

Police Recruitment and Retention Briefing Note for Police and Crime Panel

Introduction

Recruitment and retention sit within the portfolio of the Director of People, Assistant Chief Officer Steven Chase. He chairs a Workforce Board which oversees the Medium Term Workforce Plan and a force wide resourcing and resilience meeting. This board reports to CCMT. The board also oversees the retention work.

Our current agreed police officer establishment is 4004.3. At 31st July we had 4071.44 officers and we are predicting a year end figure of 4103.44 officers. This will mean we will be 99.14 officers over establishment at the end of the year. This is the subject of monitoring and review in line with the force's financial plan. We have 10 more recruit intakes scheduled for this year.

1. General Recruitment

- In the year 1st April 2019 to 31st March 2020, we appointed 470.3 new officers. 376 of these were recruits and 31 officers transferred in from other forces.
- Year to date (1st April 2020 to 31st July 2020) we have appointed 149 new student officers. 7.4% of these recruits are from a BAME background, 28.2% are female.
- This year police officer leavers have significantly reduced from a predicted average based on the last two years of 26 per month to 17 per month. This is due to officers delaying plans to retire, transfer out or resign due to the uncertainty caused by Covid 19. Transfers out are predicted to increase to previous yearly averages but resignations are likely to remain lower. This is being closely monitored.
- Recruitment has not been significantly affected by Covid 19. We have adapted processes to enable us to carry on bringing people into TVP e.g. online assessment centres. Our recruitment pipeline is very healthy with enough candidates to fill intakes through to the new year. We have a further 10 intakes/courses of 19 students each planned for this year. (Total for year 20 courses)

2. Operation Uplift

- In September 2019 the government announced an uplift of 20000 officers over 3 years across the country. In year 1, TVP were awarded 183 of that number and we are on track to exceed that number by 31st March 2021. Numbers for years 2 and 3 have not yet been announced by the Home Office but we predict that we will get a further 150 officers in each year.
- Officers from the 1st Uplift tranche are all being posted to the frontline ICR teams.

3. Detectives

- Forces across the country have been experiencing a shortage in detectives. At the end of July TVP has 24.3 vacancies - but this is a reduction of 18.9 on the months before and represents a significant improvement.. We are seeing increased numbers of officers taking the National Investigators Exam (96 enlisted for Sept) and there are increased numbers applying to become DCs.
- TVP have undertaken a number of initiatives to encourage applications, including increased exam support and the process that enables PCs to join CID before they take the NIE, alongside the recruitment events we held for DCs.
- Oxfordshire and Buckinghamshire DC establishments are forecast to be close to 100% of establishment over the next three months and in some cases there is beginning of a waiting list again to join CID.
- We are currently open for recruitment for our Specialist Entry DHEP programme which start in early 2021. We also have a Police Now detective cohort starting in January. This is a combined total of 48 new aspiring detectives.

4. Police Staff

- PCSO numbers are 60.1 under their establishment of 413. This is partly due to a significant number joining to be police officers.
- There is a high turnover of staff within Contact Management. They are currently 30.34 under their establishment of 521.47. Planned intakes have been significantly reduced due to Covid 19 and it is predicted that they will finish the year 39.22 under establishment. CM have been working very hard to reduce turnover with work within the department to support staff and also trying to ensure people understand better what the job will be like when they join.

5. Positive Engagement and Action Team

- A dedicated team of officers has been set up to work on the recruitment, development and retention primarily of BAME officers.
- The team have been reaching out to BAME communities and supporting BAME individuals who express an interest in joining TVP. Their work has been constrained by Covid 19 which has meant that face to face events/meetings have had to be cancelled. However, they have been able to carry on their work on line e.g. Facebook Live events and by telephone with individuals.
- The team have put together a mentoring scheme for new officers so that they have someone to support them once they join TVP.
- A positive action development scheme has been developed to support BAME officers from PS to Chief Inspector.

6. New Entry Routes

- In November this year the current recruit programme, will be replaced by two new entry routes: the Police Constable Degree Apprenticeship and the Degree Entry Holder Programme. Both these routes are being run in conjunction with Bucks New University.
- Recruits joining will **not** need to be a degree holder but, if they are not, they will join through the PCDA route. This is a three year programme at the end of which the officer will have a practical policing degree.
- The DHEP is a two year programme for those already with a degree.
- Both programmes opened for applications in June. We received 345 applications of which 24% were BAME and 37% were female. This is in large part due to the hard work of the PAET. The DHEP programme attracts higher numbers of both BAME and female candidates.

7. Retention Project

- The TVP People project aims to improve the retention of officers and certain groups of police staff where turnover is high e.g. Contact Management.
- The project focusses on three things:
 1. Developing day to day leadership and line management skills to help first line supervisors especially sergeants and police staff equivalents to support their teams better with targeted training and peer support.
 2. Improving terms and conditions to make us an employer of choice e.g. making flexible working as accessible as possible
 3. Career pathways for Police Staff as career development is not as clear cut for them as it is for police officers.
- The project is also working on a way of predicting which people are most likely to consider leaving so we can take steps to intervene and encourage them to stay.

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