

**POLICE AND CRIME
COMMISSIONER FOR
LEICESTERSHIRE**

**ETHICS, INTEGRITY AND
COMPLAINTS COMMITTEE**

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Report of	CHIEF CONSTABLE
Subject	RECRUITMENT, DIVERSITY AND REPRESENTATION
Date	FRIDAY 20 MARCH 2020 – 2.00PM
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Purpose of Report

1. The purpose of this report is to update the committee on the Force's approach to diversity as it relates to recruitment together with, the current recruitment campaigns and outcomes and the impact on the diversity of the organisation. It also outlines some of the changes made as a result of previous campaigns. This paper concentrates on the recruitment of police officers.

Recommendation

2. The Committee are asked for their views on the current positive action approach and the recruitment work to date.

Background

3. Leicestershire have in place a HR vision which is as follows:-

“Our people are essential to the successful delivery of the Police and Crime Plan. The communities we serve will benefit from our sensitivity to their needs and our commitment to the highest legal and ethical standards. We will ensure our workforce is diverse and inclusive. We will ensure that we recruit the best candidates, and that they reflect our communities. We will actively work within the communities of Leicester, Leicestershire and Rutland to showcase the Force as a career opportunity. Taking every possible opportunity to market the employment opportunities we have, Leicestershire Police will have people with first-rate capabilities and commitment, we will earn the admiration and respect of our communities, our partners and our people not only for the work that we do but also the way in which we do that work.

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- Our key priorities for 2019/20/21 can be summarised as:
 - We continue to invest in initiatives that will encourage/increase the diversity of our workforce whilst ensuring an inclusive working environment.
 - We have designed the best workforce mix to deliver policing services to the people of Leicester, Leicestershire & Rutland.
 - We set challenging recruitment targets to ensure we can meet our demand for services.
 - We ensure that our people have the skills and competencies needed to deliver our recruitment goals.
 - We have excellent leaders who can ensure the successful delivery of our objectives; ethically and with integrity.
 - We have Pay & Conditions that are fair but provide value for money and attract a wide range of applicants.
 - We have fair and transparent recruitment and selection practices.
 - We work with partners to deliver effective services through collaboration.
 - We promote the Force at every opportunity as a career.
 - To use recruitment and selection processes that promote the values of the organisation and always leave candidates (both successful and unsuccessful) with a positive experience.”
4. The HR vision is supported by the Positive Action Strategy, the updated Diversity & Inclusion Strategy and the Equality Scheme. All have the vision of achieving a representative workforce.
5. The Diversity and Inclusion Unit have two positive action officers working on improving the diversity of applicants across all roles within the organisation. One of the positive action officers is leaving to join as a police officer in March 2020. The recruitment process for her replacement is underway and at the shortlisting stage. In addition there is a Police Sergeant and a Police Constable who have formed a recruitment team. They are now based in HR.
6. In 2017 police officer recruitment was opened for the first time in several years. Between May 2017 and June 2018, Leicestershire Police held three police officer recruitment campaigns. Currently there are four recruitment campaigns at various stages:
- LE19 – campaign ran from 1st April – 10th June 2019.
 - LE19a – campaign ran from 19th September – 29th November 2019.
 - Police Constable Degree Apprenticeship – 1st October 2019 – 29th November 2019.
 - Degree Holder Entry Programme (DHEP) – 1st campaign of this entry route – 30th January 2020 – 31st March 2020 - currently still open, so limited data is available.
7. As a result of the previous campaigns the following changes were made to the recruitment process for the standard entry route and the Police Constable Degree Apprenticeship (PCDA).
- Removed the competency questions of the application process and replaced with a telephone interview. This improved the pass rate amongst under-represented groups.

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- For PCDA applications – allowed applicants to apply at 17 as long as they are 18 at time of appointment. This enabled candidates who are the youngest in their academic year to apply along with their peers.
- Removed the driving licence requirement at application to enable those from a poorer economic background to have access to applying. With the understanding that a driving licence will be achieved within a limited time after appointment.

