

Chief Officer Team**Heddlu
Gwent
Police**

Subject: Police Officer Recruitment
Meeting Date: 5 February 2013
Presented by: Robert Parker – Head of People Services

1. Introduction

The purpose of this report is to present the force proposals for Police Officer recruitment for 2013/14. These proposals have been formulated through discussion with Chief Officers and the Police and Crime Commissioner for Gwent.

2. Background

Chief Officers are proposing the recruitment of 24 Police Officers during 2013/14, of which

- a) The plan is that a number will replace the Community Safety Officers (CSO) Home Office vacancies that have already occurred or are likely to occur through natural wastage over the coming year. These CSO posts are partly funded and can be converted to Police Officer posts as the Home Office CSO funding in 2013/14 is part of the main grant and not ring-fenced to CSO numbers; and
- b) The plan is that the balance will be funded from the non-recurrent reserve the Police and Crime Commissioner has offered the Chief Constable which is available from savings delivered in 2012/13.

3. Current Deployment

The force's front line whole time equivalent resources at 31 December 2012 are as follows:-

Police Officers	1,381
Home Office CSO's	139

Welsh Government CSO's	99
Specials	141
Cadets	83 (joined in Jan 2013)
Total	1,843

This confirms that Gwent Police now has more resource delivering operational policing services than at any time in the past.

Chief Officers will ensure that they structure and deploy the additional capacity to meet demand and so have maximum impact. The Duty Resource Management Programme has enabled all of the Police Officers, CSOs, and Police staff (by end Feb 13) will be recorded on the force rota system. [Specials, Cadets and the FCR are the only elements that will not be on the rota]. This allows Chief Officers to look at deployment patterns but also take consideration of the following:

1. Improvements in sickness / absence – when improvements are achieved through the focus from the current absence rate of 4.5% to the target of 3% by March 2014, then this should release 1.5% of the police officer resource to the front line; 1.5% is equivalent to 21 officers.
2. Reduce the number of Restricted Officers – when restricted officers are utilised better this will release resource to the front line (the ACC is leading on this work).
3. Review of flexible working – some of the current arrangements may benefit the officer but not the organisation (Supt Nigel Russell is reviewing the current flexible working arrangements).
4. Review Workstream deployment – The potential of establishing a single BCU approach to deployment via the rota could make it easier to improve capacity to meet demand across the force.

4. Other Factors for consideration

Chief Officers are focussing on those areas that require improvement at the present time. Action plans are being developed that will confirm progress and timelines for improvement and the outcomes this will deliver.

A paper presented in the summer of 2012 highlighted the forthcoming changes arising from Winsor Part 2 to the relative costs of employing Police Officers compared with CSOs. This started a debate on the subject and the consensus is pointing to recruiting Police Officers rather than CSOs.

The Chief Constable's decision to suspend Regulation A19 is also a factor which needs to be taken into consideration in the resource profiling.

5. Financing

A financial profile has been developed to reflect the expenditure profile and the available resources from the CSO budget and the reserve. It is proposed that a phased approach to recruitment is implemented. This will involve the recruitment of 24 Police Officers which is reflected in the proposed recruitment and training timetable shown in Appendices 1 and 2. The second phase will be to consider the recruitment of CSOs to replace those who have been successful in the police officer recruitment. As the gross cost of a police officer is 1.5 times that of a CSO it will not be possible to confirm the numbers for CSO replacement until the recruitment of the 24 officers is complete.

A financial plan is provided at Appendix 3 which shows the financial profile across the next four years in respect to the recruitment of police officers and CSO numbers. A specific reserve of £1.6m will be made available to fund the officers and CSOs over the next 4 years.

6. Proposed Police Officer Recruitment and Training Timetable

Recruitment

There are no candidates remaining from previous police officer recruitment processes and therefore it will be necessary to establish a process to manage recruitment of 24 officers. Candidates will be drawn from the existing CSOs, Special Constables and Police Staff and therefore there will be no need to run an external police officer recruitment campaign to secure the candidates required.

The maximum lead time from the start of the recruitment process to the start date for the candidates is six months, although the reality will be to conclude the process in as short a timescale as possible.

The timetable given below shows the issues and key dates in the process. The plan is for two intakes starting on the same day and to run the training in parallel. To commence the process in February will provide an intake in August. [This could be brought forward by a month if all the Specials in the training cohort do not have to give their current employers one month's notice. CSOs and Police Staff do not have to give notice and can start straight away].

Training Considerations

The Training Process Map shown below outlines three paths of initial training for CSOs, Specials and Police Staff designed to capture the varied skills and experience of internal applicants for the role of Police Constable. The initial training for Specials and CSOs can be much shorter, at either 6.5 or 12.5 weeks rather than the standard 22 weeks course, which would be applicable for a Police Staff member with no prior knowledge or experience.

