

**POLICE AND CRIME
COMMISSIONER FOR
LEICESTERSHIRE**

**ETHICS, INTEGRITY AND
COMPLAINTS COMMITTEE**

PAPER MARKED

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Report of	CHIEF CONSTABLE
Subject	LEICESTERSHIRE POLICE PROMOTION SELECTION PROCESSES
Date	FRIDAY 18 DECEMBER 2020 – 2:00 p.m.
Author	CAROLINE THOMPSON, SENIOR HR BUSINESS PARTNER

Purpose of Report

1. To provide information which includes what the promotion and selection processes are, who runs them, how decisions are made, how talent is identified and the outcomes and equality data and information on external scrutiny.

Recommendation

2. The Board is asked to note the contents of this report detailing the work of the current promotion selection processes.

Background

3. The HR Workforce & Succession Planning Team produces a promotion planner prior to the start of each financial year setting out the processes that will be required to balance the establishment over the next 12 months. The 2020-21 document is attached as Appendix 1. This promotion planner is then discussed and approved at a meeting of the Chief Officer Team (COT). The 2020-21 document was approved by COT.
4. The Chief Constable has the authority to appoint officers at his discretion as required outside the formal promotion processes planned by the HR Department outlined in this paper.
5. In the current year there has been two promotion process. The Sergeant to Inspector process will be described in this paper as Promotion Process 1 and the Chief Inspector to Superintendent process will be described in this paper as Promotion Process 2.
6. There are a further two promotion processes that are currently being progressed the Inspector to Chief Inspector, which will be referred to as Promotion Process 3 for the purposes of this paper and Constable to Sergeant, which will commence in January and which will be referred to as Promotion Process 4 in this report.

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7. The stages of the Sergeant to Inspector Process (Promotion Process 1) are shown below:
 - Eligible Sergeant submits a Paper Application evidencing competency and values framework for policing level 2
 - This required support from their units Chief Inspector
 - The application was short listed and scored
 - A final moderation process was held jointly with all three Directorates; Local Policing Directorate (LPD), Crime & Intelligence Directorate (CAID) and Support Services Department (SSD). This was chaired by the ACO HR, with attendance of Chief Superintendents, Superintendents and Chief Inspectors from all directorates, Federation and the Senior HR Business Partner from HR Workforce and Succession Planning.
 - The positive action provisions under S.159 of the Equality Act 2010 were applied to the promotion process
 - Those Sergeants graded as Exceptional, will be promoted in January 2021 to match current Inspector vacancies.
8. The outcomes and diversity data regarding Promotion Process 1 are shown in Appendix 2.
9. In the Sgt to Inspector promotion process (Promotion Process 1) Appendix 2 shows that proportionately the most successful applicants were from BAME and female officers.
10. Promotion Process 2 (Chief Inspector to Superintendent) concluded on 27th November and was made up of the following stages:
 - Positive Action intervention was offered to candidates from under-represented groups prior to the promotion process, under S. 158 of the Equality Act 2010.
 - Competency based application form against the competency and values framework for policing level 3.
 - Chief Superintendent signed support of the application form.
 - Applications were blind short listed by a panel of three, this was chaired by the ACC Crime & Operations. The score of the application made up 25% of the total marks of the overall process.
 - Community Panel Assessment. This was chaired by the ACO Protective Services, we had 8 community members attend who represented our communities that we serve, which included, Hindu, LGBT, Sikh, Muslim, African, Afro Caribbean and a member of the BPA who is reverse mentoring the Senior HRBP in charge of Workforce and Succession Planning. The score of this assessment made up 25% of the total marks of the overall process
 - Interview, chaired by DCC Nixon with ACC Smith and Senior HR Representation. The score of the interview made up 50% of the total marks of the overall process.
 - Promotion date January 2021.
 - Pool held for a period of 12 months.
11. The outcomes and diversity data regarding Promotion Process 2 are shown in Appendix 3.
12. In the Chief Inspector to Superintendent promotion process (Promotion Process 2) Appendix 3 shows that proportionately the most successful applicants were from BAME and female officers.

