



NORTH YORKSHIRE POLICE

RECRUITMENT & RETENTION STRATEGY

2024 - 2026



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Overview

The **Recruitment and Retention Strategy** sets out and describes how we will address our resourcing challenges between 2024 – 2026.

This document takes cognisance of some of the broader strategic plans and strategies including:

- Alignment with our overall People Strategy
- Links to the workforce plan, which sets out our strategic workforce plans regarding high volume recruitment for Police Officers
- Links to our Diversity & Inclusion Strategy including our PA strategy and delivery plan



Our aim is to ensure the provision of a timely, credible, and professional service in the attraction, identification, selection and onboarding of a diverse range of talent, ensuring we have a workforce reflective of our communities. We will provide an environment for our colleagues to grow and develop to maximise the potential of our workforce and to enable the retention of skills and expertise.

Current Climate

The shortage of candidates with the right skills, abilities and experience has created a more competitive market than ever before.

Recent research from the Chartered Institute of Personnel & Development (CIPD) shows that half of public sector employers have hard to fill vacancies so our current challenges are not in isolation.

The ability to deliver our vision of an exemplary police service to the public depends upon recruiting and retaining the right people with the right skills.

Since the pandemic in 2020, the candidate market has seen extreme fluctuations, including the 'Great Resignation'. More recently, some roles have seen an increase in applicant numbers whilst some specialist areas such as Finance, ICT, and Detectives still remain a challenge. Whilst the market continues to fluctuate we need to ensure our approach to recruitment is flexible in order to adapt to labour market changes.



North Yorkshire Police needs to improve how it retains, manages and develops its existing workforce and in particular those with protected characteristics.

The NPCC /APCC Policing Vision 2025 states that (by 2025) policing will be a profession with a more representative workforce that will align the right skills, powers and experiences to meet the challenges ahead.

Workforce Planning & Critical Roles

North Yorkshire Police's workforce plan sets out the strategic intent for resource planning across the organisation to ensure we have the right number of people in the right roles with the requisite skills, knowledge and experience to ensure we can meet our organisational challenges.

Whilst the plan is based on local knowledge of current needs, people including projected retirements as well as our financial plans, there is a further piece of work currently underway to identify our future operating model through an organisational design project. This project has already identified the critical/priority police and staff roles across the organisation including:

- Police Officers including students and transferees
- Force Control Room
- Front Counter
- Safeguarding
- PSD & Vetting
- Specialist staff roles
- Detectives

The workforce plan also informs the requirements of the force's recruitment schedule for high volume campaigns on annual basis and in conjunction with Operational Training intakes for each year are planned for the following;

- Police Officer Promotion Boards
- Police Officers, including students and transferees
- PCSO's
- Special Constables
- FCR – Comms Officer Controllers



Diversity, Equality & Inclusion

One of the key priorities of our DEI strategy and delivery plan is to build a **representative workforce** this is specifically about taking positive action to recruit and retain the best possible candidates from a far wider range of backgrounds, making our workforce representative of the communities we serve.

