

POLICE AND CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

Report Of	CHIEF CONSTABLE
Subject	RECRUITMENT AND RETENTION IN LEICESTERSHIRE POLICE – IMPROVING DIVERSITY AND BLACK, ASIAN AND MINORITY ETHNIC (BAME) COMMUNITY
Date	WEDNESDAY 3 OCTOBER - 1:00pm
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Purpose of Report

1. The purpose of this report is to update the committee on current recruitment processes and outcomes. This concentrates on the recruitment of police officers. In addition there is an update on the activity being undertaken on the new Police Officer Apprenticeships, which will begin in September 2019.

Recommendation

2. The Panel are asked for their views on the current positive action approach and the recruitment work of the positive action programme so far.

Background

3. The Diversity and Inclusion Unit now have two positive action officers working on improving the diversity of applicants across all roles within the organisation. Karolina Zaleweska started in September 2017 and Moji Green joined the team in June 2018, following additional funding being identified through the council precept increase in April 2018. Their current work is concentrating on police officer recruitment and also the introduction of the Police officer apprenticeship scheme which opens for applications in November 2018.
4. 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
 - Campaign 3 between April and June 2018.

Current position

5. The current diversity breakdown of the Force as of August 2018 is as follows:
- Female police officer – 29%, female police staff – 65%, female PCSO's – 44%, female Specials – 32%, female Cadets – 52% and female volunteers 48%
 - BME police officer – 7.5%, BME police staff – 11%, BME PCSO's – 11.5%, BME Specials – 10.5%, BME Cadets – 27% and BME volunteers – 14%.
 - Disabled police officer – 4%, disabled police staff – 5%, disabled PCSO's – 6% and disabled Specials – 5% and disabled volunteers 2.5%
 - Of those officers and staff who declare their sexual orientation the following is the LGBT representation:- Police officers – 8%, Police staff – 4% and PCSOs – 6%.
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.

Police recruitment campaigns

Campaign 1

8. Campaign 1 produced 86 candidates who were successful at the final national police officer assessment centre (AC), (5 candidates unsuccessful) However, the success rate of those candidates who were from under-represented groups varied. See the table below.

Beginning of campaign 1		AC stage of Campaign 1	
BME (inc. White other)	15.42%	BME (inc. White other)	4.65%
Female	31.15%	Female	39.53%
Disability	3.65%	Disability	10.47%
LGBT	6.73%	LGBT	5.81%

The overall result of Campaign 1, led to a new recruitment drive commencing in November 2017, during which a number of positive action initiatives were undertaken. In addition a Gold Group was set up chaired by the Chief to improve the representation within the Force.

Campaign 2

9. Campaign 2, ran between 1st November 2017 - 31st January 2018. During the campaign, a number of positive action activities, mainly focusing on community engagement, were introduced. In addition, there was a focus on removing any potential barriers from the recruitment process.
10. The recruitment process at this time comprised of:
- Stage 1: Application and Competency Based Questionnaire (CBQ)
 - Stage 2: Force interview
 - Stage 3: SEARCH Assessment Centre
 - Stage 4: Pre-employment checks and vetting

- Stage 5: Offer

11. Positive action activities took place across all stages of the recruitment process, however the majority occurred at stages 1, 2 and 3 in order to attract candidates and support them through the process. The activities varied from media and engagement, to community based activities. S.158 of the Equality Act 2010 allows us to target our activities at under-represented groups.

Attraction: media, community engagement and marketing.