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13. The following considerations need to be made by candidates:
 - The Chief Constable will only promote if the highest levels of performance, attendance and professional standards are maintained regardless of performance during the promotion selection process. Therefore consideration will be given following information from attendance records, complaints, discipline and the Professional Standards Department.
 - Although candidates will be considered on the basis of their performance, the final decision will also include consideration of issues such as the need for team balance, continuity, specialist skills and individual development needs.
 - The positive action provisions under S.159 of the Equality Act 2010 will be applied if appropriate in the promotion process.
14. Promotion process 3 will be Inspector to Chief Inspector, which will commence in December 2020. This process will be the same as the Chief Inspector to Superintendent process held in November but will be based on level 2 of the competency and values framework.
15. Promotion process 4 will be Constable to Sergeant, which will commence in January 2021 with the first cohort of promoted Sergeants commencing their Work Based Assessment (WBA) in April 2021. This process will be the same as the Sergeant to Inspector process held in November.
16. The national Fast-Track programme led from the College of Policing will be advertised in December 2020 and will be shared with our Support Networks and Senior Management Team to identify our most talented constables.
17. Talent identification is an ongoing process that runs parallel to the stages of promotion. Quarterly meetings are held for postings at Inspector and above, attended by Chief Officer Team, Senior Management, HR and the Leadership and Management Business Partner, to discuss talent, development requirements and succession planning.
18. Officer Temporary Promotions and reversions for the rank of Inspector and above are identified and scrutinised at the quarterly deployment meetings which are designed for identifying opportunities for developing potential and succession planning.
19. Temporary promotions from Constable to Sergeant, and Sergeant to Inspector are considered on completion of an Officers "Request for Temporary Promotion Opportunity" (which documents requests for temporary promotion submitted by Officers and catalogues who has previously been temporarily promoted or reverted), which is scored and moderated. Opportunities for Temporary Promotion at these ranks are overseen by the Senior HR Business Partner Deployment, and managed by the Deployment Inspector liaising with Establishment SPoCS in CAID, SSD and LPD, in line with operational needs and requirements to fill gaps, or mitigate abstractions.
20. Management Information about the duration of temporary promotion is provided and scrutinised at the six-weekly meetings of the Strategic Establishment, Leadership & Capabilities Board. Temporary promotion placements are on 12 month rotation, to ensure maximum access to opportunity, and requests for extensions due to operational requirements are also scrutinised.

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21. Police Staff vacancies and promotion opportunities are managed through a Post Authorisation and E-recruitment process. All permanent vacancies are submitted to Erecruitment (a cloud-based software product utilised by Leicestershire and Derbyshire Police to manage recruitment activity for both forces) by a Hiring Manager advising the reason for the vacancy, where the department would like to advertise for replacement.
22. Each of these requests is assessed by a member of the retained HR team to ensure they are in line with HR policies and procedures, before requesting authorisation from the Head of Department, (who will be the Budget Holder) and final scrutiny is provided by the Post Authorisation Panel, which considers all requests for recruitment activity force wide on Friday of every week. This is chaired by a member of the Chief Officer Team.
23. The same Post Authorisation panel will consider Police Staff Temporary Higher Responsibilities and Secondment opportunities to ensure that opportunities are made available in the majority of instances force wide for equity, or in rare instances may be confined to smaller departments if a sufficient business rationale is provided. This may include immediate vacancies with an operational risk to the business if not filled, and with a significant training requirement for the temporary post-holder to be effective if not already familiar with the role requirements.
24. Extensions for Temporary Promotions/Temporary Higher Responsibilities are also submitted and considered by the Post Authorisation Panel, again a business rationale would need to be provided for the extension, as the default position would be to fill the post through a permanent recruitment process, where possible.

List of Appendices

- Appendix 1 2020-21 Promotion Planner (see attached)
Appendix 2 Outcomes from Sergeant to Inspector Promotion Process 2020
Appendix 3 Outcomes from Chief Inspector to Superintendent Promotion Process 2020

Background Papers

None.

Person to Contact

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Appendix 1

To **HR**
 Date **1st September 2020**
 Report of **Workforce Planning**
 Subject **Promotion Planner for 2020/21**

Purpose of Report

To update Leicestershire Police on the requirement for promotions for 2020/21 and beyond.

Background

1. This paper is to be utilised to forecast the minimum and maximum requirement for promotions across all ranks for 2020/21, taking account of projected retirements and changes. It is based upon maintenance of the current Authorised Establishment, and potential changes due to Growth Posts at the rank of Sgt and above.