Create a **POSITIVE**
and **INCLUSIVE**
learning
ENVIRONMENT



Making it fair for everyone

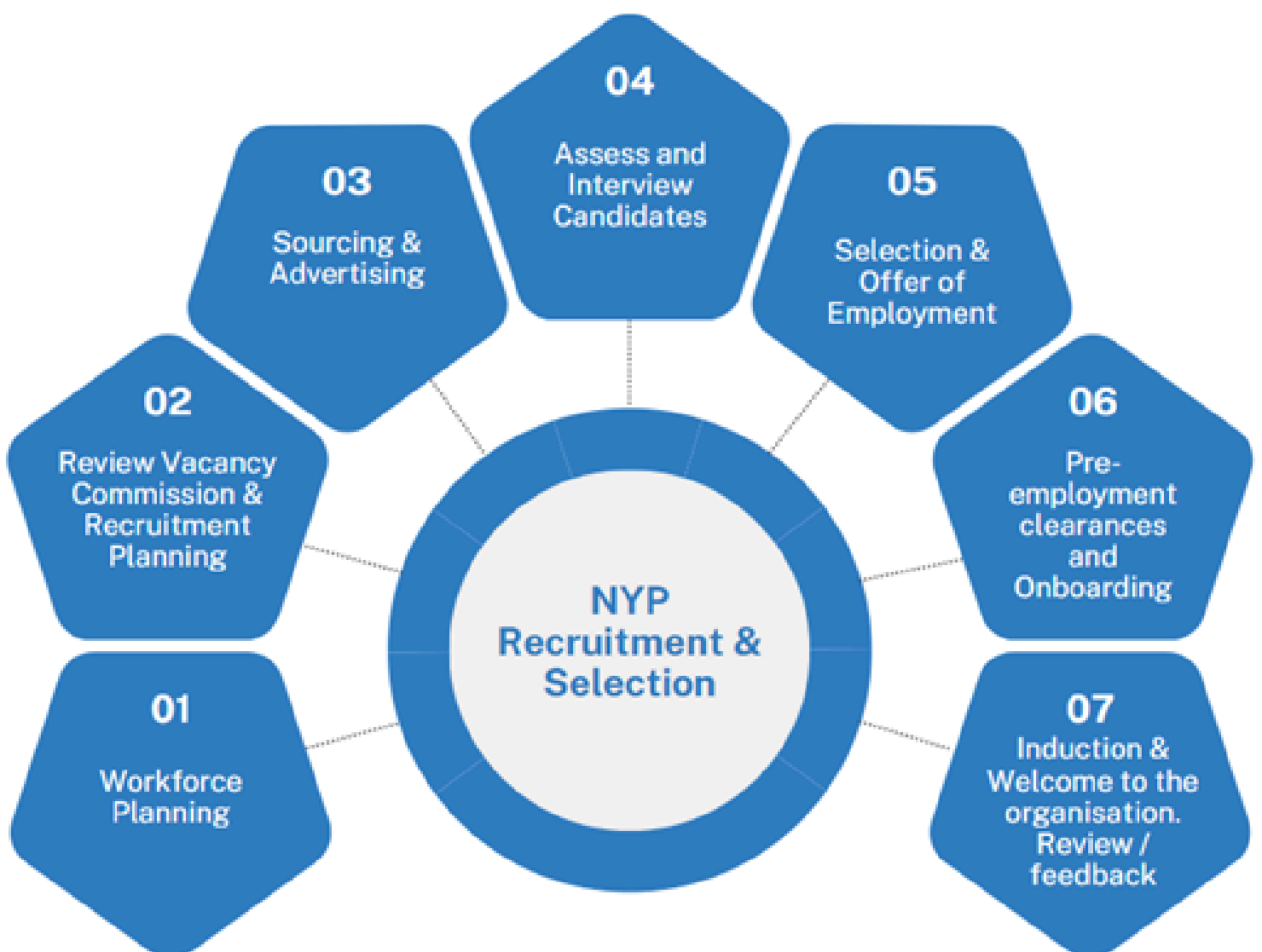
As agreed through the DEI Gold meeting, the current force priorities for operational roles are to increase representation of women and those individuals from ethnic minority backgrounds. For staff roles, the priority is to increase representation of those individuals from ethnic minority backgrounds.

To support this there are several actions as agreed within the Positive Action Strategy and Delivery plan which are closely aligned with this strategy. The delivery plan which accompanies this strategy will ensure overall alignment to the DEI and positive action delivery plans to ensure a cohesive and joined up approach in supporting the forces priorities



NYP Resourcing Model

The resourcing model is the key steps NYP takes to successfully recruit and onboard officers, staff and volunteers across the force.



Our Challenges

RECRUITMENT TIMEFRAMES

Requirement to reduce overall time to hire, supporting with improving the candidate and hiring manager experience



NATIONAL SHORTAGES

Difficulty sourcing people into specialist or hard to fill roles



DIVERSE TALENT

Recruiting and retaining a diverse workforce



LABOUR MARKET

The labour market continues to fluctuate. We are facing more industry competition for talent with inflated salaries across the private sector.



TARGETTED ATTRACTED

Requirement for more bespoke and creative attraction campaigns. Attraction Strategies need to be in line with specific role challenges and requirements.



RETENTION

The “great resignation” has had a significant impact on the current job market and retaining top talent.



How will we address our resourcing challenges?



