



WEST YORKSHIRE POLICE AND CRIME PANEL

20 November 2020

Update on Recruitment against 2020/21 Precept Increase

1. INTRODUCTION

- 1.1 This report will provide the Police and Crime Panel with an update on progress against this increase in funding, specifically against the PCC's precept commitment to ensure the recruitment of 311 additional police officers and in excess of 100 police staff roles by March 2021. It will also provide an update on the progress of police staff recruitment in line with previous precept commitments.

2. CONFIGURATION OF POSTS

- 2.1 The approved Police Budget for 2020/21 has funded 311 additional Police Officers (accepting that 256 Officers of this 311 are effectively from the Police Uplift Programme (PUP) see para 3.2 below). Of this total of 311, 243 Police Officers were actually recruited early (by 31 March 2020) with WYP utilising the previous training route of IPLDP, due to it only being a 14-week training course. All these Officers are now out at District

3. NATIONAL CONTEXT AND WYP IMPACT

- 3.1 In July 2019 the Government announced the **proposed** recruitment of an additional 20,000 police officers in England and Wales by the end of March 2023. The National Police Uplift Programme (PUP) have given the following assumed allocation for West Yorkshire Police (WYP), but this is to be agreed for future years. The allocation would be 852 officers (4.26% of the total allocation), which are to be recruited over the three year period (2020/21, 2021/22 and 2022/23).

3.2 Assuming these overall totals to be recruited by WYP, targets for the three years of the PUP would be as follows:

- 256 officers by the end of March 2021 – (30%)
- A further 340 officers by the end of March 2022 – (40%)
- A further 256 officers by the end of March 2023 – (30%)

3.3 The PCC approved budget funded early recruitment over and above of the force's PUP target of 256 for 2020/21; the intention being to "get ahead of the game" as previously reported at the Panel in order to minimise the impact of the implementation of the new training programme during 2020-2023 (see paragraph 2.1 above)

3.4 Under the new entry routes (classed as PEQF which stands for the Police Education Qualification Framework), those with degrees fulfil the DHEP (Degree Holder Entry Point) entry route, which is a two-year Diploma course, but those without degrees undertake the PCDA (Police Constable Degree Apprenticeship) entry route which is a three-year degree apprenticeship. Of note, both DHEP and PCDA candidates spend the first 48 weeks of their first year in an educational setting or being mentored at District. Thus, they are not fully deployable at District until they have 11 months service.

3.5 The formal project to deliver the PUP into West Yorkshire Police continues, under the direction of a dedicated Chief Superintendent. Furthermore, a strategic, over-arching Force Apprenticeship & Uplift Board is now firmly established and continues to provide steer and scrutiny across the whole Uplift programme.

4 POLICE OFFICER RECRUITMENT

4.1 During 2020 a total of three police officer recruitment campaigns have been undertaken. Recruitment campaigns for the PCDA apprenticeship route and the DHEP graduate entry route into Policing both closed in January 2020. A further PCDA campaign opened in July 2020 and closed after an 8-week window in September 2020.

4.2 The breakdown of applicants for all recruitment campaigns in 2020 are shown below:

Type of recruitment	Campaign close	Total applicants	BAME	LGBT	Disability	Female
PCDA	January 2020	1586	299 18.9%	122 7.7%	95 6.0%	578 36.44%
DHEP	January 2020	819	165 20.1%	67 8.2%	41 5.0%	342 41.76%
PCDA	September 2020	1522	213 14.0%	241 15.8%	101 6.6%	604 39.68%

*Please note – the figures for BAME, LGBT and Disability include both male and female.

- 4.3 From July 2020, West Yorkshire Police launched the new PEQF routes into Policing via the first two PCDA cohorts starting in July 2020 (78 trainees) and August 2020 (76 trainees). Thereafter, two further cohorts have been populated; 72 DHEP trainees commenced in October 2020 with 72 trainees appointed to the forthcoming November 2020 PCDA cohort. Thus far, the PCC and WYP has met all national expectations regarding the Police Uplift Programme, including all objectives relating to the sourcing of the additional officers. Appendix A provides the PC recruitment profile.