12. The following outlines the activities which took place throughout this period.

- Leicestershire Police website and social media pages (Facebook, Twitter and Instagram) were used to regularly publish information about the open recruitment, including events in the community and role profiles of current serving officers.
- Candidates who were unable to attend recruitment events in person, had the opportunity to engage with a live Q&A session held on Facebook. Users were able to post comments online and receive an immediate answer from those attending the session. Individuals attending the session were: 2x HR officers, 1x Police Officer in probation, 1x 'Role Model' officer, 1x Positive Action Officer.
- Short #MakeADifference 'Role Model' videos were recorded and published regularly across all social media channels and the Leicestershire Police website. These included officers from various backgrounds and communities, and of various ranks informally describing why they have joined the police, what their experience has been as a police officer and why they would recommend it. The aim of these videos was to enable individuals in the community to relate to officers and to see the variety of people with different experiences and skills.
- A number of interviews took place in local radios and media outlets: BBC Leicester (CC Simon Cole), EAVA FM (Ins Manjit Atwal) and Pukaar News (CC Simon Cole, Positive Action Officer Karolina Zalewska). All of these included information about positive action and the importance of being reflective of the communities in which we serve. Leicestershire Police also has its own 'Po Polsku' (in Polish) Facebook page which allows engagement and promotion of recruitment and other activities within the Eastern European community. This was also utilised.
- The Media & Communications team and the Positive Action Officer reviewed the marketing material and multimedia which the force uses. Changes were made and a number of photoshoots have taken place with officers from various backgrounds and a new police officer leaflet was produced. The leaflet promoted diversity and included information about positive action and policing.
- A number of pop-up recruitment events were held and attended by neighbourhood officers and/or the Positive Action Officer. These events were held mainly across Central, West and East Leicester to allow targeted promotion of recruitment. Events were open to all individuals, however the approach enabled targeting towards minority communities. There were a total of 23 pop-up events, in addition to beat surgeries (across LLR) which also incorporated recruitment information. The events received positive feedback.
- In addition to the pop-up events, two recruitment seminars were held at Force headquarters which provided detailed information about the recruitment process and role of a police officer. These were delivered by C/Ins Keen with support of staff networks which were present and able to answer any further, more personal questions candidates may have had. Both events were oversubscribed.

Support to candidates

13. During the second campaign the Force introduced an informal mentoring scheme, which enabled candidates to be allocated an informal mentor who would support them through the process. Mentors were current officers from various background and ranks and who were also able to share some experiences with candidates. This informal support was valued and well received by candidates, particularly those who have not had any policing experience before. Through this scheme, candidates had the opportunity to find out first-hand information about being a police officer, visit a local station or shadow an officer on patrol. The scheme also allowed officers to do 'mythbusting' about the role and break down some of the barriers between the police and communities. A total of 24 force mentors supported 34 applicants during this campaign.
14. An external Company called Talking Blues delivered two workshops (in February 2018 and April 2018) to prepare candidates for the interview and SEARCH assessment centre stages of the recruitment process. The workshops were invite-only, selecting candidates from underrepresented groups. 51 candidates attended the assessment centre preparation and 48 candidates (94%) later passed the assessment. A smaller focus group was also delivered by a Sergeant and the Positive Action Officer, to candidates from underrepresented groups who were attending the assessment centre earlier. 4 candidates attended this and all 4 passed the assessment (100%).
15. Campaign 2, has seen an increase in representation of BME, Disabled, Female and LGBT candidates, both at the beginning of the campaign and through to the assessment centre stage. It has seen a significant increase in the representation of BME candidates, as compared to campaign 1, whilst the disclosure rates have also increase, particularly for LGBT candidates. The below table outlines Campaign 2 results are:-

Beginning of campaign 2		AC stage of Campaign 2	
BME (inc. White other)	15.55%	BME (inc. White other)	11.7%
Female	32.54%	Female	55.3%
Disability	4.6%	Disability	7.4%
LGBT	9.5%	LGBT	17%

16. The vetting process has also been reviewed by the Vetting Team and the Professional Standards Department, following a number of claims that this stage sees a drop out of BME candidates. It has been concluded that over the last three years, only one candidate has failed the vetting process with Leicestershire Police. This candidate was not BME.
17. The Chief Constable's Gold Group has also come to an agreement that there are necessary changes which needed to be made to the recruitment process. The group has agreed to replace the Competency Based Questionnaire (CBQ) with a telephone interview.

Campaign 3

18. Campaign 3 ran between 30th April 2018 - 10th June 2018. The Competency Based Questionnaire (CBQ) was replaced with telephone interviews.

The current recruitment process is comprised of:

Optional: Recruitment seminars

Stage 1: Telephone interview

Stage 2: Force interview

Stage 3: SEARCH Assessment Centre

Stage 4: Pre-employment checks

Stage 5: Vetting

19. Positive action activities continued taking place throughout the campaign from advertisement to support for candidates. Whilst the process has been changed, the focus has remained on engagement with the majority of the initial advertisement and engagement work being undertaken by Neighbourhood teams.