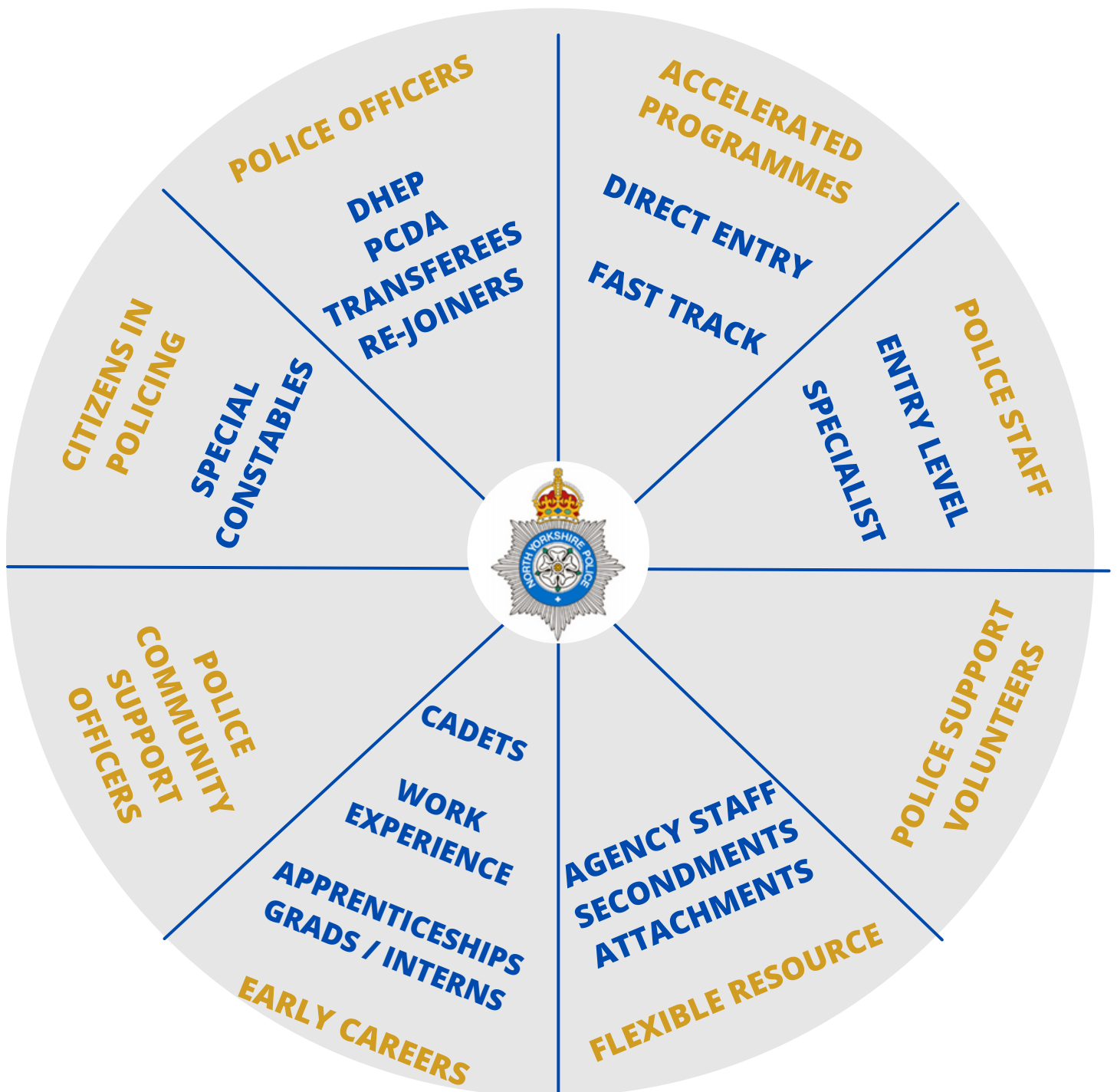
The following programmes of work / **recruitment priorities** will address our key challenges by improving our planning, attraction our reputation and how we recruit a diverse range of talent and retain those we have employed. We will consider in relation to the below:

Recruitment Effectiveness	<p>We will address the recruitment needs outlined in our Workforce and Operational People Plans by recruiting high quality and diverse candidates</p> <ul style="list-style-type: none">• Clear link to short and long term workforce plans• Creativity in the way we recruit• Collaboration with educational institutes• Comprehensive screening• KPI's & performance targets
Recruitment Experience	<p>We will improve the recruitment experience for both candidates and hiring managers - Every contact counts</p> <ul style="list-style-type: none">• Improved used of Technology via our ATS• Opportunity for candidates and hiring managers to tell us about their experience• Streamlined application processes• Positive action in recruitment
Brand & EVP	<p>Support the enhancement of our brand and building greater understanding of our Employer Value Proposition</p> <ul style="list-style-type: none">• Dedicated brand and attraction support• Improved use of social media and attraction content• Clear focus on incentives• Community outreach
Employee Retention	<p>Retain the workforce we have recruited</p> <ul style="list-style-type: none">• Implement improved onboarding and induction practices• Analysis of why people stay and leave• Authentically inclusive - ensuring inclusivity by removing barriers and improving policies and procedures

We will have diverse and flexible entry routes into the force

The attraction, selection and retention of inspiring individuals through diverse and flexible entry routes is key to success.

