



**Lancashire
Constabulary**
police and communities together

JOINT MANAGEMENT BOARD

ITEM 4	DATE: 6TH JUNE 2018
TITLE: Recruitment, Workforce Representation and Training 2017-8	
REPORT BY: Ch Insp I Mills, Mr V Robinson, Ms L Miller	

Executive Summary

This paper provides an update on some of the key pieces of work undertaken in the year ending 31 March 2018 with regard to Recruitment, Workforce Representation and Training.

Recommendation

The Commissioner and Chief Constable are asked to note the contents of the report. No decision is required.

Signature

Police and Crime Commissioner

Date

PART I

1. Background

a. Police Officers

- i. The police officer establishment reduced from 2,881 FTE to 2840.5 FTE on 1 April 2018. The plan is to maintain an over-establishment strength for the next two years, subject to affordability. Intakes of 18 are planned every other month from July plus a transferee intake of 20 for June. This would see the strength reduce from 2,914 FTE to around 2,877 FTE by March 2019. Please see the attached step-down graph for further details.
- ii. Between 1 April 2017 and 31 March 2018 there have been 287 Police Officer appointments; of this number, 130 (45%) are female and 19 (7%) are from a BME background. These figures include Transferees. Representation within the Constabulary is currently 33% for female and 4% for BME.
- iii. Our commitment to ensuring that the Constabulary is increasingly representative of its communities is under pinned our investment in three Workforce Representation (WfR) coordinators covering all BCU's. These roles work closely with the newly appointed Equality and Diversity / Staff Association coordinator who is ensuring our 'environment' is right and our positive approach to victims hate crime.
- iv. The Equality and Diversity / Staff Association coordinator role will ensure departmental heads have a clear focus on representation and workforce monitoring with the WfR team engaging and collating interested persons for those roles.
- v. In the lead up to the 2018 Police Officer recruitment the recruitment process was unpicked through Corporate Development and HR. This allowed not only for efficiencies in the process but also was able to align a comprehensive marketing campaign, vetting timelines, positive action approaches with meaningful and informed engagement opportunities.
- vi. The recruitment window for Police Officers closed in January 2018 with 1967 applications being received; of this number 647 (33%) are female, 142 (7%) are from a BME background, 41 (2%) have declared they have a disability and 128 (7%) are LGBT.
- vii. 376 applicants progressed to the National Assessment Centre (NAC) in March 2018; of this number 135 (36%) are female, 38 (10%) are from a BME background, 4 (1%) have declared they have a disability and 27 (7%) are LGBT.
- viii. Interviews are now taking place for the 254 applicants who passed the NAC; of this number 97 (38%) are female, 27 (11%) are from a BME background, and 16 (6%) are LGBT.
- ix. The 3 applicants who have declared they have a disability are being assessed at Ryton in May and June and if successful will be interviewed at the end of June.

- x. An external campaign for Uniformed Sergeants wishing to transfer to Lancashire is about to commence, with successful applicants transferring in December 2018 to fill current and future vacancies.

b. Positive Action

Pre-Application

- i. Eight Pre-Application Positive Action Insight Events were held at Police Stations in Blackburn, Blackpool and Preston from November 2017 to raise awareness about the upcoming recruitment window. The interactive events provided information, advice and guidance about the role of a Police Officer and the recruitment process. Delegates had an opportunity to gain an understanding of the application and assessment process and sampled mock assessment activities. SMTs across Divisions supported the events and Senior Officers attended to boost the attraction activity.

Pre-National Assessment Centre Familiarisation

- ii. Due to the scale of the events, 4 post-application Positive Action events were held at Headquarters to prepare candidates for the NAC. The suite of events were designed to offer progressive learning and in order to achieve full benefit, applicants were encouraged to attend each workshop which focused on the stage of the recruitment process delegates were about to experience.

Pre-Interview Stage

- iii. A group workshop using a previously developed training DVD allowed candidates to consider interview technique from an assessor perspective to assist with their own preparation. This was then discussed during a one to one 'Pre-interview telephone meeting', a new initiative for 2018. The Positive Action Team facilitated the calls and developed a pro-forma to provide structure and ensure consistency. Feedback from candidates has been extremely positive.

Mock Interviews

- iv. The Positive Action Team facilitated mock interviews at Headquarters as final preparation for the interview stage of the recruitment process. Attendees were interviewed by Officers/Staff and provided with feedback to support their preparations.
- v. The Positive Action team are indebted to Officers and Staff from across the Force who has given up their time to support the Positive Action events and provide assessment, mock interview experience and invaluable feedback to support individual development.

c. Police Now Officers

16 Police Now Officers commenced training in July 2017; of this number, 5 (31.36%) are female.

d. Promotion Boards

- i. The Recruitment Team have continued to run promotion boards throughout 2017 and 2018. The promotion boards for Uniformed and Detective Sergeants have just concluded with 77 officers being successful. Following feedback from previous processes (including that from members of the Ethics Committee) the selection process has been designed 'in house' and we are no longer using Pertemps to assist with the design of the Operational Briefing.
- ii. The Recruitment Team are advertising for a Superintendent in West, Uniformed and Detective Chief Inspectors. All these opportunities have been advertised externally also and for the first time PDR will feature as part of the process (excluding the Superintendent opportunity).
- iii. Plans are currently underway for a Uniformed and Detective Inspectors promotion process in September 2018.

e. Fast Track

Two officers were supported for the programme and attended the College of Policing National Assessment Centre in March 2018 with one officer (BME Female) being successful and she will start the programme in December 2018.