Current position

8. The current diversity breakdown of the Force as of February 2020 is as follows:
 - Female representation - police officers – 32%, police staff – 65%, PCSO's – 44%, Specials – 33% and Volunteers – 49%
 - BAME representation - police officers – 8%, police staff – 12%, PCSO's – 14%, Specials – 14% and Volunteers – 12%.
 - Disabled representation - police officers – 4%, police staff – 6%, PCSO's – 7% and Specials – 4% and Volunteers – 2%.
 - LGBT representation - police officers – 4%, police staff – 2%, PCSO's – 3%, Specials – 7% and Volunteers – 2%
9. 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.
10. The Force data therefore shows that there is a large under-representation of female, BAME and disabled staff in all categories of staff except for female police staff.
11. There has been a large investment in recruiting, in both staff and budgets to support the increased activity. Investment has included a recruitment bus which will be available at the end of March 2020.

Current Police recruitment campaigns

LE19 PC Recruitment Campaign

12. There were a total of 802 applications initially submitted for LE19 PC campaign, of those, 256 applications were withdrawn. This resulted in 546 applicants going through the recruitment process. The table on the next page outlines the monitoring data for the pass and fail rates at each stage.
 - 169 people have passed the assessment stages of the recruitment process (Application, telephone interview, face to face interview and National Assessment Centre).

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- 3 candidates are still awaiting to attend the National Assessment Centre.
- Once all the above stages are completed, candidates begin their pre-employment checks:- Fitness Test, Medical Checks, Biometric Checks, Vetting and References. When a candidate successfully passes all of those checks, they will be offered a place with Leicestershire Police.

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	TOTAL	BAME		FEMALE		LGBT+		DISABILITY	
Applications	546	106	Blank	183	Blank	64	Blank	24	Blank
			36		17		48		20
% of total		19.41%	6.6%	33.52%	3.11%	11.72%	8.79%	4.4%	3.67%
Pre-sift unsuccessful	137	30	Blank	33	Blank	13	Blank	8	Blank
			7		4		7		5
% of total		21.90%	5.11%	24.09%	2.92%	9.49%	5.11%	5.84%	3.65%
Telephone interview	409	76	Blank	150	Blank	51	Blank	16	Blank
			29		13		39		15
% of total		18.7%	7.09%	36.67%	3.18%	12.47%	9.54%	3.91%	3.67%
Tel. interview unsuccessful	125	26	Blank	37	Blank	13	Blank	7	Blank
			10		5		10		7
% of total		20.8%	8%	29.6%	4%	10.4%	8%	5.6%	5.6%
Face to face interview	284	50	Blank	113	Blank	38	Blank	9	Blank
			19		8		29		8
% of total		17.61%	6.69%	39.79%	2.82%	13.4%	10.21%	3.17%	2.82%
Face to face interview unsuccessful	107	20	Blank	39	Blank	14	Blank	3	Blank
			7		3		11		5
% of total		18.69%	6.54%	31.2%	2.80%	11.2%	8.80%	2.80%	4.67%
Assessment Centre	177	30	Blank	74	Blank	24	Blank	6	Blank
			12		5		18		3
% of total		16.95%	6.78%	41.81%	2.82%	13.56%	10.17%	3.38%	1.70%
Assessment Centre Successful	169	27	Blank	72	Blank	23	Blank	5	Blank
			12		5		17		3
% of total		15.98%	7.10%	42.60%	2.96%	13.61%	10.06%	2.96%	1.78%
Assessment Centre Booked	3	1	Blank	1	Blank	0	Blank	0	Blank
			0		0		1		0
% of total		33.33%	0	33.33%	0	0	33.33%	0	0
Assessment Centre Rejected	5	2	Blank	1	Blank	1	Blank	1	Blank
			0		0		0		0
% of total		40%	0	20%	0	20%	0	20%	0

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The breakdown of the monitoring data for the pre-employment checks stage is as below:

	TOTAL	BAME		FEMALE		LGBT+		DISABILITY	
AC successful/ pre-employment checks	92	16	Blank	37	Blank	16	Blank	3	Blank
			8		3		9		3
% of total		17.39%	8.70%	40.22%	3.26%	17.39%	9.79%	3.26%	3.26%
Pre-employment checks unsuccessful	5	1	Blank	2	Blank	1	Blank	0	Blank
			0		0		1		0
% of total		20%	0	40%	0	20%	20%	0	0
Offer	72	10	Blank	33	Blank	6	Blank	2	Blank
			4		2		7		0
% of total		13.89%	5.56%	45.83%	2.78%	8.33%	9.72%	2.77%	0

13. There are currently:

- 92 candidates who are still going through the pre-employment checks.
- 5 candidates who have failed their pre-employment checks (4 x vetting, 1 x medical).
- 72 candidates who have been offered a place with Leicestershire Police and a number of those have already begun their Police Officer Training.

