



Police Uplift Programme

CC Pam Kelly – Workforce Committee

Chief Constables' Council Meeting October 2020



Uplift

‘One year on’

- **Delivery** is on track for the Yr. 1 milestone (6000). Since Oct 2019 over 12,000 officers have been recruited. As seen through website use and applications the pipeline remains strong. There is better insight from market research into the barriers, but the challenge remains balancing volume and diversity, national plus local and different entry routes / processes.
- **Funding modelling** has been reviewed to inform Yr. 2 / 3 submissions and shows the planning assumptions were broadly correct e.g. salary profiles, front line and staff growth and investment in enablers. However this is based on predicted growth and does not take account of the wider financial pressures.
- **Year 1 focus has been** on capacity build and assurance at known ‘pinch points’. Wider benefits that process changes can bring have been identified. New guidance has been developed and best practice circulated e.g. medicals. This has been coordinated through NPCC leads e.g. vetting.
- **Workforce data** to evidence delivery and target support has been developed and confidence for the reporting requirements. Work is ongoing to automate processes, and align it to wider workforce data collection. This could be mirrored for staff roles. Analysis has identified where processes are having an adverse impact, as well as gaps in understanding.
- **Risks from CV-19** has been mitigated. It has provided the opportunities to try new practice at pace e.g. on line assessments and exams. The learning is being used to prioritise work through the College e.g. on line learning
- **Next steps** – preparing for Yr. 2 / 3 (+8000), signposting wider entry routes e.g. detectives, standardising end to end recruitment, implement workforce data standards and automate data, focus on retention and positive action,

Workforce Representation

Recruitment and retention

Current

- Tracker data shows recruitment YTD is up on 19 /20 levels (nationally) for black minority ethnic and females, above current total workforce levels, but for most but not all forces below local populations. (Data on sexual orientation and disability is not assured.)
- Monthly data (joiners, leavers, total workforce, on line assessment, data quality (unknowns) by protected characteristics with limited modelling against forces trends is available at force level with 'End to end' officer recruitment data now available for 17 forces (by protected characteristics by process)

Under development (gaps)

- *Attraction* - applications by attraction route and entry route - phased to March '21
- *Recruitment* - 'end to end' officer recruitment data for all Oleeo forces (26) by December and remaining phased to March '21. Positive action linked to success – phased to March '21
- *Retention* - monthly leavers profile by reasons and length of service (including use of Reg. 12 / 13) – October. Standardised leavers data / exit interviews

Support and review process – developed suite of indicators (4 for gender and ethnicity) that look at past, current representation, pace of change and retention against individual local circumstances. Not a league table but provides some comparison. Help identify good practice plus any support needed to focus resources the Programme and NPCC have. Will be available for September data (circulated October).

Workforce Data

Current position and next steps

- **Sources** – the ADR (annually in July) and the Uplift Tracker (monthly). Increasing reliance and expectations on the Tracker. The service needs agreed workforce **data sets** to inform policy, underpinned by **data standards** (characteristics) for granular analysis, **quality assured** for comparison, aligned to ADR to avoid conflict, but with more **flexible access**.
- **Data Standards** were agreed in July at Council. A costed implementation plan has been developed, funded through the Uplift Programme. This will give information for all new joiners against the standards mapped to the existing ones. This will align to the November refresh of the national officer application form. Forces can amend staff forms to align. It will include socio economic indicators. 25 forces have confirmed they can meet the implementation timeline and waiting confirmation on. Scoping retrospective conversion, the aim would be using Uplift funding to achieve this with forces by March 2021.
- **Data sets** - work commissioned to develop a workforce data framework and blueprint for future collection. Aim to have the requirements by December, together with a gap analysis. This will be used to develop a prioritised plan with the Home Office. The deadline for inclusion within the 2020 / 21 data capture is Jan 2021, the prioritisation exercise will therefore have to be at pace.
- **Quality assurance** – now have data extracted end to end for 17 forces, 26 by December and the remainder by March. This will align with the work on data standards, which will enable quality assurance across the wider workforce data for publication (sexual orientation / disability).
- **Systems and access** – all forces have access the tracker under license , and will have access to their end to end recruitment data as it comes on line. 15 forces currently, 26 by December, all by March 21. Further work on system architecture / access forms part of the initial scope of the commissioned work.