Plans are currently underway for identifying officers for the 2019 cohort.

f. Direct Entry

Our first direct entry Superintendent joined the Constabulary on 30 October 2017 and commenced the College of Policing 18 Month programme. She is due to start her 14 week Sergeant/Inspector Rotation and Work Based Assessment in East.

g. Police Staff

- i. Between 1 April 2017 and 31 March 2018 there have been 167 Police Staff appointments; of this number, 112 (67%) are female and 3 (2%) are from a BME background.
- ii. The WfR team is currently pro-actively working alongside the Constabulary's DMIU team on the marketing and recruitment of a number of positions within their team over the next 12 months.

h. PCROs

- i. The Police Control Room Operator (PCRO) establishment increased from 295 to 345 FTE on 1 April 2018. The plan is to maintain an average strength at this level by having two intakes per year of around 20 recruits. The next intake is planned for October 2018. Please see the attached forecast graph for further details.
- ii. Between 1 April 2017 and 31 March 2018 there have been 79 PCRO appointments; of this number, 53 (67%) are female and 3 (4%) are from a BME background.

- iii. Due to the short notice for application the Workforce Representation Team coordinated 11 separate engagement events across the county and alongside the wider team facilitated an information evening a HQ.
- iv. The recruitment window for PCROs has just closed with 293 applications being received; of this number 191 (65%) are female, 36 (12%) are from a BME background, 12 (4%) have declared they have a disability and 17 (6%) are LGBT.

i. Investigation Management Unit

- i. Following confirmation that this unit (5 Team Leaders and 43 Processors) would be located in Burnley Anisa Shaikh from the Workforce Representation Team took the lead and arranged a number of engagement opportunities within East (online and physical events) to promote the roles to ensure we engaged with as many people as possible. This has been subject to an evaluation report and included;
 - Recruitment Events – community centres, supermarkets, council buildings etc.
 - Facebook Q&A
 - Campaign on the Lancashire Police Website
 - Role championed by informed local NPT for the Burnley and Pendle Area
 - Role championed by informed external contacts to promote the vacancy
 - Staff Associations support
 - Social Media Posts
 - Leaflets to promote the events
 - Partnership work in partnership with the Connect team
- ii. This resulted in 210 applications being received; of this number 137 (65%) are female, 21 (10%) are from a BME background, 12 (6%) have declared they have a disability and 9 (4%) are LGBT.
- iii. The Recruitment Team facilitated a number of Assessment Centres in Burnley which have resulted in 69 candidates progressing to the next stage of the process and they will be interviewed at the beginning of June; of this number 46 (67%) are female, 3 (4%) are from a BME background, 2 (3%) have declared they have a disability and 4 (6%) are LGBT.

j. Specials

Between 1 April 2017 and 31 March 2018 there have been 111 Special Constable appointments; of this number, 50 (45%) are female and 8 (7%) are from a BME background.

The WfR team are working alongside the Lancashire Volunteer Partnership to ensure that we take all opportunities across the wider police family to increase our representation and engagement.

k. PCSOs

Between 1 April 2017 and 31 March 2018 there have been 94 Police Community Support Officer appointments; of this number, 35 (37%) are female and 3 (3%) are from a BME background.

l. Annual Training Plan 2018/19

The Annual Costed Training Plan has been approved by the L&D Governance Board. The plan provides delivery over 10,000 Trainer Days over the financial year 18/19. The plan includes provision for police officer Recruit, Crime, Driver, Public Order, Firearms and Leadership training. Within this year's training plan is provision for Connect training to support the implementation of the new ICT Intel and Crime system. This year has also seen an increase in training demand for PIP 1 (Crime Foundation Training) to support the deployment of police staff investigators, Child Protection Training for front line officers and Standard Car and Initial Phase Pursuit training as a result of the ongoing recruitment of police officers

m. Annual Training Plan 2017/18

Training is delivered in collaboration with Cumbria Constabulary and governed through a Joint Collaboration Governance Board which also monitors performance. For the period 2017/18, 95% of planned training was delivered with a small number for operational course being cancelled for operational reasons in 2017

n. Police Educational Qualification Framework (PEQF)

- i. Extensive work is currently ongoing developing Lancashire Constabularies approach to implementing the PEQF by January 2020
- ii. The Policing Education Qualifications Framework (PEQF) introduces a national approach to recognising and raising educational standards in policing and supports the development of policing as a profession.
- iii. The College of Policing has been working with forces and higher education partners to develop new entry routes and standards into policing. These new entry routes will change the academic and development requirements for recruits from January 2020. These entry routes are:
 - Police Constable Degree Apprenticeship
This is a professional degree-level apprenticeship, enabling new recruits to join the police service as an apprentice police constable and earn while they learn. During the three-year programme the apprentice will complete a degree in professional policing practice and will be assessed against national assessment criteria as an integral part of their degree apprenticeship.
 - Degree Holder Entry Programme
Aimed at degree-holders whose degree is in any subject area. This will be a two-year (minimum) practice-based programme enabling candidates to

perform the role of a police constable. Successful completion, results in the achievement of a graduate diploma in professional policing practice.

- A Pre-join Degree in Policing

This entry route involves completion of a three-year knowledge-based degree in professional policing prior to joining the police service. Becoming a special constable may be included as part of this programme. Candidates who are subsequently recruited will undertake practice-based training to develop specific skills and will be assessed against national assessment criteria in order to demonstrate operational competence.

- iv. These new standards will change how force train and develop its recruits. A procurement process is currently underway to select an academic provider/s to assist with the introduction and delivery of the PEQF

Appendix A: Police Officer step-down graph

Appendix B: PCRO step-down graph