14. The above two charts show that up to assessment centre stage, candidates who are female and identify as LGBT have a higher success rate than those from a BAME background and who have identified with a disability. At the final offer stage only females and LGBT candidates show a higher success rate amongst those that are identified from underrepresented groups. See the attrition tables below for each stage of the process.

Attrition rates by diversity breakdown

15. **BAME**

Application	19.41%
Telephone interview	18.70%
Face to face interview	17.61%
SEARCH assessment centre	16.95%
Pre-employment	15.98%

There is a **-3.43%** percentage change.

Female

Application	33.52%
Telephone interview	36.67%
Face to face interview	39.79%
SEARCH assessment centre	41.81%
Pre-employment	42.68%

There is a **+9.16%** percentage change.

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LGBT+

Application	11.72%
Telephone interview	12.47%
Face to face interview	13.40%
SEARCH assessment centre	13.56%
Pre-employment	13.41%

There is a **+1.69%** percentage change.

Disability

Application	4.40%
Telephone interview	3.91%
Face to face interview	3.17%
SEARCH assessment centre	3.38%
Pre-employment	3.05%

There is a **-1.35%** percentage change.

LE19a campaign

16. The LE19a campaign has not yet concluded. Candidates are still going through parts of the process. The two charts below show that up to assessment centre stage, candidates who are disabled, female and LGBT+ have a higher success rate than those from a BAME background. This trend is similar to the previous campaign LE19. The final offer stage has not yet been reached but the attrition rates below show that female, LGBT+ and disabled candidates are more successful up to the assessment centre stage.

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	TOTAL	BAME		FEMALE		LGBT+		DISABILITY	
Applications	517	79	Blank	152	Blank	43	Blank	18	Blank
			37		16		30		17
% of total		15.28%	7.16%	29.40%	3%	8.32%	5.80%	3.48%	3.29%
Pre-sift unsuccessful	112	22	Blank	15	Blank	9	Blank	4	Blank
			9		4		8		5
% of total		19.64%	8.04%	13.39%	3.57%	8.04%	7.14%	3.57%	4.46%
Telephone interview	405	57	Blank	137	Blank	34	Blank	14	Blank
			28		12		22		12
% of total		14.07%	6.91%	33.83%	2.96%	8.40%	5.43%	3.46%	2.96%
Tel. interview unsuccessful	119	12	Blank	35	Blank	8	Blank	3	Blank
			7		3		8		4
% of total		10.08%	5.88%	29.41%	2.52%	6.72%	6.72%	2.52%	3.36%
Face to face interview	286	45	Blank	105	Blank	26	Blank	11	Blank
			21		9		14		8
% of total		15.73%	7.34%	36.71%	3.15%	9.09%	4.90%	3.85%	2.80%
Face to face interview unsuccessful	75	13	Blank	26	Blank	5	Blank	2	Blank
			6		3		5		2
% of total		17.33%	2.10%	34.67%	4%	6.67%	6.67%	2.67%	2.67%
Interview booked	2	1	Blank	1	Blank	0	Blank	1	Blank
			0		0		0		0
% of total		50%	0	50%	0	0	0	50%	0
Assessment Centre	209	31	Blank	75	Blank	21	Blank	8	Blank
			15		6		9		6
% of total		14.83%	7.17%	35.89%	2.87%	10.05%	4.31%	3.83%	2.87%
Assessment Centre Booked	50	8	Blank	20	Blank	3	Blank	4	Blank
			4		1		1		2
% of total		16%	8%	40%	2%	6%	2%	8%	4%
Assessment Centre Successful	127	14	Blank	43	Blank	15	Blank	3	Blank
			9		4		6		3
% of total		11.02%	7.09%	33.86%	3.15%	11.81%	4.72%	2.36%	2.36%
Assessment Centre Rejected	32	7	Blank	12	Blank	3	Blank	1	Blank
			4		1		2		1
% of total		21.88%	12.5%	37.5%	3.13%	9.38%	6.25%	3.13%	3.13%

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Attrition rates by diversity breakdown

17. BAME

Application	15.28%
Telephone interview	14.07%
Face to face interview	15.73%
SEARCH assessment centre	14.83%
Pre-employment	Data not yet available

There is a **-0.45%** percentage change so far.

