

Police & Crime Panel Report

July 2019

Police officer recruitment

For the financial year 2019-2020, the Commissioner proposed an increase in the Police Precept for North Yorkshire of £22.95 which was agreed by the Police Fire and Crime Panel.

The agreed uplift was contingent on North Yorkshire Police (NYP) delivering a plan to the Commissioner ensuring that the increased funding was prioritised into visible local policing based on local feedback on Neighbourhood Policing, notably perceptions of isolation in rural communities and issues linked to certain crime categories in the larger towns and cities.

The overall amount available was just in excess of £3m and the plan proposed by the Chief Constable and agreed by the Commissioner involves the recruitment of 50 officers and 20 new PCSOs to be in place by the end of the financial year.

The Commissioner is pleased with the plan and content that NYP have the recruitment in hand. This report provides an update on progress against this plan for the Panel.

The improvement plan

During the first quarter of the year, the priority has been to refine the initial proposal and commence the work required to build role profiles for the new roles, work with partners to ensure their input and views are considered and put in place a recruitment plan.

The work on role profiles has involved working with local partners to identify what is needed in local communities and where the gaps are in current service provision. It is crucial that the new staff and teams look and feel different to the existing neighbourhood delivery, and that their impact is felt across communities.

This work is set against a wider recruitment programme that is reported upon separately and something which underpins NYP's ability to grow in this area whilst still maintaining and improving service in core and specialist areas.

This work is led by the Superintendent for the Partnership Hub (Supt Khan) with a small dedicated team made up of a Police Inspector who is a specialist in neighbourhood delivery and 3 Police Sergeants with individual area of responsibility. In the key areas for delivery, progress is as follows:

<i>Workstream</i>	<i>Progress against Plan</i>
Community Resilience Teams with visible presence dedicated to prevention and facilitating multi-agency working	<ul style="list-style-type: none"> • Inspector and 3 Sergeants appointed on secondment to develop role and core duties • Liaison with all local authorities (Force and District level) on partnership delivery • Roadshows planned for July to showcase roles to existing staff • Formal recruitment to commence Aug

	<ul style="list-style-type: none"> Recruits in place Oct/Nov 2019
Three mental health coordinators to support our most vulnerable residents and reduce the need for emergency secondary interventions	<ul style="list-style-type: none"> Assessment of need has increased required number to 4 1 officer in post (Constable) working on formal role profile and engagement strategy with Health Trusts Posts have been advertised and expected to be filled by Sept/Oct 2019
Integrated Offender Management	<ul style="list-style-type: none"> As an addition to existing roles, no further design was required Posts have been advertised, successful candidates identified and release dates being negotiated – expected to be in post July/Aug 2019
Uniformed PCs into volume acquisitive crime and volume crime prevention	<ul style="list-style-type: none"> Scope of team amended to include a small number of trained detectives and a detective supervisor Role profile and duties has been completed Advertisement expected Aug/Sept to ensure wider resilience is not unduly impacted as recruitment continues
Bail Management (1 Sgt)	<ul style="list-style-type: none"> Role profile completed and post has been filled by a suitably skilled sergeant
Creation of a Public Safety Officer across public sector organisations	<ul style="list-style-type: none"> Engagement with North Yorkshire Fire & Rescue Service on a jointly focused model Contact made with other areas using similar approaches (e.g. Devon & Cornwall) for support in embedding locally – site visit and further communication to follow Will seek to support cross-agency tasks linked to wider community safety issues in local areas Recruitment late Autumn
Online PCSOs to provide prevention advice and support investigations such as online crime	<ul style="list-style-type: none"> Role profile developed based on a similar approach in Leicestershire Formal recruitment to commence Aug 2019, although some PCSOs have received training and have been undertaking elements of the role as a means of demonstrating ‘proof of concept’
A City Task force Focused on primary interventions to ensure that our more urban communities problems are being solved	<ul style="list-style-type: none"> Role profiles and activities have been devised – accommodation in York City office has been secured Initial advertisement secured a number of applicants who will be in post during July/Aug 2019 Further advertisement to secure final officers and staff during July

In addition to the officers and staff working in the roles described above, the team working on this project have identified a series of key inputs to develop practice across all neighbourhood teams and beyond. They will be presenting a plan to the force in the coming weeks to ensure every operational officer and staff colleague will have the best and most current information available to

them in respect of problem solving. This training will have a tiered approach with the greatest level of expertise where it is needed most, the practitioner.

