



WEST YORKSHIRE POLICE AND CRIME PANEL

14 December 2018

Recruitment, Training & Resourcing Update

1. Purpose:

- 1.1 To provide Panel members with an update on police officer recruitment and positive action activity during 2018/19 in line with Precept Commitment 1 and 2 below:
 - i. Continue the programme of recruitment in 2018/19 - recruiting 143 Officer equivalents (net), whilst ensuring that the necessary capability, skills and expertise are secured to meet the changing demands of policing. Additionally, where police staff and officers do not have the required skills, that the Force has a programme of skills development and external procurement
 - ii. Ensure that these additional posts resource priority areas including roads policing in specific areas.
- 1.2 For this briefing, the Panel are presented with the following information prepared by West Yorkshire Police and requested by the PCC:
 - i. cover report summarising the background, current recruitment position and positive action work undertaken to date and planned.
- 1.3 Oversight arrangements by the PCC is through a number of governance meetings such as the Joint Executive Meetings and the published Community Outcomes Meetings, where regular updates on the ongoing recruitment and training of officers are provided by West Yorkshire Police and appropriately challenged.

2. Background

- 2.1. For 2018/19, the agreed precept proposal from the OPCC of 143 Police Officer equivalent combined with the revised force budget resulted in West Yorkshire Police (WYP) aiming to recruit 528 new police officers (this is the maximum number within a twelve month period that can be recruited and

trained at WYP training facilities), together with the recruitment of transferees where required and police staff.

- 2.2. Taking into consideration officers anticipated to leave the service within the 2018/19 financial year, this meant similar levels of recruitment were expected for 2018/19, as with 2017/18, i.e. a maximum of 528 new officers, plus the recruitment of transferees from other forces if required.
- 2.3. As part of the Police and Crime Panel Precept meetings in February 2016 and February 2017 commitments were made to provide regular updates to the Panel on the progress of that recruitment and on the positive action work being undertaken to ensure increased diversity within the Force. This report provides an update on the recruitment activity within 2018/19 year to date (up to and including 31 October 2018), together with the associated training programmes in line with the Precept Commitments 1 and 2 for 2018/19 as agreed in February 2018.

3. Recruitment current position

- 3.1. West Yorkshire Police has an established Strategic Workforce Planning Group which reports through to the People Board, where all key strategic workforce themes are determined. Since the last report in November 2017, a significant external application window was held and the table below provides some detail on the characteristics of applicants to date:

| Application window | Total applicants | BAME | LGBT | Disability | Female |
|--------------------|------------------|-----------------|---------------|---------------|-----------------|
| March 18 | 1439 | 214 (14.87%) | 79 (5.49%) | 63 (4.38%) | 484 (33.63%) |

- 3.2. During the financial year 2017/18 527 Police officers were appointed to the Force, of which 9.11% were from a BAME background.
- 3.3. During the current financial year the new starters within the force between 1 April 2018 and 31 October 2018 are broken down as follows:

| 2018-19 (as at 31.10.18) | Police Officer | PCSO | Police Staff |
|--------------------------|----------------|------|--------------|
| White-British Male | 161 | 13 | 95.54 |
| White-British Female | 107 | 14 | 119.98 |
| BAME Male | 16 | 3 | 6 |
| BAME Female | 9 | 0 | 10.30 |
| Non-specified Male | 0 | 0 | 0.50 |
| Non-specified Female | 0 | 0 | 2 |
| All | 293 | 30 | 234 |

To date, the BAME Police Officer appointment total is 8.53% and for Police Staff is 7.95%.

- 3.4. The force continues to review its workforce profile in-year and has recently reduced the number of police officers to be recruited from the successful candidates during 2018/19. This is in part due to the current financial profile of the force, but also reflects the fact that fewer officers have left in-year than had been predicted against previous turnover patterns. At the time of writing this report, the number of police officers to commence with the force against the original planned number of 528 new officers has reduced by 192. The initial plan was for 22 intakes of 24 police officers within the financial year which has now been revised to 14 intakes.
- 3.5. Success and failure rates of candidates from under-represented groups at each stage of the recruitment process are constantly reviewed and compared to other forces, and work is currently ongoing to compare our recruitment process to forces nationally. What is evident is that whilst WYP has managed well with the recruitment of female, disabled and LGBT officers and staff, there remains work to be done with the attraction and commencement of BAME candidates.
- 3.6. Detective Recruitment
- 3.6.1 Within the adjusted figure of 335 new police officers planned for 2018/19 recruitment, the Force has resolved to allocate 48 to be Detectives commencing as new Police Officers but selected and identified from the outset as part of the future detective workforce. This is a new initiative developed by WYP to address the shortage of police officer investigators in West Yorkshire Police. It should be noted the position in West Yorkshire is reflective of the ongoing national shortage of police officer investigators.
- 3.6.2 A bespoke recruitment process was commenced in September 2018, attracting 565 applications and is ongoing. Of the 565 candidates, 304 were female and 261 male. The higher proportion of female candidates to male candidates is reflective of the results experienced by the Metropolitan Police and can only be viewed positively. The representation of BAME candidates totalled 13% of all applications.
- 3.7. Roads Policing
- 3.7.1 A key development this year has been the introduction of the Proactive Intercept Team from April 2018, created with a focus on Roads Policing. The team is made up of 25 police officers and the final recruitment to the remaining places is underway. In the interim, a number of officers including traffic team and firearms officers are rotated into the Proactive Intercept Team to support the skills development of a wider group.
- 3.8. Cyber-crime
- 3.8.1 The creation of a West Yorkshire Police dedicated Cyber Crime team, with a command structure, supervisory and training ability that has operational resources based in all local policing Districts who are skilled and accredited to investigate and harvest evidence in cyber-related crime. This will be also be enhanced by appointing further specially trained Digital Investigators, based