Female

Application	29.40%
Telephone interview	33.83%
Face to face interview	36.71%
SEARCH assessment centre	35.89%
Pre-employment	Data not yet available

There is a **+6.49%** percentage change so far.

LGBT+

Application	8.32%
Telephone interview	8.40%
Face to face interview	9.09%
SEARCH assessment centre	10.05%
Pre-employment	Data not yet available

There is a **+1.73%** percentage change so far.

Disability

Application	3.48%
Telephone interview	3.46%
Face to face interview	3.85%
SEARCH assessment centre	3.83%
Pre-employment	Data not yet available

There is a **+0.35%** percentage change so far.

Degree Holder Entry Programme 2020

18. The Degree Holder Entry Programme (DHEP) recruitment campaign opened on 30th January and closes on 31st March. The data below represents the current position as of the end of February 2020. There are currently 186 applications open (but not yet submitted for consideration) so monitoring information is not available for those.

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The breakdown of those applications submitted is as follows:

	Total	BAME		Female		LGBT+		Disability	
Applications submitted	209	47	Blank 10	98	Blank 6	20	Blank 19	10	Blank 6
% of total		22.49%	4.78%	46.89%	2.87%	9.57%	9.09%	4.78%	2.87%

19. The DHEP is showing a higher BAME application rate at 22.4% and a higher female application rate at 46.89% than the previous two recruitment campaigns. Further analysis will be conducted when the recruitment campaign is concluded.

Police Constable Degree Apprenticeship 2019 (PCDA)

20. The PCDA campaign has had 239 applications submitted. Of those, 69 applicants have withdrawn.

There were 170 applicants who went through or are currently in the recruitment process. The monitoring data for those candidates is broken down below. The 'Blank' tab includes both blank and prefer not to say options.

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	TOTAL	BAME		FEMALE		LGBT+		DISABILITY	
Applications	170	34	Blank	66	Blank	17	Blank	8	Blank
			12		6		15		4
% of total		20%	7.06%	38.82%	3.53%	10%	8.82%	4.70%	2.35%
Pre-sift unsuccessful	20	6	Blank	5	Blank	2	Blank	3	Blank
			0		0		0		0
% of total		30%	0	25%	0	10%	0	15%	0
Telephone interview	150	28	Blank	61	Blank	15	Blank	5	Blank
			12		6		15		4
% of total		18.67%	8%	40.67%	4%	10%	10%	3.33%	2.67%
Tel. interview unsuccessful	57	7	Blank	20	Blank	7	Blank	1	Blank
			6		5		8		3
% of total		12.28%	10.52%	35.08%	8.77%	12.28%	14.04%	1.75%	5.26%
Face to face interview	93	21	Blank	41	Blank	8	Blank	4	Blank
			6		1		7		1
% of total		22.58%	6.52%	44.56%	1.08%	8.68%	7.53%	4.30%	1.08%
F2F interview successful	56	11	Blank	25	Blank	5	Blank	2	Blank
			4		1		5		1
% of total		19.64%	7.14%	44.64%	1.78%	8.92%	8.92%	3.57%	1.79%
F2F interview unsuccessful	31	9	Blank	14	Blank	3	Blank	2	Blank
			2		0		1		0
% of total		29.03%	6.45%	45.16%	0	9.67%	3.23%	6.45%	0
F2F interview booked	6	1	Blank	2	Blank	0	Blank	0	Blank
			0		0		1		0
% of total		16.67%	0	33.33%	0	0	16.67%	0	0
Assessment Centre Booked/ Invited (to date)	53	11	Blank	25	Blank	5	Blank	2	Blank
			4		1		5		1
% of total									
Assessment Centre Successful/ Pre-employment (to date)	3	0	Blank	0	Blank	0	Blank	0	Blank
			0		0		0		0
% of total									

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Recruitment activity

21. The following outlines the recruitment activity undertaken during the latest recruitment campaigns. These are:

- Recruitment Seminars
- Social Media and Online Marketing
- PC recruitment mentoring
- Support workshops

