the reasons why young in-service officers resign and their feedback around their learning and support. This commenced in August 2022 and to date 28 interviews have been completed. All the feedback is shared with Team Leicestershire Academy, Recruitment Team and HR who are informed of any emerging areas to action.
54. Attrition data and themes are reviewed quarterly for the Strategic Governance Board.

Summary

55. The Force achieved its 3-year Operation Uplift allocation including additional recruitment to support the national programme.
56. The Force has increased representation year on year for the second year running and has the highest proportion and headcount number of officers who share underrepresented protected characteristics in its history.
57. Over 50% of new recruited Officers are female for the second year in a row. This Force has recruited the 5th highest percentage of female officers during Operation Uplift.
58. The Force is the 6th most diverse in the country in relation to race, and well above the national average. This remains a strong focus with the drive to be representative of the Force area.

59. Over the last ten years the number of Lesbian Gay, Bisexual, and Prefer to Self-Describe has continued to increase by more than 240%.
60. Officer turnover has decreased year on year and is below the national average. Retention of young in service is a key priority and will continue to be monitored closely and action taken as necessary.

Recruitment Team Activity

61. The recruitment team aim to close the gap with BAME applications to appoint 1 in 4 recruits and females 2 in 4 recruits. This is a key target as we move into 23/24.
62. The recruitment team adopt a long-term pipeline approach in attracting candidates using every opportunity to positively represent Leicestershire Police whether they become a recruit or not. This has included the pilot delivery of the Mini Police Programme where 90 children aged 9-10 have successfully completed the 6-month programme. This piece of work is in support of 'toy car to day one' engagement and becoming an employer of choice.
63. Recruitment events and seminars are a key part of outreach work. Close to 180 such events were attended in a variety of settings. This year the team attended a range of large-scale community events including Diwali, Belgrave Mela, Pride, Caribbean Carnival, various University, School and College Career Fairs, The Rutland Show and sporting events such as Leicester Riders and Leicester City Female Football Club.



64. Leicester is a diverse city with a population from diverse backgrounds. Moving to IPLDP has opened up more opportunities for Leicester City residents allowing the recruitment team to refocus their recruitment campaigns to attract those that live or work in this area.
65. Once a candidate has made an application or submitted an expression of interest, the team deliver workshops allowing them to have a better understanding of the organisation and demystifying processes. Support workshops cover applications, interview assessments and positive action. The team ran over 60% more of these events than in the previous year, totalling circa 250 events.

66. Special to Constable. Specials that hold independent patrol status or directed patrol status will bypass national sift and the assessment centre. They will complete the Force interview. Specials who apply to become a full-time Police Officer are integrated as with all cohorts depending on the route that they choose and, in all cases, will only complete this part of the process.
67. The team work to a target of 6 months from application to offer. Our current stats are 5.4 months. We will always look to reduce this where possible and have regular meetings with the wider HRSC and Establishment Team to ensure we are on track.
68. Whilst candidates are waiting to be appointed the recruitment team organise a familiarisation session to keep the candidate engaged. The team adopt the 'Team Leicestershire' ethos allowing them to feel part of the team, meeting members who are likely to be on the same cohort and to network with other people in the organisation before they join on day one. Around 20 were delivered during the year and based on the feedback any necessary changes are made.
69. All candidates eligible for positive action are offered to attend a positive action workshop and following this are encouraged to book a one-to-one session with our positive action officer to support with the interview assessment.
70. All candidates eligible for positive action are offered mentoring support as it is recognised that these personal relationships are beneficial in the recruitment process and endure once in Force. This allows concerns to be raised and addressed directly. Over 60 mentors are being engaged to provide that link to support candidates.
71. The interventions do have a material effect. As an example, the success rate at the national selection centre for of those candidates from underrepresented groups who receive positive action support has increased from 65% to over 90%. Other Forces have reached out to us and intend to replicate the model.
72. Candidates are also provided with full contact details for the recruitment team and encouraged to make contact if they have any queries or require additional support, for example this has been evident with the uptake of practising the fitness test.
73. Questionnaires are completed with new recruits to understand their recruitment experience and areas in which we can develop. 80% of candidates indicate that they had a good recruitment experience and would recommend Leicestershire Police a place to work.

