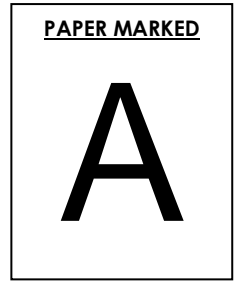


**POLICE AND CRIME
COMMISSIONER FOR
LEICESTERSHIRE**

**ETHICS, INTEGRITY AND
COMPLAINTS COMMITTEE**



Report of	CHIEF CONSTABLE
Subject	RECRUITMENT, RETENTION AND PROGRESSION OF THE WORKFORCE
Date	FRIDAY 15th DECEMBER 2017 – 2.00PM
Author	LYNNE WOODWARD

Purpose of Report

1. The purpose of this report is to update the committee on the current positive action work being undertaken. This concentrates on recruitment, retention, progression and engagement of under-represented groups within Leicestershire Police. This work has the aim of increasing the diversity of staff to be more reflective of the local community

Recommendation

2. The Board are asked for their views on the work of the positive action programme so far.

Introduction

3. The positive action project began in February 2015 and was sponsored by the ACO Resources, supported by the Chief Officer Team and the Police and Crime Commissioner. This began as a two-year project, and had a full time police officer working on the project. It was underpinned by the College of Policing 'BME Progression 2018 Programme', to improve the recruitment, progression and retention of Black and Minority Ethnic (BME) officers and staff, in order to build a more representative workforce. Within Leicestershire Police this has been extended to include work on all areas of under representation, including disability, gender, gender identity and sexual orientation.
4. Following the promotion of the police officer involved in the work, the Change Board approved a police staff post earlier in 2017. The new post holder, Karolina Zalewska was appointed and started at the beginning of September 2017. This work is no longer a two year project but an established post which will drive the work for the future. The current work is concentrating on recruitment and promotion but will also cover retention and engagement going forward.

Current position

5. The current diversity breakdown of the Force is as follows:
 - Female police officer – 28%, police staff – 63%, PCSO's – 42%, Specials – 27% and Cadets – 52%
 - BME police officer – 8%, police staff – 11%, PCSO's – 11%, Specials – 9% and Cadets – 27%.
 - Disabled police officer – 4%, police staff – 5%, PCSO's – 6% and Specials – 4%
 - LGBT data is currently inaccurate due to some technical issues, which is being fixed.

6. The community breakdown of Leicester, Leicestershire and Rutland is 50.5% female and at the latest estimate 25% BME (which is made up of Rutland BME 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.

7. The Force data therefore shows that there is a large under-representation of female, BME 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 Recruitment Work

8. Since Karolina's appointment the following work has been undertaken:-
 - Visited most areas to encourage local involvement in all recruitment activity.
 - Comprehensively analysed the data from the latest recruitment exercise for police officers. This led to a report produced for the Strategic Equality and Fairness Board, chaired by the Chief which highlighted that:-
 - Females were 1.5 times more likely to be recruited than males.
 - Female candidates were more successful at all stages of the recruitment process compared to male candidates.
 - LGB candidates were more successful at all stages of the recruitment process compared to heterosexual candidates
 - Disabled candidates are less likely to be successful than non disabled candidates in the overall recruitment process. However they are more likely to be successful at the CBQ stage and less likely at the interview.
 - White candidates are 3 times more likely to be recruited than BME candidates. Only 1 BME female was appointed.

- BME candidates were less successful at all stages of the recruitment process. This includes the CBQ stage, interview and assessment centre. BME candidates were the only group in which the majority of candidates were unsuccessful at the interview stage. Also at the assessment centre, of the five candidates who failed 3 were BME. The only 2 females who failed were both BME.
 - An outcome of this analysis has led to the formation of a Gold Group on recruitment, retention and progression, chaired by the Chief. It held its first meeting in November, with the second meeting due in December.
 - A range of actions have been identified. These include identifying the actions taken by Greater Manchester and Bedfordshire who have both been recognised nationally for attracting a higher percentage of BME candidates.
 - To look at the opportunity for direct entry into detective roles. The Met Police has shown that this approach has increased BME representation.
 - Comprehensive review of every part of the recruitment process, higher attrition rate for BME and disabled candidates.
 - Review the attrition rate at the vetting stage.
 - To review the 3 entry schemes to the Police via the Professional Educational Qualification Framework in the future and identify what these opportunities might bring. The 3 entry points will be :
 - Degree in Policing (Level 6 qualification) which could then result in an offer of a job from a police force on application.
 - Degree in something else and then a conversion qualification (2 year programme)
 - Become an apprentice during which you will obtain points towards a degree (3 year qualification)
 - The role of corporate communications in messaging and the use of social media to increase representation from underrepresented groups.
9. In 2018, there will be five cohorts of police officers recruited, over 100 officers. Although conversely all PCSO recruitment has been suspended following budgetary pressures. So there will be no opportunity to change the profile of PCSO's. However, there will also be an emphasis on increasing recruitment of volunteers, special constables and cadets, where more significant progress could be made.

Progression

10. Leicestershire Police has a promotion strategy, which sets out the objectives and guiding principles for promotion. The positive action work looks at the need to do more to encourage and enable progression for people from under-represented groups. This work includes identifying opportunities for promotions, secondments and attachments, as well as opportunities for staff to access coaching and mentoring.
11. Work also includes reviewing the promotion process and applications. In addition the use of positive action initiatives for staff development programmes, which include fast track programmes, shadowing and bespoke training courses.
12. There is also to be a focus on the use of development days, management guides and leadership courses to enhance the opportunities for all under-represented groups to access development and promotion opportunities.
13. A recent promotion process has been undertaken for police officers to Sergeant. At the end of the process candidates were marked from “Exceptional”, “Good” to “Not supported” and “Further Development” needed. In the exceptional band there were 25 candidates and at this time 18 people were promoted. The Force implemented the balancing measures, using S.159 of the Equality Act 2010. This led to the following being promoted - 1 BME, 7 female, 2 LGBT and 7 male candidates. There are 7 white men left in the exceptional pool and will be the next to be promoted.

Conclusion

14. The Force have utilised S.159 of the Equality Act 2010 for the first time in a recent promotion process.
15. A recruitment, retention and promotion Gold group has been established to give greater scrutiny on the current recruitment activities which have shown a disproportionate outcome for BME and disabled candidates. The Chief Constable chairs both this new Gold group and a longer running Strategic Equality & Fairness Board.

Implications

Financial :

Legal :

The interpretation of S.158 and S.159 of the Equality Act has not seen any higher court decisions

Equality Impact Assessment :

Potential to assist in recruiting or maintaining a diverse workforce. Also has the potential if inappropriately applied for adverse publicity.

Risks and Impact :

Potential risks are legal challenges

Link to Police and Crime Plan :

Developing a diverse workforce

Communications :

If the balancing measures in S.159 are to be used appropriate and proportionate communications need to be drafted to mitigate any of the risks.

List of Appendices

None

Background Papers

None

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