Recruitment seminars

22. Recruitment seminars are delivered out in the community and are organised by neighbourhood officers or networks. The dedicated neighbourhood officers or networks identify venues, communities and locations. The seminars are then delivered by serving officers varying in rank and role. Before the delivery of the seminar, all officers are trained and briefed around the current processes, the structure of the workshops and what the expectations are:

- Between March 2019 - October 2019, PC recruitment seminars were delivered at numerous locations, which have included local colleges/schools, universities, religious places of worship e.g. Hindu temples, Gurdwaras, Churches and Mosques. Also leisure centres, sporting venues, hotels, council offices and local police stations are just some of the places visited. A total of 425 attendees have visited these locations, at 37 events.
- Engagement events – These are predominantly large scale events like Diwali, Caribbean Carnival etc. The footfall is huge and interest in recruitment can vary.
- Education careers fairs – College and University career talks/seminars and school future career events, 36 have been attended. Careers fairs at schools are normally held yearly. These are targeted at Year 10 and 11 students in relation to future career choices. These have been held at a number of city schools, including Crown Hills, Moat, Soar valley, Rushey Mead, Madani, Babington and Beaumont Leys Community colleges. There has also been attendance at a number of County schools including Leicester Grammar, Hinckley Academy, De Lyle and Roundhill Academy. All 6th form Colleges in the County have been contacted and there is an offer of PCDA inputs to all, preferably before the summer holidays, if not then it will be in the next academic year.

Social media and online marketing

23. For both campaigns throughout 2019, online marketing and social media were utilised to deliver recruitment messages and promote the diversity commitment of Leicestershire Police. These included:

- #MakeADifference Videos
- Sponsored/ Targeted social media advertising
- Live Facebook Chats/Video
- Chief's Vlog
- Chief's Vlog + Positive Action Presence
- Local radio interviews, sharing information with local radio stations including:

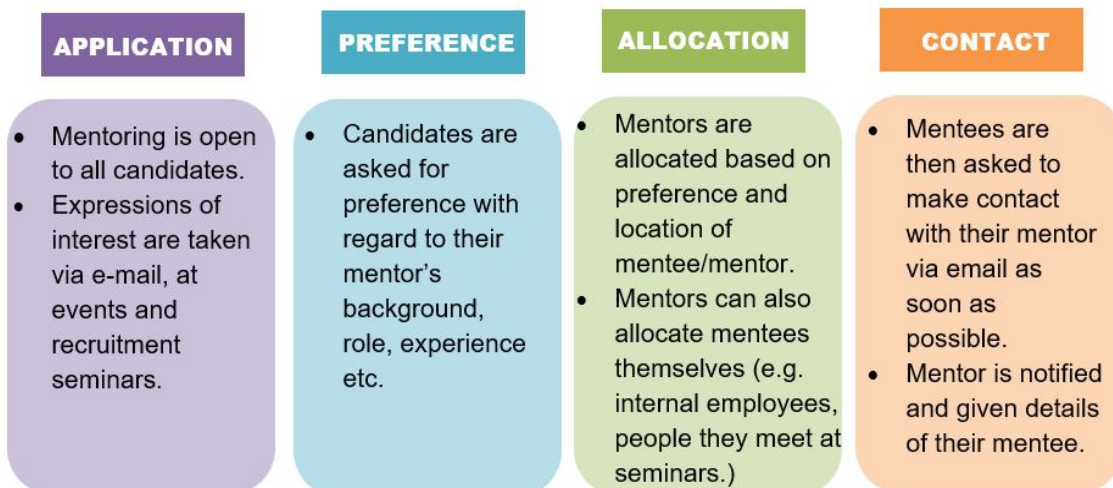
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- Radio Seerah
- Community Giants
- Pukaar News
- Kohinoor Radio
- BBC Black and Asian Network
- BBC Leicester
- Capital FM
- Weekly updated website photos showing the diversity of officers
- #WeAreYou online publications
- Regular Instagram Q&A's

PC recruitment mentoring

24. Leicestershire Police has formalised the PC recruitment mentoring offer and formal processes are now in place to deliver this. Mentoring is a voluntary role and is open to officers and staff. All mentors are required to attend a one-day training which covers the PC recruitment process, mentoring skills and the Competency Values Framework. This training has now been signed off as mandatory by the Chief Officer Team and Learning and Development. The training is delivered by the Positive Action Officers and HR Leadership team.