74. Sports teams are considered to be an untapped market when it comes to recruitment. Positive Action Officers engage with Leicester Riders and Team Ltd to attract players from diverse groups into policing.
75. We are also increasing the presence at all beat surgeries in LLR and working with the local neighbourhood team and appointed rural crime teams.
76. The Recruitment Team have placed a recruitment advert into 'Pukaar' a quarterly magazine that specifically targets young professionals or highly skilled individuals aged 24+ and reaches a diverse community. Pukaar have a really good outreach and print 5000 copies and distribute these across LLR including train stations, John Lewis, Indian Restaurants, The Curve etc (250 outlets) and have 100,000 people visit their website.
77. The Recruitment Team have worked collaboratively with communication experts to showcase new officer role model profiles across social media including Facebook, Instagram and LinkedIn. We are using an in-house paid for social media capability using some of our new role models tapping into peoples' social media channels across the Force area and beyond.
78. To complement the in-house advertising campaign we are working with an external agency called Socially Recruited who specialise in on-line advertising. Among other things they use an AI platform which is unique when it comes to targeting, it reaches otherwise unreachable candidates. Once the candidate starts engaging with our content, it will then follow all their digital footprints. These adverts are going out on 7 platforms including Snapchat and TikTok.

Future Development

79. The Recruitment team is keen to learn and continually evolve the offer. This has included attending a number of recruitment events and fairs at Schools, Colleges and Universities.
80. Work is being completed with a number of Universities (DMU, Leicester, Loughborough, Nottingham, Northampton) identifying opportunities to speak to potential recruits about the various opportunities available. Focus is on final year students providing 30-minute lecture shouts to different courses, and focusing on placement returners and recent graduates, working with partners to share information to them about our opportunities and support available including an Instagram takeover of the DMU Careers Team.
81. The Recruitment Team will be hosting a 'Careers at Leicestershire Event' at FHQ 30th September 2023 in line with new recruitment campaigns to showcase the various opportunities available.

Varied Entry Routes and Beyond Uplift

- 82. Uplift finished in March 2023 and we have exceeded our police officer recruitment target, strengthening our officer numbers across LLR. We are now moving into more targeted, planned recruitment. Nevertheless, it is anticipated circa 140-170 new recruits will be required each year to replace colleagues leaving the organisation. We will plan to recruit via a diverse set of entry routes, allowing us to continue to appeal to quality candidates from across the force area and beyond.
- 83. The recruiting profile has changed from DHEP/Dipp entry routes to IPLDP following the immediate and unexpected change of the Home Office’s announcement to remove the need to have a degree to apply. This has taken effect from January 2023 and the PC and DC IPLDP have temporarily replaced these programmes in addition to the Police Constable Degree Apprenticeship (PCDA) whilst further guidance is provided by the College of Policing regarding new entry routes.
- 84. It is too early to comprehensively evaluate the new entry routes. However, early indication suggests this entry route while being attractive is providing a lower percentage of BAME recruits. This brings additional challenges to previous routes; however close monitoring is taking place to ensure we continue to attract candidates from BAME backgrounds.

Transferees

- 85. The Transferee/re-joiner process has changed, with the aim of increasing our experience profile. Adverts will run continuously throughout the year for lateral transfer. Applications will be considered based on the skills offered and organisational need, giving priority to officers in good standing with the skills and experience we need and those from underrepresented groups.

Implications

Financial	None
Legal	None
Equality Impact Assessment	Continually reviewed
Risks and Impact	None
Link to Police and Crime Plan	Developing a diverse workforce

List of Appendices

- Appendix A – Recruitment Team Activity
- Appendix B – Answers to questions from PCC

Person to Contact

Alastair Kelly, Assistant Chief Officer – People Email: Alastair.Kelly@leics.police.uk
 Teresa Keegan, Senior HR Business Partner Email: Teresa.Keegan@leics.police.uk