North Yorkshire Police's **Talent Wheel** highlights the range of entry routes available for those wishing to join the organisation.



Recruitment & Retention Priorities

1. Recruitment Effectiveness

Our recruitment campaigns will be aligned to our Workforce and Operational People Plans. We will deliver fair and transparent recruitment practices in line with North Yorkshire Police's values, the Code of Ethics as well as the College of Policing, Competency and Values Framework.

Data, metrics and insight will be key to ensuring we continually monitor and improve the effectiveness of our recruitment campaigns.

Engaging with Academic Institutions

- Forge partnerships with local educational institutes including schools, colleges and universities
- Increase apprenticeships from entry level roles to more specialised opportunities
- Establish Early career opportunities through the development of Apprenticeship pathways

Targeted Recruitment Campaigns & Effective Talent Banks

- Develop innovative recruitment plans for identified critical / priority roles
- Ensure all roles are well designed and innovative to attract a diverse range of talent to the organisation.
- Working closely with the Talent & Diversity Team to ensure we attract a diverse range of applicants
- Build effective talent pipeline of diverse talent for critical and priority roles

Annual Recruitment Schedule

- Develop annual recruitment plans for volume, critical and priority roles
- Monitor and track progress on a monthly basis

KPI's / Performance Monitoring

- Implementation of a suite of KPI's to track the performance of the recruitment team
- Implementation of a suite of monthly metrics to track and monitor the performance of recruitment campaigns



2. Recruitment Experience

We will improve the recruitment experience for both candidates and hiring managers -
Every contact counts!

We will ensure that every interaction with the Talent team is a positive experience for both candidates and hiring managers. We will ensure they feel supported and well informed as they progress from initial interest to appointment as well as onboarding. Using technology and new recruitment materials we will ensure the process is streamlined, fair and effective. Selecting the right candidate first time will be aided by the use of the Competency and Values Framework.

We will ensure alignment with our equality priorities in the recruitment of diverse talent.

Recruitment & Selection Standardisation

- Review and update current, recruitment, selection, promotion and appeals procedure
- Guidance documents to be produced for hiring managers - including best practice to ensure fairness and transparency in all processes
- Assessor training to be refreshed and rolled out to all assessors to include unconscious bias training
- To review and update all assessment materials for staff roles



Development of Technology

- Improved use of applicant tracking system (ATS) to monitor and track recruitment campaign successes
- Development of reporting within the ATS including time to hire
- Support the implementation of Alembra alongside People Operations to enhance services at first contact

Candidate and Hiring Manager Feedback

- Implement end of campaign reports for hiring manager feedback
- Monitor and review application feedback through the online ATS
- Implement post campaign candidate surveys for candidates

Quality Assurance

- Implement monthly quality assurance checks to improve service provision to applicants and hiring managers

3. Brand and Employee Value Proposition (EVP)

By understanding our markets, our candidate needs, coupled with what we can offer means we can attract, retain and develop people in line with our People Strategy. Leveraging social media, strengthening our online presence, and selling our offer will cultivate relationships with a diverse range of applicants.

To support the enhancement of our brand and building greater understanding of our Employer Value Proposition we will;

Attraction Methods

- Improve use of social media - enhance our direct sourcing model through the effective use of social media platforms
- Use of multiple advertising platforms to attract a diverse pool of applicants
- Advertising agency supplier - review current service provision
- Advert writing - review of adverts and training to be provided to colleagues across the Talent Team



Recruitment & Marketing Materials

- Streamline and update the NYP website to ensure it is accurate and up to date
- Produce attractive recruitment packs applicable to a diverse range of candidate markets for all roles
- New imagery to be produced for use in marketing materials
- Purchase new and improved merchandise for careers fairs and events

Employee Value Proposition (EVP)

- Define our EVP
- To attract our target audience we need to focus on work/life balance, career development and enhancement opportunities



Community Outreach

- Ensure attendance at promotional events and workshops to engage with community members and those from under-represented groups, highlighting the positive aspects of a career within NYP and to dispel any myths
- Information sessions & Careers fairs - conduct regular information sessions and participate in careers fairs to showcase roles
- Talent to work more closely with Neighbourhood Policing Teams to support with attraction in local communities

4. Retention

We will focus on why people stay and look to retain the workforce we have recruited.