24/7, in the Force Crime Management Unit to investigate and direct cyber related criminal investigations from the very outset of a crime being reported. Panel members received a detailed update on performance and resources to tackle cyber crime at the June 2018 meeting.

3.9. Safeguarding

3.9.1 As well as a further investment in more Investigative Officers to combat non-recent CSE investigations, each local policing District will also expand the support to deal with safeguarding issues such as Child Protection, Public Protection, Adult Abuse, Domestic Abuse, Missing Persons, Child Sexual Exploitation/Abuse, Forced Marriage, Female Genital Mutilation and so-called Honour Based Abuse.

3.10. District Frontline

3.10.1 Policing: investment in some Districts in Patrol Officers to replace those who will be promoted or be subject of lateral moves to roles within Neighbourhood Policing Teams and Investigation Teams. Facilitating and enabling the promotion and lateral development of officers into these key areas creates an effective supervisory ratio which assists with the ongoing work to improve investigation skills, quality and outcomes.

3.11. Organised Crime

3.11.1 Roles created within Protective Services Crime to better deal with international intelligence and offenders who are committing offences in West Yorkshire, as well as improving our capacity to gather intelligence across all of the local policing Districts.

3.12. Operational Support

3.12.1 Specialist roles in Protected Services Operations will assist with Casualty Reduction, Roads Policing prosecutions, Firearms Licensing and Protective Security. Additional roles will also help with Disclosure Training, Information Management and Digital Security.

3.13. Training and Development

3.13.1 Increasing the ability to both Command and Train specialist firearms officers as we continue to build our protective capacity. Additionally, more frontline trainers increase the delivery of high quality training that equips West Yorkshire Police officers and staff with the broad and resilient skills required to continue to meet the demands of modern policing.

4. Training and development

4.1 West Yorkshire Police has an ongoing programme of training and development for Police Officers and Staff to ensure that all members of WYP carry the necessary skills to undertake their roles effectively and safely. The majority of training delivery is provided in-house through the training facilities

both at Carr Gate and ongoing training delivery at district and department level, however where it is not possible to provide the training internally this is procured through a range of sources across different professional areas.

- 4.2 The force is undergoing a significant transformation programme, most specifically and currently focussed upon back office functions. Through this, where capabilities required by WYP for the future are not currently available internally, then a programme of recruitment has taken place during 2018/19 to ensure such skillsets and capabilities are now available. Examples of which include roles within the People Directorate (which includes Learning and Organisational Development (L&OD), Finance and Commercial Directorate and Digital Policing.
- 4.3 The training programmes and available places in-year are monitored within the L&OD department and accountability for delivery is through the People Directorate Local Accountability Meeting (LAM). Training delivery statistics are also shared with District and Department Senior Leadership Teams in order that local monitoring can take place where for example low attendance on training courses is apparent.
- 4.4 A sample of the training provided in-house to ensure that Police Officers and Staff remained upskilled include:

West Yorkshire Police Training plan 2018-19

| | Sample of training programme | Course provision |
|--|---|-------------------------|
| 1.0 Foundation Training | Initial Police Learning & Development Programme | 415 |
| | Uniformed Upskilling Course | 780 |
| | Custody Officer Initial | 51 |
| | Custody Officer Refresher | 181 |
| 2.0 Driver Training | Standard response | 352 |
| | Technical Pursuit and Containment | 72 |
| | Advanced Driving | 48 |
| 3.0 Public Order | PSU Training | 1745 |
| | MOE | 310 |
| | TASER | 556 |
| | Officer Safety Training | 5788 |
| 4.0 IT Training | Body Warn End User | 681 |
| | NICHE | 1481 |
| | PNC | 581 |
| 5.0 Crime Training | Initial Criminal Investigations Development Programme | 128 |
| | Tier 2 Interview course | 128 |
| | Specialist Child Abuse Investigations Programme | 86 |
| 6.0 Leadership & Management Development | Leadership Essentials 1 | 75 |
| | Managing Performance, Conduct & Welfare | 98 |

| | | |
|--------------------------------|---------------------------------------|-----|
| | Leadership Essentials 2 | 52 |
| | Inspectors Statutory responsibilities | 48 |
| 7.0 Health & Safety | First Aid Initial and Refresher | 147 |
| | Manual Handling | 412 |
| | IOSH | 87 |
| | Health and Safety | 540 |