Mentors support candidates aspiring to become PCs through the process of recruitment. Mentors are also provided with a handbook and a number of other documents and guidance to support them in their role. The following outlines the mentor offer.



25. During the LE19 campaign there were 35 mentors who supported 75 candidates through the process. Following the training and mentor recruitment, the number of mentors increased to 56 who have then supported 90 candidates for the campaigns LE19A and PCDA 2019.

Support Workshops

26. Employability skills workshops are run every week by the Positive Action Officers. A total of 32 have been delivered. These are broken down for each of the 5 stages of

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the recruitment process and provide an overview of that stage. Additional practice sessions are delivered for underrepresented groups and are an opportunity to practice and prepare for that stage, for example presentations, mock interviews and role plays. The fitness Test Practice sessions are organised jointly with Positive Action Officers, Recruitment Officers and Skills Training.

27. Familiarisation days have been run for those going through vetting and awaiting a start date. The purpose is to maintain an interest in Policing, provide information about the role they will be undertaking and to make them feel the organisation is interested in welcoming and supporting them.
28. At the Universities a new programme is being developed to target specific activity during a 3 year degree programme. This will include presentations, seminars, workshops, student ambassador scheme, Specials and volunteers. Initially the target has been for the 3 Leicestershire based Universities and in the future the aim is to extend this to the Open University and other Midlands based Universities.
29. From January 2020 the recruitment team will provide an overview of stages 1 – 5 at the start of the process. This will be available to all candidates. The Positive Action Officers will then provide practice sessions to underrepresented groups only. This will include:-
 - Keep Warm Activity. The Positive Action Officers invited previous applicants who had been unsuccessful to a 'Keep Warm' workshop in May and September 2019, to encourage and support those who wished to reapply again and start a new process. The session included developing action plans to get them back on track, 15 people attended these sessions.
 - A 're-sit session was held for those candidates from campaign LE19 who were given the opportunity to attend the assessment centre again immediately after 3 months, 10 candidates attended this session.
 - A Christian Police Association and Black Police Association Easter Celebration is planned. The Positive Action Officer is supporting the Christian Police Association and the Black Police Association in managing an event to celebrate Easter. To be held at Police HQ the event aims to engage with those communities from African and Caribbean heritage. Churches with diverse congregations have been invited to take part and deliver aspects of the event programme. Information stalls will provide information on various aspects of policing including armed response, tactical support, neighbourhood policing, volunteering and recruitment. Additionally there will be stands on policing issues including hate crime and knife crime. It is anticipated approximately 80 people will attend.

Retention

30. The following charts show the numbers of leavers and joiners over the past 10 years by ethnicity. This includes the numbers and also the percentages. The next chart shows the leavers and joiners in the last year. This information shows the trend.

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Ethnicity	BAME	Not Stated	White	Total
Police Officer Leavers 2010 - 2020	77	29	1109	955
Ethnicity (%)	BAME	Not Stated	White	Total
Police Officer Leavers 2010 – 2020 (%)	6.34%	2.39%	91.28%	100%

Ethnicity	BAME	Not Stated	White	Total
Police Officer Leavers 2019 - 2020	6	4	112	122
Ethnicity (%)	BAME	Not Stated	White	Total
Police Officer Leavers 2019 – 2020 (%)	4.92%	3.28%	91.80%	100%

Ethnicity	BAME	Not Stated	White	Total
Police Officer joiners 2010 - 2020	75	50	759	884
Ethnicity (%)	BAME	Not Stated	White	Total
Police Officer joiners 2010 - 2020	8.48%	5.66%	85.86%	100%

Ethnicity	BAME	Not Stated	White	Total
Police Officer joiners 2019 - 2020	23	24	194	241
Ethnicity (%)	BAME	Not Stated	White	Total
Police Officer joiners 2019 - 2020	9.54%	9.96%	80.50%	100%

31. The charts above show that the proportion of BAME leavers (6.34%) is lower than the proportion of BAME joiners (8.48%). The retention rate improves further when you look at the 2019 – 2020 data in isolation. This shows the proportion of BAME leavers (4.92%) is close to half the rate of BAME joiners (9.54%). This reflects the beginnings of the recruit campaigns impacting on the figures. As the recruiting is increasing, there is a higher proportion of BAME officers joining the organisation. The

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10 year data is reflective of low recruiting rates over the past 10 years. These figures nevertheless show a higher proportion of BAME candidates are joining than leaving the organisation.