5 TRAINING CAPACITY AND EQUIPMENT

- 5.1 The WYP PUP team has worked closely with Districts and enabling departments including estates, digital policing and fleet to prepare for West Yorkshire's share of the 20,000 additional student officers over the next three years.
- 5.2 The Apprenticeship & Uplift Board took the decision that all training for PEQF students would take place at the Carr Gate site and Leeds Trinity University campus wherever possible. Planning for this has resulted in an accommodation audit taking place to identify the opportunities to move other Force Training to alternative locations where suitable facilities exist. Premises at Eccleshill and Havertop Lane were identified and set up to deliver non PEQF training.
- 5.3 Estates & Digital policing supported the development of Carr Gate to become the PEQF delivery site with subsequent office moves and the reconfiguration of training rooms to make

best use of space and classrooms was completed. Additional lockers were provided at Carr Gate to ensure safe storage of equipment.

- 5.4 Covid-19 has impacted on training facilities, and plans are in place to deliver training in an appropriate socially distanced way, where possible, and the development of online learning will further support this going forward. There remains a risk relating to the capacity of the estate and the availability of qualified trainers to deliver 'socially distanced' classroom learning where online solutions are not possible. It is likely to be required in the medium term and will continue to present challenges to manage as student numbers increase.
- 5.5 Further work is being undertaken to identify the implications for the estate and staffing resources with the commencement of further PEQF cohorts in November and January.
- 5.6 Additional officers will be distributed using the AID+ allocation with some smoothing to ensure that there is equity across Districts in terms of capacity and replacements for leavers as well as PUP officers. Officers will be deployed across Response, Investigations and NPT and work continues to determine where each individual will be posted in terms of role, District & deployment site to aid planning going forward. Each new Student Officer is given an indicative posting to a District at the start of their 2 or 3 year programme and their placements for consolidated learning and assessment will be completed in that District.
- 5.7 The spread of these officers across Districts, disciplines, deployment sites and teams will result in minimal impact on our Estate. There is a plan in place to ensure that Student Officers have the required kit and equipment available to them at the right time. A locker audit has concluded that there are sufficient lockers in force and these will be distributed to facilitate additional officers in specific buildings where and if required.

6 POSITIVE ACTION

- 6.1 The PCC and WYP remain committed to increasing the representation of people from under represented communities and groups, with a particular focus on increasing representation from BAME communities. The BAME Gold Group, chaired by the Deputy Chief Constable, has been created in order to help achieve this, with representation from the most senior ranks in the force. Focus is primarily centred on the attraction, retention and development of BAME applicants and existing BAME police officers.

- 6.2 The force Positive Action team have historically worked alongside Districts to support them in targeting under represented communities and ensuring that West Yorkshire Police opportunities are well communicated. More recently, the contribution of Districts to the positive action agenda has evolved with the creation of a District Tasking Group which co-ordinates the contribution of Neighbourhood teams in the attraction of potential BAME candidates to policing, using “heat maps” to identify communities across West Yorkshire with a proportionately higher population of BAME residents.
- 6.3 During the last year, targeted recruitment events and media adverts on BAME focussed media outlets continued to be the primary means by which the police officer role is advertised, ensuring targeted messaging towards potential BAME applicants. However, the force continues to ensure there is a wider awareness of the opportunity to be a police officer but the management of this approach is cognisant of the majority of applicants for police officer being “non-BAME”.
- 6.4 Attracting quality BAME candidates, in sufficient numbers, to positively influence the representation of the force continues to be a challenge as it does nationally across policing. A number of key factors influencing the scope and size of the challenge are currently the subject of ongoing streams of work:
- The onset of COVID has significantly impacted on the ability of the positive action team and District staff to engage with potential applicants in a face-to-face manner which invariably yields better outcomes, an example being the closure for months of Schools, Colleges and Universities. The need to adhere to social distancing rules has considerably reduced the planned events at which Force officers would otherwise engage with prospective applicants. Nevertheless, opportunities are still available to engage with people, utilising alternative approaches such as those provided by “virtual” platforms.
 - The processes utilised in the recruitment process have also been impacted by COVID, with alternative interventions developed to replace assessment processes which were predominantly delivered on a face-to-face basis. The key change has been the need to suspend the SEARCH assessment centre process, overseen by the College of Policing (CoP) but delivered locally, which essentially relied on the candidates and assessors being in close proximity to each other for the duration of the assessment centre. Obviously, social distancing ruled out such an approach, prompting the CoP to develop an on-line alternative which provides for a distanced assessment process for candidates.