Finance and HR implications

The work undertaken to date is largely planning and preparatory. As such, the drawdown on the overall budget is not significant so far. This is an expected position as the force is recruiting staff in entry roles during the course of the year which will allow for more experienced staff to migrate into the roles contained within this project later in the year.

There is direct financial monitoring in place with contact between Finance, HR and project leadership to notify of changes and requirements to access the budget.

The HR element, is largely linked to recruitment activity. With all the broader work ongoing to bring in new recruits, transferees and manage other internal selection and promotion, there is a phased plan to advertise roles so that there is sufficient capacity in the organisation to manage all elements properly. This is currently on track to deliver the right resource at the right time into each role, subject to internal interest. Should there be insufficient numbers of applicants for role, the project lead has a range of contingencies available to him.

Equality, diversity and inclusion

NYP is committed to providing a service to its communities which is non-discriminatory and seeks to understand individual community need. To that end, officers and staff in these new roles will be able to access the best available inputs to assist in that.

All roles will be advertised and recruited to fairly, with focus on positive action where appropriate in order to support individuals with protected characteristics.

Recruitment plan

A revised recruitment plan was developed to meet the above improvement plan and to accommodate the increase in Officer (x50) and PCSO (x23) numbers. The following sections highlight the intakes planned for this financial year and progress made to date to support this increase.

Police Officers

Intake	Number in intake	Date of Intake
Transferees	28	May 2019
Student Officers	28	June 2019
Transferees	20	August 2019
Student Officers	28	September 2019
Student Officers	28	November 2019
Transferees	14	January 2020
Student Officers	28	February 2020
	174	

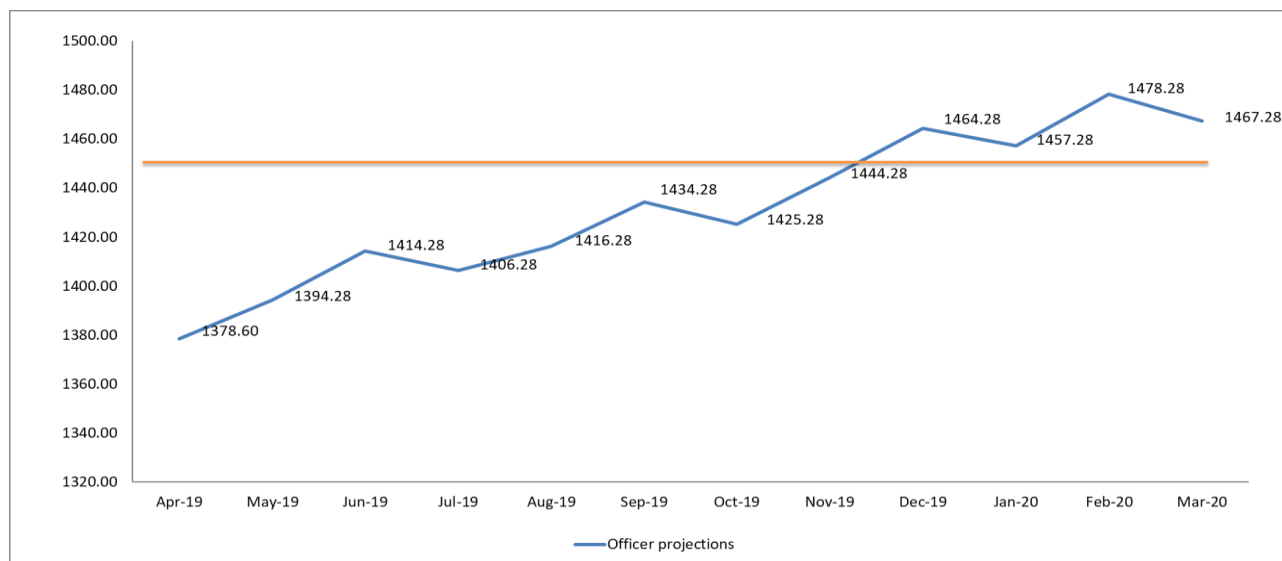
Between April and June 2019 we have appointed a total of 58 officers (25 Student Officers and 33 Transferees).

In addition, 17 Transferees will join us in August 2019. A further transferee campaign will launch in August 2019 to fulfil intakes scheduled for later in the year.

The next student officer intake is in September and there are 28 scheduled to start.