Early intervention is key and as a Service we recognise the value of this, taking proactive steps to understand voluntary resignations at an early stage by conducting stay interviews to help us retain top talent.

Impact of Attrition

- Understand the impact for attrition and the loss of skills and experience across the workforce and ensure we have plans in place to actively manage this

Retaining Specialist Skills

- Considerations of a re-joiner scheme to enable the force to retain diverse talent and specialist skills.
- Consider signposting potential leavers to others roles within the organisation..

Support & Development

- Educate and promote support and development services to the workforce to enhance individuals personal and professional development through a range of approaches.
- Ensure fair and transparent promotion processes, clearly communicating the criteria and opportunities for career progression

Addressing Barriers

Our positive action strategy has a number of priorities linked to our overall DEI delivery plan which contributes to our ambition of having a workforce representative of the communities we serve; This will have a particular focus on retention strategies to support those who have a protected characteristic including:

- Identify any barriers and trends to retaining our people
- Identify why people exit the organisation and learn from any patterns or trends, including meaningful interviews
- Consider ways we can identify those 'Thinking of leaving' and conducting 'Stay interviews / conversations'
- Learn from best practice and strive to reduce the amount of people leaving

Induction & Onboarding

- Ensure our induction programme meets the needs of all new starters
- Review, refine and improve current induction and onboarding for all new starters

Organisational Listening

- Ensuring we seek the views of those who chose to leave - ensuring that we listen and respond to feedback
- Improve touch points with all new hires through 30, 90 & 365 onboarding surveys
- Regularly seek input from Firefighters and staff through survey's & focus groups



Outcomes

Some of the key successes that we will see from the delivery of this strategy will be as follows:

**Improvement
in time to
hire**



**Improved
Retention**

**Improved
Candidate &
Hiring Manager
Experience**



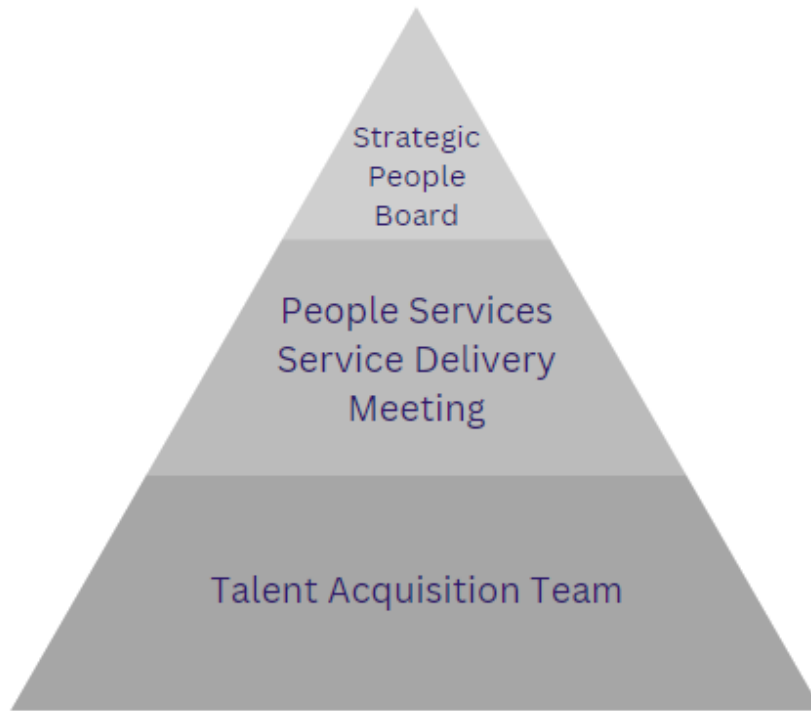
**Increase in
diverse
application
numbers**

**New Induction
Programme for
new hires
including
Corporate
Induction Day**

**Agreed
performance
metrics for
recruitment**



Governance & Strategy Delivery



Assurance – Strategic People Board meets on a quarterly basis and is chaired by the Deputy Chief Constable NYP. Reports on progress against the service delivery priorities are provided to the meeting.

Oversight – Led by the Head of People Services the Service Delivery meeting, monitors and tracks progress against the agreed Service Delivery priorities for People Services. Recruitment and Retention is a key priority for People Services and progress against delivery of the agreed actions will be monitored here.

Delivery of Strategy – Will be managed by the Talent & Development Manager who will be supported by the Talent Acquisition team and wider People Services colleagues.