Update

2. The table below shows the current situation with regards to the Authorised Establishment and the substantive numbers of officers at rank, both within and outside of Leicestershire strength.

Table One - Authorised Establishment Vs Substantive (In Force & Out)

Data Projected to 1st October 2020								
Headcount	In Strength			Auth Est	Substantive Rank Variance (In Strength Only)	Proposed Auth Est (inc Growth Posts)	Projected Substantive Rank Variance Inc Growth Posts (In Strength Only)	Number of Promotions to "maintain" new Auth Est, backfill promotions to rank above
	In Strength	Out of Force Secondment	Career Break					
COT	4			4	0	4	0	0
Ch Supt	2	1		3	1	3	1	1
Supt	8	2		9	1	9	1	2
Ch Ins	19	4		20	1	21	2	4
Ins	68	6	1	75	7	76	8	12
Sgt	303	8	3	310	7	318	15	27
Total	404	21	4	429	17	431	27	46

3. The Sgt numbers above include 14 Officers who will commence the next WBA cohort later this month (September 2020).
4. Leicestershire are at Establishment levels in force at the rank of COT, 1 below at rank of Ch Supt & Supt and 2 below at rank of Ch Ins. The force are 9 below at rank of Ins and 14 below at rank of Sgt.

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5. This variance from the Authorised Establishment, excludes any Officers currently out of strength, including Ch Supt out of force on secondment to as T/ACC, 2 substantive Supts out of strength whilst at EMSOU CT and SB, plus 4 Ch Ins out of strength on secondment and 2 at EMSOU CT.
6. For the purposes of this paper, it is assumed that 1 T/ACC and 2 Ch Ins remain out of strength, but 2 T/Supt's return at the end of this financial year. (March 2021)
7. The force should also be aware of a number of Growth Bids to the Authorised Establishment, which have been supported in principle, but which will be ratified at the next Strategic Placement Board. This would result in an increase of 1 each to the Ch Ins and Ins authorised establishment, and an increase of 8 to the Sgt authorised establishment, increasing the number of substantive vacancies as show in the table above.
8. If the force was to promote (internally only) to fill the proposed authorised establishment (including growth posts), the final column on the first table shows the amount of promotion activity required to reach the full establishment and secondly to replace officers promoted to the rank above.
9. It is advisable at the rank of Sgt and Insp to leave a small differential between the authorised establishment and the number of substantive post-holders in strength, to enable development / temporary promotion opportunities to be available, and to offset the risk of the larger number of out of strength officers returning to force at these two ranks. It is also prudent to "hold" vacancies for PC to Insp Fast track programme, as this progresses.

Projections

10. Table Two below shows the number of Officers who reach 30 years' service/ or age of 60 between now and 31.3.24 by substantive ranks. Those who have already reached 30 years' service prior to 20/21 have been categorised as potential leavers for this financial year. Note –this excludes projected retirements of those Out of Strength (i.e. on Career Break/External secondments) in line with the calculations above.

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Table Two – Projected Retirements by Year and Substantive Rank.

Projected Retirement - Headcount	COT	Ch Supt	Supt	Ch Ins	Ins	Sgt	Total.
2020-21			1	3	3	11	18
2021-22			2		5	10	17
2022-23				2	3	6	11
2023-24	3	1		1	8	10	23
2024-25				2	7	12	21
Total.	3	1	3	8	26	49	90

11. There has been an increasing trend over the past few years for Officers to retire slightly earlier than their full 30 year service. Therefore Table Three below provides a longer term potential profile. It would be prudent to anticipate that some will retire 1 to 2 years earlier than 30 years' service and similarly with the Precept announcement for 2019/20 there may be more transferee opportunities on promotion to other forces which will have an impact on Leicestershire

Table Three – Projected Retirements – next 8 Years

Projected Retirement - Headcount	COT	Ch Supt	Supt	Ch Ins	Ins	Sgt	Total.
2020-21			1	3	3	11	18
2021-22			2		5	10	17
2022-23				2	3	6	11
2023-24	3	1		1	8	10	23
2024-25				2	7	12	21
2025-26				1	6	17	24
2026-27			1		6	19	26
2027-28		1	1	2	1	19	24
Total.	3	2	5	11	39	104	164

12. The consequence of these projected retirements year on year, without running a promotion process, would result in the following variance compared with the projected authorised establishment. Note – that the figures are cumulative, and assume no in year promotion activity.