Attraction: media, community and events

20. A total of 32 seminars held across LLR (approx. 1 per week, per Neighbourhood Policing Area), involving approximately 42 police officers and PCSOs, with attendance from over 200 potential candidates. These seminars differed from previous 'pop-up' events. The officers delivered a presentation on the recruitment process and 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.
21. The organisation of these events followed the below process:
- 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 the 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.
 - Registration taken at events.
 - All attendees then contacted by the Positive Action Officer with further information and offer of support.
22. The Force website and social media channels continued to be used by the media and communication team, who continually published recruitment events and information about the process. Short #MakeADifference videos also continued to be published in the same way as they were in Campaign 2.

Support

23. Informal mentor support is continuing throughout Campaign 3. At the moment, there are 17 force mentors working with 28 mentees. Current makeup of mentees: 20 females (71.43%), 9 BME (32.14%), 2 LGBT (7.14%), 1 Disabled (3.57%).
24. Talking Blues is no longer used, due to the timeline of recruitment and the number of candidates. Conducting telephone interviews resulted in a prolonged process, so a greater number of support sessions are needed. As a result, the force has now developed and is delivering it's own support and preparation sessions to candidates awaiting their SEARCH assessments. Two sessions have now been delivered (25th July and 16th August), with the third session taking place on 17th September.
25. Sessions are delivered by the Positive Action Officer and include:
- General information about the assessment centre
 - Overview of the Policing Professional Framework (what candidates are assessed against)
 - Psychometric tests, written exercises and maths exercises
 - Decision making
 - Interactive exercises (role plays) including practical

- Preparing for the assessment centre

The first session was attended by 32 candidates. The second session attracted 22 candidates.

26. During campaign 3, a new system has also been established to enable the force to capture interests in joining. An SMS 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 into a Positive Action inbox and individuals are contacted by one of the Positive Action Officers. This process is currently being rolled out to all officers in force to start using and promoting.
27. Campaign 3 has so far seen the highest increase in representation of BME candidates submitting their applications (20.66%). The number of Female, Disabled and LGBT candidates remained steady between Campaign 2 and Campaign 3. There is no final judgement with regard to representation yet, as the recruitment process is still live and is not expected to come to conclusion until at least the end of 2018.
28. The force is currently reviewing the success rate with the introduction of the telephone interviews, with particular attention to the success rate at the SEARCH assessment centre, due to no prior written assessment (previously being the CBQ). There is a risk that some candidates may not be successful at some parts of the SEARCH assessment centre, due to not having this assessment at the application stage. This will be reviewed once all applicants have completed their SEARCH assessment.
29. The table below outlines the current status of Campaign 3.

Beginning of campaign 3		Current 'live' applications	
BME (inc. White other)	20.66%	BME (inc. White other)	19.35%
Female	32%	Female	40.41%
Disability	2.89%	Disability	3.13%
LGBT	7.85%	LGBT	8.15%

30. The Chief's Gold Group continues to review processes related to recruitment for officers, staff, volunteers, specials and cadets.

After establishing grounds for recruitment and following the success of the changes made so far, the aim of the Gold Group is now also to tackle issues related to retention and progression of officers, particularly those from under-represented groups.

Apprenticeship Scheme

31. In addition to the current application process to the join the police, Leicestershire will be introducing a new Police Constable Degree Apprenticeship next year (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 will be De Montfort University of Leicester.
32. 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. 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.
33. There will be 20 vacancies and the recruitment process will open in November 2018, with the apprenticeship starting in September 2019.
34. A range of outreach activity has been ongoing for several months to maximise the applications from under-represented groups. This includes the following:-