5. Positive action/inclusion

- 5.1 Extensive work is underway across WYP to positively influence our workforce representation. It has been determined that the primary emphasis for the next twelve months or more will be on attracting BAME candidates to West Yorkshire Police and to support our current BAME officers to achieve their career ambitions. The decision to focus primarily on BAME is reflective of the desire to increase our representation of our communities.
- 5.2 The force now has the Positive Action Co-ordinator role embedded and, additionally, two Positive Action Ambassadors have been in role for several months. The work undertaken by the Positive Action Co-ordinator and the Positive Action Ambassadors continues to build a sound foundation to move our Positive Action agenda forwards in the future.
- 5.3 The Positive Action Ambassadors continue to create closer links with district teams. This work supports districts' own engagement work and they are recording progress in a local delivery plan based on the overarching force plan. Districts will be able to report on their progress in a future Local Accountability Meeting.
- 5.4 Acknowledging the need to be more representative of society, engagement takes place across a breadth of groups and organisations and those districts with universities/further education facilities are being encouraged to develop strong links over future years. We are undertaking focus groups with BAME students at Leeds and Bradford Universities, the primary purpose of which is to market the career opportunities West Yorkshire Police can offer young people from a BAME background.
- 5.5 In addition to the above, there are a multitude of other work streams initiatives which are supporting the change in our approach:
- We have reviewed, refreshed and implemented the Force Inclusion Strategy which clearly articulates BAME is our focus area for the next 12 months and we have refreshed the underpinning Delivery Action Plan. Building on the knowledge gained from visits to the Metropolitan Police Service, Greater Manchester Police, Bedfordshire and West Midlands Police, we have collated the good practice and applied it to our own Force action plan.
 - Supporting our work with the Inclusion Strategy, the monthly themed Inclusion Strategy initiatives have been very well received across the workforce and will continue. We have also adopted the College of Policing

NPCC Diversity, Equality and Inclusion Strategy which dovetails with our own Inclusion Strategy.

- The ACC People for the Force is now the National NPCC lead for religion and belief working directly with CC Jon Boucher in Beds. In addition each member of the Chief Officer Team will lead on a specific strand relating to all the protected characteristics.
- In terms of the over-arching governance arrangements relating to the Inclusion agenda, the ACC People Chairs the Gold Diversity, Equality and Inclusion Board, which also brings together the Staff Networks.
- Relating to the Inclusion Strategy refresh, a Positive Action Delivery Plan has been produced focusing on six themes:
 1. Strategy
 2. Resourcing
 3. Career Development
 4. Policy Development
 5. Partnership Working
 6. Governance

5.6 Focusing on the “Resourcing” theme, the following provides insight into areas of focus:

- External consultation is undertaken to benchmark the WYP approach with alternative thinking re: the marketing of PO and PCSO career opportunities.
- Marketing materials are refreshed, portraying a modern, relevant and exciting representation of WYP which resonates with BAME members of the community and those who are traditionally "hard to reach" candidates to PO and PCSO roles.
- Consider whether the existing branding of the organisation in marketing materials sufficiently utilises the unique strengths of the organisation within the county of West Yorkshire, including:
 1. The unique position WYP holds in the county labour market - we are one of a kind.
 2. The diversity of opportunity the organisation can offer in terms of the scope of operational and non-operational roles.
 3. The cultural benefits of being part of an organisation centred on public service.

5.7 We are bringing all Officers and Staff who specialise in the workforce DEI agenda together into the People Directorate, with investment in two additional Inclusion Officer posts into this team.

- In terms of providing development opportunities for existing BAME Officers, our Talent Officers are seeking to ensure all Chief Inspectors and above, in accordance with COP guidance, mentor/ coach BAME

colleagues. Additionally, October has seen Black History Month and all BAME Officers and staff were offered the opportunity to work shadow any colleague in any post of any rank.

- Furthermore, ongoing collaboration with Higher Education Institutes has resulted in a proposal for academic research specialists from Birmingham, Leeds and Durham Universities to work alongside specialists within the Force to develop sustainable initiatives to improve the career development and progression opportunities for BAME Police Officers and Staff throughout the force. This collaborative project will commence in the spring of 2019.

5.8 In addition the PCC provided funding from Grant Round 13 of the Safer Communities Fund in April to the Black Police Association for their Natural Born Leaders Programme 2018 and the PCC recently attended the Awards Presentation Ceremony in conjunction with this year's course. The natural born leaders programme is an opportunity for 15 to 20 young people, aged 15-18 from BAME backgrounds or inner city communities to develop skills in leadership and teamwork to develop into leaders of the future.