

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE

POLICE AND CRIME PANEL

Report Of	OFFICE OF THE CHIEF CONSTABLE
Subject	RECRUITMENT, RETENTION AND PROGRESSION
Date	MONDAY 18 MARCH 2019 -1:00 p.m.
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Purpose of Report

1. The purpose of this report is to update the 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, which will begin in September 2019. In addition there is an update on promotions and dismissals and the current position on employment tribunals within the Force.

Background

2. The Diversity and Inclusion Unit has two positive action officers working on improving the diversity of applicants across all roles within the organisation, Karolina Zaleweska and Moji Green. Their current work is concentrating on the increased current police officer recruitment following the precept increase approved at the last Police and Crime Panel, as well as the current Police Officer Degree Apprenticeship process which opened for applications in November 2018.
3. In 2017 police officer recruitment was opened for the first time in several years. Between May 2017 and June 2018, Leicestershire Police have held three police officer recruitment campaigns:
 - Campaign 1 between May and June 2017;
 - Campaign 2 between November 2017 and January 2018; and
 - Campaign 3 between April and June 2018.

Current position

4. The current diversity breakdown of the Force as of August 2018 is as follows:
 - Female police officer – 29%, police staff – 65%, PCSOs – 44%, Specials – 32%, Cadets – 52% and volunteers 48%.
 - BAME police officer – 7.5%, police staff – 11%, PCSOs – 11.5%, Specials – 10.5%, Cadets – 27% and volunteers – 14%.
 - Disabled police officer – 4%, police staff – 5%, PCSOs – 6% and Specials – 5% and volunteers 2.5%.

- Of those officers and staff who declare their sexual orientation the following is the LGBT representation:- Police officer – 8%, Police staff – 4% and PCSOs – 6%.

5. The community breakdown of Leicester, Leicestershire and Rutland is 50.5% female and at the latest estimate 25% BAME (which is made up of Rutland BAME 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.
6. The Force data therefore shows that there is an under-representation of female, BAME and disabled staff in all categories of staff except for female police staff and police cadets. From previous data there is also an under-representation of LGBT staff in all categories.

Current Police Officer recruitment campaign

7. There have been three recruitment campaigns in 2017 and 2018. Following a review of Campaign 2 (Nov 2017 – January 2018), the decision was taken to remove the Competency Based Questionnaire (CBQ) and replace it with a values-based telephone interview. The recruitment process for campaign 3 is detailed below:

- Optional:** Recruitment seminars
- Stage 1:** Application form and eligibility checks
- Stage 2:** Telephone interview
- Stage 3:** Force interview
- Stage 4:** Nationally required SEARCH Assessment Centre
- Stage 5:** Pre-employment checks
- Stage 6:** Vetting

Attraction: media, community and events

8. The majority of initial attraction and engagement work has been undertaken by neighbourhood officers across all eight Neighbourhood Policing Areas (NPAs). There were a total of 32 seminars held across Leicester, Leicestershire and Rutland (LLR) (approx. 1 per week, per NPA), involving approximately 42 police officers and PCSOs, with attendance from over 200 potential candidates. Officers delivered presentations about the recruitment process and the role of a police officer. At each seminar, every attendee was provided with a card with information about how to apply, link to the application form and contact details for further questions.
9. The organisation of these events followed the process below:
 - NPA Commanders were contacted and asked to identify officers interested and willing to be involved in recruitment, positive action and delivering these seminars.
 - Identified officers received relevant training from a Positive Action Officer about the up-to-date recruitment process and the importance and aim of positive action.
 - Officers asked to identify local communities, locations and venues to hold recruitment seminars using their local officer knowledge.
 - Seminars delivered by officers.
 - Further information and contact details provided to all attendees.
 - All attendees were then contacted by the Positive Action Officer with further information and offer of support.

10. The Force website and social media channels continued to be utilised. Short #MakeADifference videos, featuring a variety of officers also continued to be published.