Table Four. Projected Variance from Authorised Establishment, due to In Year Retirements

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Variance Against Expected Auth Establishment (If No Promotions)							
Year	COT	Ch Supt	Supt	Ch Ins	Ins	Sgt	Cumulative Total (Auth Est for Rank)
2020-21	4	3	9	21	76	318	45
2021-22	0	1	2	5	11	26	62
2022-23	0	1	4	7	19	42	73
2023-24	3	2	4	8	27	52	96
2024-25	3	2	4	10	34	64	117

13. As an example if the force wished to promote sufficient numbers to match the authorised establishment, it would need to promote a further 26 Sgts in 20/21, to match the proposed Ghost Auth Establishment of 318. This is a result of there already being 15 current vacancies, plus an anticipated 11 further Sgt retirements this financial year.
14. The Force may also need to consider promoting more than 26, to backfill the number of Sgts who are likely to be promoted to the rank of Insp (up to 11 – see Table Four Above), and more to backfill the Insp promoted to Ch Ins and so on.
15. Therefore there should be a minimum and maximum number of promotions at each rank, to be verified at each promotion process, and to take account of additional, or reduced number of leavers, or numbers in strength at this point in time. Table Five below shows the approximate recommended number of promotions (to maintain projected authorised establishment for 20/21) and approximate Minimum and Maximum numbers for the ranks of Ch Ins, Ins and Sgt.

Table Five – Projected number of promotions – Min and Max

Proposed Number of Promotions

Year	Proposed Ch Ins		Ins		Sgt		Cumulative Total	
	Max	Min	Max	Min	Max	Min	Max	Min
2020-21	5	3	11	10	26	10	30	20
2021-22	5	0	16	3	36	3	20	15
2022-23	7	1	19	3	42	3	20	15
2023-24	8	0	27	8	52	8	25	15
2024-25	10	0	34	5	64	5	25	15

16. There are currently 95 Constables in Leicestershire who are qualified for promotion to rank of Sgt (NPPF2 or OSPRE). There is also a requirement for 45 Constables to be temporary promoted to rank of Sgt to cover for over established posts, and backfills for abstraction/temporary promotion to the rank above. This suggests that to promote 30 during 20/21 that there may be a shortfall of candidates, which is dependent upon the success rates at other stages of the Sergeant Boards.

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17. There are currently 68 Sgts in Leicestershire qualified for promotion to the rank of Insp (NPPF2 or OSPRE). Currently there are 22 temporary promoted Ins in force. This presents the alternative challenge of having a surplus of candidates eligible for the Insp promotion process, with a maximum of 10 vacancies.

Recommendations

18. A promotion process for the rank of Supt and Ch Ins is run in the autumn/winter of 2020 for promotion in the early part of 2021. Actual number of promotions to be confirmed at the time, but recommended 2 Supt and up to 5 Ch Insp. COT to consider transfer on promotion to rank of Ch Ins to expand talent pool.
19. A promotion process for the rank of Ins is run in the autumn of 2020, for WBA promotion January 2021. Actual number to be confirmed at the time, but maximum recommended currently is 10, possibly split into 2 cohorts and with a 12 month pass list.
20. A promotion process for the rank of Sgt is run in the 4th quarter of 2020/21 for promotions during 2021, likely to be 3x cohorts of circa 14 each throughout the year, April, September and then Jan 2022 if required. COT to consider opening this up for external candidates to transfer in on promotion, due to the large number of substantive and temporary Sgts required in the new operating model, and amount of officers eligible for promotion at this time.

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Appendix 2

Outcomes from Sergeant to Inspector Promotion Process 2020

Inspector 2020	Total	Female	Male	BAME	White
Applied	31	7	24	3	28
%		23%	77%	10%	90%
Promoted	11	4	7	2	9
%	36%	57%	29%	67%	32%

Appendix 3

Outcomes from Chief Inspector to Superintendent Promotion Process 2020

Inspector 2020	Total	Female	Male	BAME	White
Applied	12	3	9	1	11
%		25%	75%	8%	92%
Short listed	10	3	7	1	9
%	83%	100%	78%	100%	82%
Successful	6	2	4	1	5
%	50%	67%	44%	100%	46%