



WEST YORKSHIRE POLICE AND CRIME PANEL

15 JULY 2016

RECRUITMENT AND RETENTION OF POLICE OFFICERS, PCSOs AND POSITIVE ACTION

1. Recruitment

Background

Following the announcement by the Government in November 2015, that Policing would not face the level of cuts that many were expecting, West Yorkshire Police has identified the opportunity to be able to reinvest to the frontline. In February 2016, the budget announcement from the OPCC enabled us to forecast the number of required Police Officers moving forwards, allowing us to recruit approximately 600 Police Officers in 2016/17, and recruit steadily in subsequent years. The 600 recruits will include 254 growth posts as a result of funding made available from the PCC.

- A Gold recruitment meeting is established at a Force level, led personally by ACC Battle. These meetings are held on a fortnightly basis, and include representation from Programme of Change, Resourcing, Learning & Development, Finance, Districts, Procurement, Vetting and Estates. Other departments do attend on an ad-hoc basis should they need matters raising or addressing regarding recruitment. All issues relating to the structures and processes around recruitment are raised at this meeting.
- The first window for external applicants to apply for a number of years was opened in February 2016, for a 10 day period. In that time 1180 applications were received, just over 10% of these being from the BME community (this dataset was the only info available at the time – this has now been addressed moving forward) and applicants are currently at differing stages of the process. The first successful external applicant from this process is expected to start in June 16.
- Regular intake dates have been identified throughout the forthcoming financial year and extensive work has been carried out by Learning and Development and Estates to ensure that Carr Gate is sufficiently prepared and resourced for the arrival of the recruits.
- Each cohort will consist of 48 or 72 recruits in total, split over a 2 or 3 week period, each week containing 24 Officers.

- Advertisements have been placed externally for transferees, including those with specialist skills, and also now specifically Sergeants and Inspectors. Future promotion processes will also be open to external candidates.
- The numbers from the recruitment campaigns combined with transferees is anticipated to deliver the required numbers by March 2017.
- In anticipation of the February external campaign ending, a further application 'window' took place between the 12th and 22nd May 2016. During this window, 710 applications were received, and due to the intensive Positive Action work being undertaken in Districts, 141 (20%) of these applications were from candidates from a BAME background. 47 (7%) of candidates stated they were LGBT, and 36 (5%) of candidates stated they had a disability.
- The latest round of recruitment opened on Friday 24 June and closed on Sunday 3 July.
- Resourcing staff are constantly monitoring the level of interest and work is ongoing to compare the response to that received by other Forces going through similar levels of recruitment.
- Project and milestone plans are in place and risk registers completed. OPCC have been extensively involved in the production of a Force level risk document.
- Districts have all carried out extensive work in preparation for the anticipated number of recruits. All have recruited sufficient numbers of tutors to address their anticipated demand and any Estate issues have been addressed.
- Eccleshill Police Station is identified as the training overspill site, and will be extensively used. Estates work is expected to be completed for use from 6th June 2016.
- Vetting are anticipating no issues with regard to managing the increased demand.
- Procurement are anticipating no issues regarding the procurement and supply of kit. The Regional Collaboration Board are in the process of finalising the approval for 1 additional member of staff.
- There are no issues at this time with supply or functionality of mobile data devices for recruits.

2. Protect PCSO Numbers (565)

- The Force has budgeted PCSO numbers of 570.64 – so the budget is over and above the 565 in 2015/16.
- The extra numbers have come from additional funding being agreed by external partners (non-council funded). Last year the funding agreement was 70% WYP, 30% partners. This year it is on a 50/50 basis.

- The minimum number that is fully funded by WYP which has been built into the budget is 440. The remaining 130.64 are 50/50 funded with partners.
- Communication continues to take place between Partners and SLTs/Partnership Funding Officers to keep partnerships in place.
- 3 of the Local District Councils retained their agreements.
- The actual position as at 31st April was 520.38 PCSO's in post. Recruitment of PCSOs will commence shortly now that training capability and provision has been identified.

3. Positive Action

Background

Nationally, and locally within West Yorkshire, the Police Force is not representative of the communities that we serve. Here in West Yorkshire we recognise that in order to better understand our diverse population, our workforce should be drawn from all our communities to ensure that we focus on protecting the vulnerable and strive to keep our communities safe and feeling safer. It is acknowledged that West Yorkshire Police needs to become an 'employer of choice' and address not only recruitment externally but also retention and progression internally. Despite an increase in the proportion of Police Officers from a BME background over a number of years (up from 4.6% in 2010 to 5.2% currently) we acknowledge there is still much to do. Currently the BME population in West Yorkshire stands at just under 20%. There is an acknowledgement that this issue includes all under represented groups, not solely BAME communities.

- Positive Action is being personally led by the CoT under the direction of ACC Battle.
- A process is currently being implemented at a Force level looking at a formalised meeting structure format. It is anticipated that there will be a new strategic level Gold Positive Action meeting held, chaired by ACC Battle, including District Commanders and Departmental heads. The current Positive Action meeting co-ordinated by Resourcing and HR, which includes representatives from staff associations, Districts and Departments, Comms etc. will evolve into a Positive Action Operational Steering Group, and all action across the Force will be co-ordinated through these groups.
- The Force has recently recruited PC Amjad Ditta to the role of Positive Action co-ordinator. He is carrying out extensive work and publicity across the Force with the emphasis on Under Represented Groups rather than solely BME.
- Analytical assistance has been obtained from Performance Review in order to provide data support to ongoing work. This will assist CoT and Districts understand the locations of applicants in Districts not only at application stage, but also those that express an interest in applying on the Force website. This will allow support and mentoring to be made available to those candidates at different stages of the process.
- At a Force level, Positive Action seminars have been held at Carr Gate for those candidates from underrepresented groups who have expressed an interest on the website prior to recruitment window opening. These seminars offer support around the

various stages of the application process, and act as a 'myth busting' session for those in attendance.

- In accordance with the wishes of Districts, and community representatives, Districts themselves are now leading on their Positive Action work within their own areas, in order to allow them to tailor their response in line with the unique issues of their own communities. All Districts have a comprehensive Positive Action action plan, that coordinates all activity. These updates are currently presented to the Gold Recruitment meeting however it is anticipated that these updates will be brought to the new Positive Action Operational Steering Group, once the meetings are established. Good practice is immediately shared across Districts.
- The PCC and T/CC recently hosted a positive action seminar at Carr Gate for members of the community invited by their own Districts. The event was facilitated personally by the T/CC, with inputs from the PCC. This seminar sought to obtain the views of the community around two key areas
 - What perceptions do people have that stop them applying for jobs in West Yorkshire Police;-
 - a - What is it about West Yorkshire Police that makes people hesitant in applying?
 - b - Are there community or cultural barriers which prevent people from applying?
 - What can be done to change these perceptions?
 - a - What can West Yorkshire Police do as an organisation to make itself more attractive as an employer?
 - b - What can be done in your community to promote West Yorkshire Police as an employer of choice?
- The findings of this seminar are influencing our work to attract a more diverse work force and will be presented to a group of young people brought together from various groups across the Force in order to obtain their views about the way forward. Once this has been completed, the overall report will be updated and circulated to attendees.
- A presentation has been given to the Force Independent Advisory Group regarding Positive Action and the proposed plans going forward, with some excellent feedback.
- Corporate Communications have been tasked through the Gold recruitment group regarding a comprehensive internal and external media campaign.
- Visits are being arranged with a number of other Forces to look at any examples of good proactive nationally.