



WEST YORKSHIRE POLICE AND CRIME PANEL

3 November 2017

Police Officer Recruitment, Positive Action and Inclusion

1. Purpose:

- 1.1 To provide Panel members with an update on police officer recruitment and positive action activity during 2017/18 in line with Precept Commitment 1:
 - i. Recruit 500 Police Officer posts (200 additional posts) and 150 police staff, having regard to the diverse makeup of the communities of West Yorkshire
- 1.2 For this briefing, the Panel are presented with the following information:
 - i. This cover report summarising the background, current recruitment position and positive action work undertaken to date and planned.

2. Background

- 2.1. In 2016, the agreed precept proposal from the OPCC combined with the revised force budget enabled West Yorkshire Police to have the budget for and forecast that they required 605 Police Officers in 2016/17, equating to 254 growth posts.
- 2.2. The 2017/18 budget allowed for additional budgeted posts for West Yorkshire as at 31/3/2018 of:
 - 200 officers
 - 150 staff
- 2.3. Taking into consideration officers leaving the force this has meant similar levels of recruitment are expected for 2017/18, with the latest anticipated figures produced by resourcing specialists being 561 new officers.
- 2.4. 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.

3. Recruitment current position

- 3.1. All structures and issues relating to recruitment are now addressed through the Strategic Workforce Planning Board. Six external application windows have been held since external recruitment recommenced in early 2016, the latest running for 2 weeks during September 2017. The table below provides details on some of the characteristics of applicants to date and shows an increase across all categories during the 3 latest campaigns:

Application window	Total applicants	BAME	LGBT	Disability	Female
Feb 16	1179	136	74	61	355
May 16	713	144	48	36	235
June16	658	114	51	31	191
Sept 16	1240	198	77	75	371
Jan 17	1531	225	84	58	448
Sept 17	1661	262	116	74	518

- 3.2. During the financial year 2016/17 520 new student officers were appointed to the force, with this being the maximum possible due to accommodation limitations at Carr Gate. An additional 42 transferee officers were appointed at various ranks during this financial year also, taking the total number of officers for the year to 562.
- 3.3. Of the 520 new student officers just under 9% were from a BAME background.
- 3.4. Due to the high numbers of applicants in the January 2017 campaign, new recruit training courses are currently filled until December 2017. There is also the expectation that including applicants from the September campaign, those already in the system will fill intakes well into 2018. From the recruitment campaigns in January and September 2017 there has to date been 241 new student officers appointed, with 8.3% of these recruits being from a BAME background. Since April 2017 an additional 72 transferees at various ranks have either been appointed or will be appointed by the end of October.
- 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, in particular around the academic requirement for entry, as well as attrition rates for staff in their first 2 years.
- 3.6. West Yorkshire Police have volunteered to be a pilot force for the new SEARCH recruit assessment centre, which is the National College of Policing assessment that all candidates are required to complete. It is expected this will be launched in the near future.

4. Positive action/inclusion

- 4.1. Extensive efforts are being made across West Yorkshire Police to approach this issue in a different way than has been done previously, and to understand current thinking both internally and externally, to ensure that new and innovative ways of working are adopted.
- 4.2. All matters relating to inclusion are addressed through the Inclusion Gold group, which in turn tasks an Inclusion Operational Steering group, consisting of all district operational leads, HR, Finance, Comms, OPCC and staff networks.
- 4.3. In contrast to some forces nationally, the force has taken a conscious decision to focus on all under-represented groups rather than solely BAME. The purpose of the approach is to ensure that the organisation becomes a career of choice for all and is truly inclusive. Extensive work is being undertaken across the county to encourage those from underrepresented groups to join us, and albeit whilst this is a long term strategy, the number of candidates being appointed from underrepresented groups is increasing.
- 4.4. Recruited during 2016, the first Positive Action Co-ordinator for the force carried out extensive work and publicity and was ground-breaking in his approach. The work undertaken ensured that West Yorkshire's approach was well recognised not only amongst the communities it serves, but nationally. This work created excellent links with local groups, MP's, and education providers. Additionally the Positive Action Co-ordinator, with others, held a number of seminars for those candidates from underrepresented groups, offering support and guidance covering all stages of the application process. The work undertaken by the Positive Action co-ordinator has been a huge success and has placed the force in an excellent position to move forwards in the future.
- 4.5. As a result of this success the Chief Officer Team (COT) have also supported a decision to recruit a small number of Positive Action Ambassadors across the force, to support the Co-ordinator and create a closer link 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 (LAM).
- 4.6. 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.
- 4.7. Following discussions within districts, a more detailed data pack has been produced mapping where BAME candidates and candidates from other under-represented groups reside which has enabled focused engagement work in relevant areas. In an effort to professionalise this engagement work, a central corporate range of resources for district teams to utilise has been

obtained and used at recent roadshow events to promote the latest recruitment campaign in September.

- 4.8. Close links have been established with a number of similar police forces, in particular Greater Manchester Police (GMP), to share good practice and compare initiatives. Links have also been made with West Midlands and the Met as well as the College of Policing.
- 4.9. Corporate Communications continue to be extremely supportive and are carrying out extensive engagement work both internally and externally, with social media engagement being a focus.
- 4.10. To support the launch of the new 'Inclusion Strategy' two external experts with a background in delivering inclusion training to public sector bodies, delivered a number of sessions to senior leaders in the organisation, enabling them to fully understand the new strategy and develop their own thinking. To supplement these sessions a number of sessions have been delivered across the force to 'middle leaders', both police officers and police staff, to ensure that they are fully aware of the strategy and the direction and ambition of the force moving forwards.
- 4.11. This strategy underpins the People Ambition and not only focusses on recruitment of new staff into the organisation, both police officers and police staff, but also heavily on retention and progression of those staff already employed. Processes are constantly reviewed, and extensive work is ongoing around the area of unconscious bias with the force working closely with Dr Pete Jones, a nationally recognised expert in this field. Particular focus is around recruitment processes, not only externally, but also internally. As a result forthcoming promotion processes during October/November 2017 for PC to Sergeant and Inspector to Chief Inspector will incorporate unconscious bias advisors for the first time.
- 4.12. Training in unconscious bias has also been provided to colleagues from our staff networks and it is intended that they will be utilised for various recruitment processes across the organisation. In order to further support the retention and progression of our staff, work is being developed to 'track' new students, particularly those from underrepresented groups, through their first two years and onwards, to ensure that they can voice any concerns and allow them to influence any approach moving forwards.
- 4.13. Representatives from West Yorkshire Police attend the quarterly national Positive Action Practitioners Alliance meeting, strategically led by ACC Nav Malik from Cambridgeshire on behalf of CC Ian Hopkins from Greater Manchester Police. The intention from the National Police Chiefs Council is to create a detailed national action plan and a key part of this plan is the work undertaken by the Positive Action Practitioners Alliance (PAPA). National good practice is shared, and close links have now been established with these forces.
- 4.14. To ensure transparency, the force have sought independent scrutiny of our processes, recently meeting with QED Bradford, who work with and support

mainstream organisations to ensure that they work effectively with minority communities. They were extremely supportive of the current approach being adopted and further initiatives are being progressed in partnership.

- 4.15. Both the force, as well as Corporate Comms, have recently been shortlisted for national awards regarding the approach to positive action and inclusion, with staff having attended prestigious high profile ceremonies.