A new Student Officer campaign was launched in May 2019. A total of 724 applications were received. Assessment centres (SEARCH) are scheduled for w/c 29th July where 124 candidates will be assessed with final interviews taking place in August / September. Candidates who are successful through this process will be appointed on the intakes from November 2019 onwards.

The below graph illustrates that we are scheduled to hit our target of 1450 Officers in November 2019.



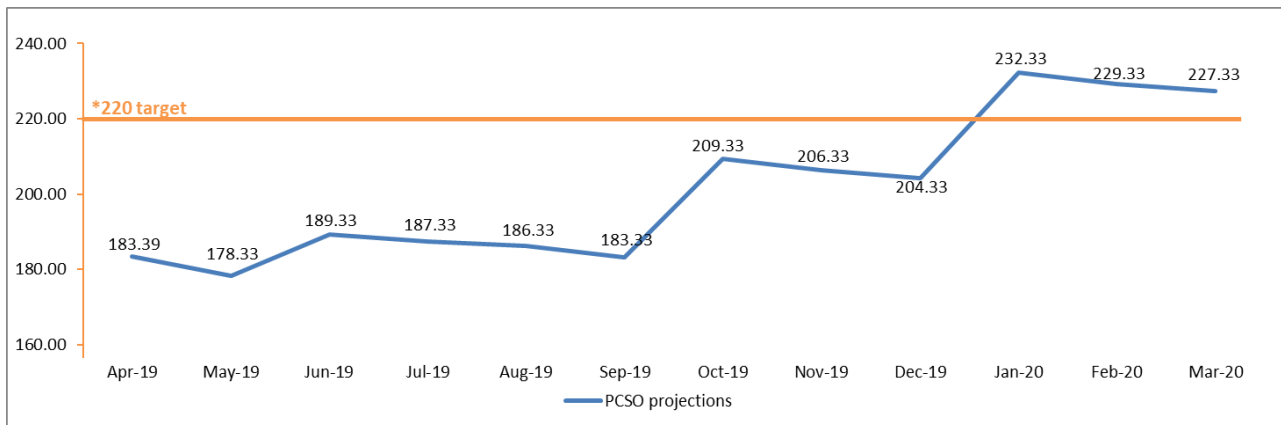
Police Community Safety Officers

Intake	Number in intake	Date of Intake
PCSO	14	June 2019
PCSO	28	October 2019
PCSO	28	January 2020
	70	

Between April and June 2019 we have appointed a total of 11 PCSOs. This intake was fulfilled with applicants from a previous campaign (in 2017) and were the only candidates remaining. A new campaign was launched in April 2019 and we received a total of 396 applications.

A total of 124 applicants have been interviewed between 17th June and 5th July 2019 and those successful through this process will fulfil our intake requirements scheduled in October 2019 & January 2020.

The below graph illustrates that we are scheduled to hit our target of 220 PCSO's in January 2020.



Observations

Earlier projections reported for PCSO's indicated NYP would achieve our commitment of 220 by October 2019.

Conversely our achievement of 1450 Police Officers was originally projected for September 2019.

Our Medium Term People Plan tracks this progress monthly to allow adjustments to be made pragmatically should a variance appear.

In view of this adjustments to target dates have shifted slightly to January 2020 for PCSO's and November 2019 for Police Officers.

The reasons for these variances can be summarised as follows:

- In the case of PCSO's and Officers the number of leavers reported is higher than anticipated.
- We achieved slightly less on the transferee campaign through conversion rates at assessment.
- We have seen more Officers retire through ill health.

A further consideration is that there are also a number of PCSO's who have applied as part of our current PC campaign which may have an impact internally. Once final numbers of successful candidates are known the Recruiter will work with the business to phase on-boarding across more than one campaign. This should avoid saturation points or red risks for operational delivery.

Dependent on the conversion rate for PCSO's in relation to the PC campaign, another intake (or double intake) may be required. This is currently being scoped from an L&D perspective and planning for a PC double intake in January has already started to address the shortfall outlined above.

From a workforce planning perspective, the importance of aspiration discussions is something which has started through the most recent promotion processes to allow a more global picture but progress may be slower at the outset as some business areas are not mature enough yet.

Discussions have also started to take place with Mary Bailey as CiP's National Lead about how through collaborative working the creation a talent pipeline for volunteers can start to take shape. This may be, for example, from Cadets to PC's but it also helps to understand more intuitively what aspirations our extended policing family may have.