Support

11. The following outlines the support given to candidates throughout the campaign:-

- Informal mentor support continued throughout Campaign 3. There were 17 Force mentors working with 28 mentees. Makeup of mentees was: 20 females (71.43%), 9 BAME (32.14%), 2 LGBT (7.14%), 1 Disabled (3.57%).
- Delivered five SEARCH support sessions (previously delivered by Talking Blues). Total attendance was 103 applicants.
- Of those who attended the preparation session the following shows the success rates:

ALL	Attended	Successful	Awaiting results	Withdrawn	Pass rate
SEARCH Preparation	103	79	3	3	79%

BAME	Attended	Successful	Awaiting results	Withdrawn	Pass rate
SEARCH Preparation	18	13 (10 Female)	0	0	72.2%

FEMALE	Attended	Successful	Awaiting results	Withdrawn	Pass rate
SEARCH Preparation	48	39	3	0	81.25%

LGBT	Attended	Successful	Awaiting results	Withdrawn	Pass rate
SEARCH Preparation	10	7	1	0	70%

Disability	Attended	Successful	Awaiting results	Withdrawn	Pass rate
SEARCH Preparation	1	1	0	0	100%

- SEARCH is a nationally required assessment process for all applicants. The pass rate was generally higher for candidates who attended SEARCH / SEARCH preparation at a later date, with those attending at an earlier date having a higher failure rate.
- During Campaign 3, an SMS text process has been put in place in which individuals can text in their details and role they are interested in. This text is automatically forwarded to a Positive Action inbox. This system is not specific to recruitment campaigns only, and can be used as a means of contact in general.

Results

12. Campaign 3 has so far seen the highest increase in representation of BAME candidates submitting their applications (21.46%).

The table below outlines the current status of Campaign 3:

Beginning of Campaign 3 (% calculated on total number of applicants @ beginning of campaign)		Successful at SEARCH (% calculated only on total number of applicants who successfully completed SEARCH process)	
BAME (inc. White other)	21.46%	BAME (inc. White other)	15.84%
Female	32.53%	Female	44.66% (2 awaiting results)
Disability	2.86%	Disability	3.88%
LGBT	7.95%	LGBT	8.25%

Results of previous campaigns to show the improvement in BAME representation at Campaign 3:

Campaign 1 (May 2017)		Campaign 2 (Nov 2017-Jan 2018)	
BAME (inc. White other)	4.65%	BAME (inc. White other)	10.86%
Female	39.53%	Female	55.3%
Disability	5.81%	Disability	7.4%
LGBT	10.47%	LGBT	17%

13. In addition to the traditional application process to join the police, Leicestershire is currently recruiting for the current intake of Police Constable Degree Apprenticeship (PCDA). The PCDA is a structured three-year degree apprenticeship. This is delivered by the Force in partnership with a procured Higher Education Institute, who will validate and award the degree, which is De Montfort University of Leicester.
14. The PCDA enables individuals to perform the paid role of Police Constable, developing operational competence, whilst attaining a degree in Professional Policing Practice, which will be funded by the Force. Successfully completing the apprenticeship will result in the award of a degree in Professional Policing Practice. Once the apprenticeship is complete, apprentices will be confirmed in post as a Police Constable.
15. There will be 20 vacancies with the apprenticeship starting in September 2019.
16. A range of outreach activity was undertaken and reported in an earlier Police and Crime Panel meeting. In particular underrepresented groups were targeted.
17. A total of 291 candidates applied for the PCDA in November 2018. The current selection has not concluded. But the following is a breakdown of those who are going to the SEARCH assessment process:-

- Of those applications, 73 went through to the Force interview:

White	48 (66%)
BAME	14 (19%)
Not stated ethnicity	11 (15%)

Further self declaration indicates the following breakdown by different protected characteristics:-

Female	24 (44%)
BAME and Female	6 (8%)
LGBT	8 (4%)
Disability	3 (4%)

- There are 36 applicants who are going through to the assessment day. They have identified in the following ways

White	26 (72%)
BAME	7 (19%)
Not stated ethnicity	3 (8%)

Further self declaration indicates the following breakdown by different protected characteristics:-

Female	14 (44%)
BAME and Female	3 (11%)
LGBT	4 (11%)
Disability	1 (3%)

- The final success rates will be reported at a future meeting.

Force Position

18. The tables below show a breakdown of officers currently in post by gender, ethnicity and disability by rank:

Headcount - Performing Rank - Inc Career Break/Secondments - Ethnicity										
	BAME		Total BAME	Not Stated		Total Not Stated	White		Total White	Total
	Female	Male		Female	Male		Female	Male		
ACPO							1.0	4.0	5.0	5.0
Chief Superintendent							1.0	5.0	6.0	6.0
Superintendent							1.0	13.0	14.0	14.0
Chief Inspector		1.0	1.0		1.0	1.0	5.0	22.0	27.0	29.0
Inspector	1.0	2.0	3.0	1.0	2.0	3.0	22.6	60.0	82.6	88.6
Sergeant	3.0	12.0	15.0		3.0	3.0	46.4	226.6	272.9	290.9
Constable	31.3	87.2	118.4	11.2	32.0	43.2	396.9	872.8	1269.7	1431.4
Total	35.3	102.2	137.4	12.2	38.0	50.2	473.9	1203.4	1677.2	1864.9