32. The following charts show the numbers of leavers and joiners over the past 10 years by gender. This includes the numbers and also the percentages. The next chart shows the leavers and joiners in the last year. This information shows the trend.

Gender	Female	Not Stated	Male	Total
Police Officer Leavers 2010 - 2020	285	0	930	1215
Gender (%)	Female	Not Stated	Male	Total
Police Officer Leavers 2010 – 2020 (%)	23.46%	0	76.54%	100%

Gender	Female	Not Stated	Male	Total
Police Officer Leavers 2019 - 2020	28	0	94	122
Gender (%)	Female	Not Stated	Male	Total
Police Officer Leavers 2019 – 2020 (%)	22.95%	0	77.05%	100%

Gender	Female	Not Stated	Male	Total
Police Officer joiners 2010 - 2020	337	0	552	889
Gender (%)	Female	Not Stated	Male	Total
Police Officer joiners 2010 - 2020	37.91%	0	62.09%	100%

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Gender	Female	Not Stated	Male	Total
Police Officer joiners 2019 - 2020	100	0	141	241
Gender (%)	Female	Not Stated	Male	Total
Police Officer joiners 2019 - 2020	41.49%	0	58.51%	100%

33. The charts above show that the proportion of female leavers (23.46%) is lower than the proportion of female joiners (37.91%). The retention rate improves further when you look at the 2019 – 2020 data in isolation. This shows the proportion of female leavers (22.95%) is close to half the rate of female joiners (41.49%). This reflects the beginnings of the recruit campaigns impacting on the figures. As the recruiting is increasing, there is a higher proportion of female officers joining the organisation. The 10 year data is reflective of low recruiting rates over the past 10 years. These figures nevertheless show a higher proportion of female candidates are joining than leaving the police.
34. Similar data with regards to sexual orientation and disability has not been produced as the data held is not sufficient to be able to accurately report trends.

Current Challenges

35. The Force will experience over the next 5 years a vast increase in the recruitment of police officers. In effect this will mean by 2024, over 52% of the police officers will have between 1 – 5 years' service. Judging by the current recruitment statistics, over 80% of those new officers will be between the ages of 18 – 24. For the first time in the history of the force this will mean younger officers will out-number older officers. The intergenerational differences can provide us with challenges and opportunities.
36. The four recruitment campaigns run this year are indicating that more candidates are opting not to declare their personal diversity data. This provides us with a challenge in not fully understanding the diversity of applicants applying and being successful in the recruitment process.
37. Due to the numbers of recruits required, maintaining an interest in policing from diverse communities is challenging. This is at a time when other public sector bodies and private organisations have increased their recruiting.

Conclusion

38. The Force have a comprehensive approach and strategy to increasing the diversity of applicants both in the existing police recruitment process and the PCDA process. This is supported by the HR Vision and Diversity & Inclusion Strategy.

NOT PROTECTIVELY MARKED

39. 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 the Gold Group and the internal Boards. The Chief Constable chairs both the Gold group and the Strategic Equality & Fairness Board.

Ethical Considerations

The Force is now at the beginning of a rebalancing process which will see officer numbers increase. This presents an opportunity to attract more diverse cohorts and over time it is envisaged that this profile will flow through the organisation.

As a result the Force runs targeted recruitment towards under-represented groups. Part of that involves awareness sessions concerning the recruitment process and what to expect. Tips and hints if you like, together with helping explain what could be a daunting process.

Currently the recruitment team do a general workshop for everyone and then the positive action officers do the more targeted work aimed at under-represented groups. We would welcome a view on whether this balance is appropriate or whether we should move to a model that only provides additional support for under-represented groups given the commitment to increase the diversity of the Force.

On a specific point the data is showing an increase in non-declaration rates for ethnicity and sexual orientation. Whilst respecting candidates rights to privacy what additional steps should be taken to encourage candidates to self-declare and understand the importance of this data to be able to show the diversity of the organisation is changing?

Implications

Financial :

Legal :

Equality Impact Assessment : Assist in recruiting a diverse workforce.

Risks and Impact :

Link to Police and Crime Plan : Developing a diverse workforce

Communications :

List of Appendices

None

Background Papers

None

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