- A broadcast on Takeover Radio (Youth Radio) was made on 7th August 2018. This interview was recorded and will be circulated to other small local stations, including a rural radio station covering the Melton area. Preliminary contact has been made with EAVA Radio (second language station) and a date for broadcasting is to be arranged. The Positive Action Officer will be speaking on a Somali programme and this is being arranged through the Youth Education Project. It is intended that other local radio stations will be contacted for example BBC Asian Network with Kamlesh Purohit, and BBC Radio Leicester with Herdle White.
- A communication system via FAST SMS PALP 87007 has been set up to log initial interest and maximise quick response from PA Officers.
- The various local NPA twitter feeds will be used to advertise and promote the PCDA and the Police Polish Facebook Page will run a special article.
- It is planned to develop an information video to be emailed to current CPSO/Volunteers/Cadets. The video will be incorporated into power point presentation for use in community settings, and the possibility of YouTube is being explored in conjunction with community groups.
- Attendance by the Positive Action Officer at local events such as the Super Sonic Boom Youth Festival 2018, and Leicester Pride 2018.
- Community events to promote the PCDA to the general public have been arranged at: The Highfields Centre on 19th September 2018, Belgrave Neighbourhood Centre on 22nd September 2019, and The Code Building to cover the West End area of Leicester on 3rd October 2019.
- Other community events in the pipeline include: Weymouth Street Temple in Belgrave, The Bangladesh Youth and Cultural Shomiti in Highfields, and Moat Community College in Highfields/St Matthews.
- The Positive Action Officer, through arrangement with PC Brian Varney, had a 'hello and introduction' walk around St Matthews Estate on 3rd September 2018 and met with key community members, Elders, and Imams. Also links are being made with influential women within these communities at the St Matthews Women's Community Café lunches on the 5th and 19th September 2018.
- Faith leaders in the Highfields area are being contacted by attending Masjids after Friday lunch prayers by Muslim male officers, to 'set the scene' and meet with Imams. This will be followed by a wider community PCDA promotion event held at Bangladeshi Youth and Cultural Shomiti and/or Moat Community College.
- Early discussions have begun with a Knife Crime project at the city's Youth Education Project, and a woodwork/theatre design project, and a Digital Media and Digital Forensics Seminar with Leicester College. All three projects will link in broad terms to recruitment and employment into Leicestershire Police.
- There are more informal engagement opportunities at the Cossington Park Diwali celebrations towards the end of October.

35. The PCDA is a natural progression route for people currently studying at Level 3. The focus has been contact with schools and colleges that have a large BAME population and who have students up to Year 13; in particular those that deliver Uniformed Public Services programmes. Student information sessions are due to start week commencing 3rd September 2018 and have been arranged with: Leicester College, Loughborough College,

South Leicester College, The Cedars Academy, Regent College, QE Sixth Form College, Gateway College, Beaumont Leys School and Beauchamp College.

36. Two Q& A sessions for parents have been arranged at Spinney Hill Police Station on 24th October 2018, and the Positive Action Officer will be joining in with a Parents Forum at Beauchamp College.
37. To demystify and talk openly about forms, processes and share officer experiences a 'come and see' style approach is being adopted and visits to various venues have been arranged. Practitioner lead themed workshops are planned to provide coaching/mentoring at key stages such as application stage, assessment centre support and interview support.
38. There are visits arranged for students to Keyham Police Station custody suite on 19th and 26th September 2018, to Leicestershire Police HQ on 11th October 2018, and to De Montfort University on 19th October 2018.
39. Employability type workshops on the PCDA application process, will be run once the vacancy has closed and applicants have completed the online registration. These workshops will cover the application process and will provide guidance on preparing for telephone and force interviews, and the SEARCH Assessment Centre. Emphasis will be given to practicing the tasks and activities, such as answering competency based questions and role play exercises related to the process. It is intended to run the workshops a number of times to enable candidates to come back and 'have another go' having practiced in between.
40. To encourage peer support throughout the workshop process a WhatsApp group will be set up for prospective recruits.

Conclusion

41. The Force have a comprehensive approach and strategy to increasing the diversity of applicants both in the existing police recruitment process and the new PCDA process.
42. The impact and effectiveness of the above activity will 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.

Police and Crime Commissioner Oversight

43. The Police and Crime Commissioner is committed to achieving a workforce which is reflective of the community it serves. The Commissioner's Police and Crime Plan sets out that there is still work to be done particularly in the area of BAME police officers and staff, gender disability, religion and belief and sexual orientation. The Commissioner and Deputy Police and Crime Commissioner both attend the Attraction, Retention and Progression Gold Group Meeting chaired by the Chief Constable. Members of the Commissioner's team also attend the Force Strategic Equality and Fairness Board and the Strategic Establishment and Leadership Board where recruitment, progression and retention is discussed. The Commissioner also receives regular update reports to his Strategic Assurance Board and discusses recruitment, retention and progression issues with the Chief Constable at his regular 1-2-1 meetings with him.

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:	Failure to attract a diverse candidate pool for the next recruitment process for the PC Apprenticeship process.
Link to Police and Crime Plan:	Developing a diverse workforce

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