% - Performing Rank - Inc Career Break/Secondments - Ethnicity				
	BAME	Not Stated	White	Total
ACPO Chief	0.0%	0.0%	100.0%	100.0%
Superintendent	0.0%	0.0%	100.0%	100.0%
Superintendent	0.0%	0.0%	100.0%	100.0%
Chief Inspector	3.4%	3.4%	93.1%	100.0%
Inspector	3.4%	3.4%	93.2%	100.0%
Sergeant	5.2%	1.0%	93.8%	100.0%
Constable	8.3%	3.0%	88.7%	100.0%
Total	7.4%	2.7%	89.9%	100.0%

% - Performing Rank - Inc Career Break/Secondments - Gender			
	Female	Male	Total
ACPO Chief	20.0%	80.0%	100.0%
Superintendent	16.7%	83.3%	100.0%
Superintendent	7.1%	92.9%	100.0%
Chief Inspector	17.2%	82.8%	100.0%
Inspector	27.7%	72.3%	100.0%
Sergeant	17.0%	83.0%	100.0%
Constable	30.7%	69.3%	100.0%
Total	28.0%	72.0%	100.0%

Headcount - Performing Rank - Inc Career Break/Secondments - Disability				Total
	No	Not Stated	Yes	
ACPO	5			5
Chief Superintendent	5	1		6
Superintendent	13	1		14
Chief Inspector	28		1	29
Inspector	86	1	2	89
Sergeant	279	5	7	291
Constable	1312	50	69	1431
Total	1728	58	79	1865

Headcount - Performing Rank - Inc Career Break/Secondments - Disability				Total
	No	Not Stated	Yes	
ACPO	100.00%	0.00%	0.00%	100.00%
Chief Superintendent	83.33%	16.67%	0.00%	100.00%
Superintendent	92.86%	7.14%	0.00%	100.00%
Chief Inspector	96.55%	0.00%	3.45%	100.00%
Inspector	96.61%	1.13%	2.26%	100.00%
Sergeant	95.88%	1.72%	2.41%	100.00%
Constable	91.69%	3.52%	4.80%	100.00%
Total	92.65%	3.13%	4.22%	100.00%

Promotions

19. In the last year the following promotions have been made:-

Promoted Rank	Gender	Year Promoted 2018-19
ACPO	Male	1
Chief Superintendent	Male	1
	Female	1
Superintendent	Male	
	Female	
Chief Inspector	Male	1
	Female	
Inspector	Male	9
	Female	2
Sergeant	Male	25
	Female	3
Grand Total		43

20. Across all ranks the promotions breakdown equates to 12% female and 88% males.

Promoted Rank	Ethnicity	Year Promoted 2018-19
ACPO	White	1
Chief Superintendent	White	2
Superintendent	White	
Chief Inspector	White	1
	BAME	
	Ethnicity Not Stated	
Inspector	White	10
	BAME	
	Ethnicity Not Stated	1
Sergeant	White	27
	BAME	1
	Ethnicity Not Stated	
Grand Total		43

21. Across all ranks the promotions breakdown equates to 2.5% BAME, not stated is 2.5% and white officers is 95%.

Promoted Rank	Disability	Year Promoted 2018-19
ACPO	Not Disabled	1
Chief Superintendent	Not Disabled	1
	Disability Status Not Stated	1
Superintendent	Not Disabled	
Chief Inspector	Disabled	
	Not Disabled	1
Inspector	Disabled	
	Not Disabled	10
	Disability Status Not Stated	1
Sergeant	Disabled	2
	Not Disabled	26
	Disability Status Not Stated	
Grand Total		43

22. Across all ranks the promotions breakdown equates to 5% LGBT, not stated is 76%, prefer not to say is 2% and heterosexual is 17%.

Temporary promotions

23. The following outlines the temporary promotions undertaken between 1.1.18 and 31.12.18. Each officer is counted once, even if they had a temporary promotion at two ranks during this period. Any officer seconded out of Force, who was then temporarily promoted by an external agency is included in these numbers. It should be noted that five of those who were temporarily promoted during this period have since left the Force. Their disability status is Not Stated, because it was not possible to obtain this information during the timeframe required.