- Despite the obvious positives associated with the relatively speedy development of an online alternative to SEARCH, there have been, and continue to be, some significant challenges associated with the online platform known as LaunchPad. Following discussions with the CoP, West Yorkshire was initially selected as one of five forces to pilot the solution which, for a number of reasons, proved advantageous not least affording the force the opportunity to push through significant numbers of candidates for both PCDA and DHEP recognising that West Yorkshire recruitment numbers far exceed the vast majority of forces nationally.
- It nevertheless became evident that BAME candidates were not performing as well as expected. Whilst the force has undertaken coaching and mentoring ahead of LaunchPad, it is still disappointing to note that the WYP BAME pass rate, when looking at application through to securing a LaunchPad pass, stands at 17%. This is much lower than the non-BAME pass rate. The CoP have been approached for support and they have held up Lancashire and Leicestershire as “market leaders”; however, their pass rates from application through to a LaunchPad pass, for BAME candidates, only stands at 15% and 17% respectively. As such, the Chief Constable has challenged the CoP with regard to the suitability of LaunchPad in relation to the force’s ambitions for improving BAME representation.

7 POLICE STAFF RECRUITMENT

- 7.1 A total of 118.85 (FTE) police staff roles were created in the organisation following the precept increase. Thirty five of these posts provided growth within the Digital Forensics Unit (DFU) in response to the increase and enduring demand WYP faces in this area of business. Other areas of growth include People (including L&OD), Digital Policing, Regional Scientific Support Services (RSSS), Corporate Services, Operational Support, Assets & Logistics and Finance.
- 7.2 Of the 118.85 FTE posts, 94.85 FTE have been recruited to within the current financial year. With regard to the remaining 24 FTE posts outstanding, the following details the current position:

- 3 Firearm's Intelligence roles have been redesignated as police officer roles as an outcome of the Vacancy Control Panel process initiated to bring a greater degree of scrutiny to recruitment activity at a time when the force is preparing for budget reductions
- 4 roles within the DFU are currently unfilled
- 2 roles within the Finance function are currently unfilled
- Recruitment is underway for 2 roles within Digital Policing, with a third role currently unfilled
- 2 roles within Transport that are currently unfilled will be recruited to at the point when the fleet increases in size thereby prompting a need for increased capacity
- 10 roles within the People Directorate are currently unfilled, although a recruitment process is underway for 4 of those roles

7.3 It should be noted that the roles currently designated as unfilled may have previously had a post holder but are currently vacant. Furthermore, the ongoing process of identifying potential savings across all Districts/Directorates may have prompted senior leaders to suspend the filing of roles pending a need to delete vacancies in support of the savings programme.

7.4 With regard to PCSOs, the Panel may be aware that a suspension of recruitment was initiated to delay PCSO recruitment until the funding picture with partners and nationally is clearer. As at the 30 September 2020, the PCSO strength was 576 which is a variance of -27 against the previously budgeted figure of 603. Appendix B provides the PCSO recruitment profile

7.5 A breakdown of the police staff members joining the organisation so far during 2020/21 is as follows:

2020-21	PCSO	Police Staff
White Male	7	78.5
White Female	6	98.1
BAME Male	0	14.0
BAME Female	1	10.5
Non-specified Male	0	2.0
Non-specified Female	0	1.0
All	14	204.1

*Please note – some appointees have filled new posts created and some have filled vacancies.

8. CONCLUSION

- 8.1 Whilst recruitment is continuing across a number of areas, work is ongoing to ensure the agreed numbers from the Precept 2020/21 will be achieved by the end of March 2021. PCC oversight of this will continue and further assurance from the Chief Constable will be obtained between now and the end of the financial year through the governance structures in place.