Temporary Promotions (Officers) – by Ethnicity				
Ethnicity	Female	Male	Total	Percentage
BAME Total	3	7	10	6.33%
Not Stated	0	2	2	1.27%
White Total	29	117	146	92.41%
Total	32	126	158	100.00%

Temporary Promotions (Officers) – by Gender		
Gender	Total	Percentage
Female	32	20.25%
Male	126	79.75%
Grand Total	158	100.00%

Temporary Promotions (Officers) – by Disability		
Disability	Total	Percentage
No	147	93.04%
Yes	3	1.90%
Not stated	8	5.06%
Total	158	100%

Leavers & Joiners

24. The following charts show the numbers of leavers and joiners over the past 8 years.

Ethnicity	BAME	Not Stated	White	Total
Police Officer Leavers 2010 - 2018	59	23	873	955

Ethnicity	BAME	Not Stated	White	Total
Police Officer Leavers 2010 – 2018 (%)	6.18%	2.41%	91.41%	100%

Ethnicity	BAME	Not Stated	White	Total
Police Officer joiners 2010 - 2018	44	24	406	474

Ethnicity	BAME	Not Stated	White	Total
Police Officer joiners 2010 - 2018	9.28%	5.06%	85.65%	100%

25. The charts above show that the proportion of BAME leavers is lower than the proportion of BAME joiners. One of the explanations for this could be the reduction in recruiting over the past 8 years has had a negative impact on creating a more diverse workforce.
26. It could be assumed that if the Force had maintained the establishment of 2,347 (highest point prior to austerity) then if recruiting had been at the same rate, as the past 8 years, an extra 547 officers would have been recruited and proportionally 51 would have been BAME officers.

Dismissals

27. In the last year there have been 5 dismissals from the Force. The following outlines the gender, race, role and reason for the dismissal:-
- PC Male Asian Dismissal without Notice for Discreditable Conduct – convicted at Court for rape and given a custodial sentence.
 - SPC Male White Dismissal without Notice for Discreditable Conduct – conditional caution for malicious communication.
 - DC Male White Dismissal without Notice for Confidentiality – convicted at Court for computer misuse.
 - PC Male White Dismissal without Notice for Discreditable Conduct, Authority, Respect and Courtesy. Not convicted – searching information – non criminal.
 - Staff Male Asian Dismissal with Contractual Notice for Honesty and Integrity. He lied about a road traffic collision.
28. Of the 5 dismissals - 40% are BAME and 60% are White and 100% are male. The high percentages are due to the low numbers involved, so 1 person equates to 20% of the total.

Employment Tribunals

29. There were 17 employment tribunals lodged in 2018/2019. Of those 17, 8 have been withdrawn with no settlement. Those claims were 6 for unlawful deduction of wages, 1 race and 1 sex.
30. There are currently 9 ongoing employment tribunal claims, 6 race (1 claimant has two separate claims lodged), 1 sex and 1 unfair dismissal. All these are currently being defended and it is unlikely for the hearings to be held until late 2019, early 2020.

31. Since 2016 there have only been 2 employment tribunal hearings, 1 for race and 1 for sex. In both cases the claims were successfully defended by the Force.
32. The Force are currently reviewing a number of areas following the opinion given at the HASC committee by the President of the National Black Police Association.

Police and Crime Commissioner Oversight

33. The Police and Crime Commissioner and Deputy Police and Crime Commissioner attend the “Attraction, Retention and Progression Gold Group” convened to drive recruitment of BME officers into the force. This Group is chaired by the Chief Constable and meet on a **bi-monthly basis**.
34. In addition the force have in place a Strategic Equality and Fairness Board which is attended by the Executive Director for the OPCC. This Board considers the number of grievances, ET cases, recruitment, promotion and retention matters. Information from the outcome of this meeting is fed back to the PCC at the Monday morning Senior Management meeting. Any issues are then raised by the PCC with the Chief Constable at the weekly one to one meetings.
35. The Strategic Assurance Board, chaired by the Commissioner, also receive regular reports on equality issues relating to recruitment and promotion processes where the Commissioner and his senior managers can challenge and scrutinise the work of the force in this area.

Conclusion

36. 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.
37. 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 a Attraction & Retention Gold Group and internal Boards such as the People 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.

Recommendation

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

Implications

Financial:	Programme is being delivered within the budget
Legal:	Use of S.158 1nd 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;

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