This structured approach to student selection should not impact on the Force's ability to allocate a CSO or member of staff to a particular course where there is evidence to support their inclusion regardless of the time spent in their current role.

Candidates will be brought in SEARCH score order with those having the highest score brought in first. The proposed Training Process Map has significant benefits to the organisation in that some excellent officers will be policing the front line within a relatively short space of time and should provide an excellent pool of candidates to be utilised by the force.

7. Recruitment of backfills for Specials and CSOs

The Recruitment Team is already engaged in on-going recruitment for Special Constables and will be heavily committed to this process during March 2013.

It is the expectation that a number of the existing CSOs will become regular police officers so consideration will be made to the number to backfill in line with the affordability.

In the short term the CSO hours can be made up by existing part-time CSOs to increase their hours from 24 per week. This increase in hours would be in addition to their normal 3.30pm to midnight working pattern on Thursday, Friday and Saturday evenings and would be geared to match other times of high demand. In time it will be necessary to run an external CSO recruitment campaign, this will be determined following the police officer recruitment.

8. Resourcing for the Recruitment Team

Depending upon the timing of the various elements of this plan, the Resourcing Manager may require extra admin resources on a short term basis.

Robert Parker
Head of People Services

Appendix 1

RECRUITMENT TIME LINES February to August 2013

ACTIVITY	Period (indicative)	DATE START	DATE END
Awareness Session		4/2/13	
Application Forms available to download	2 wks	4/2/13	15/2/13
Marking of Applications	2 wks	15/2/13	1/3/13
Notify & Hold Fitness tests		11/3/13	15/3/13
6 weeks notification to COP of holding Assessment Centre –		29/4/13	6 wks notice
5 weeks notification to COP of exact numbers		22/4/13	5 wks notice
Candidate names to COP 3 weeks prior to Assessment Centre		30/3/13	
Candidate pre-read 2wks before		8/4/13	
Assessment Centre	Week Comm:	22/4/13	
Results back from Harrogate	Week Comm:	6/5/13	
Invite to Interview/Presentation	2 wks notice	13/5/13	
Hold Interviews	Week Comm:	27/5/13	31/5/13

Pre-offer letter Invite to Drugs & Biometric	1 wk notice Week Comm	3/6/13	
Drugs & Biometric Testing 10 days for return of results	Week Comm: 2 Days	15/16/6/13	Returns by: 28/6/13
Health Check	Week Comm:	24/6/13	
Offer Letter	Week Comm:	1/7/13	5/7/13
Notice Period of Candidate	1 month	5/7/13	
Intake Date	INTAKE	5/8/13	

During March Resource Officers also working towards processes to bring in Specials Intake by end of March 2013

College of Policing (COP) need to notify us of next SEARCH training days before we hold an Assessment Centre. They have informed us as there are new QA and Exercise training packages for recruits they cannot just support one force for a course. On the 8th of January we have been told that hopefully they will have the dates out by beginning of February 2013.




Staff will also need to have training on CASA as it has been 3 years since the last profile.

Biometric testing has to be the last thing to be completed after the Pre-Offer letter has been issued.



Training Process Map

Appendix 2

	ILSC4 Continuation Course 6 ½ weeks (includes 3 days IS training)	ILPDP Conversion Course 12 ½ weeks (includes 3 days IS training)	IPLDP Initial course 22 weeks (includes 3 days IS training)
QUALIFYING OFFICER GROUP			
ILSC4 SPECIAL CONSTABLE (joined after 7/9/10)	 ●		
SPECIAL CONSTABLE (prior to 7/9/10)		●	
COMMUNITY SUPPORT OFFICER		●	
CSO and ILSC4 QUALIFIED OFFICER (completed recent SC course)	 ●		
NONE OF THE ABOVE			●

Due to the intensity of this course, it is strongly suggested that the candidate's knowledge gained from prior learning be **tested to ensure their suitability**, prior to being offered a place. This could be done via a multi- choice examination or structured professional discussion with qualified trainers after the SEARCH assessment has taken place. The latter option may provide savings to the organisation in time and cost.

Consideration could be given to offering officers that do not reach the required knowledge levels, the benefit of the longer IPLDP conversion course.

Analysis of PC & CSO Costs

Appendix 3

Newly Recruited Police Officers - Recruited 01/08/13

Spinal Point	Annual Cost Per WTE (£)	No. Officers	No. Months	2013/14 (£)	2014/15 (£)	2015/16 (£)	2016/17 (£)
1 (b)	28,581	24	8	457,297			
1 (b)	28,581	24	4		228,648		
2	29,982	24	8		479,716		
2	29,982	24	4			239,858	
3	31,383	24	8			502,135	
3	31,383	24	4				251,067
4	34,886	24	8				558,183
				457,297	708,364	741,993	809,250

Total Cost Of 24 PC's Recruited on 01/08/13 to 31/08/2017 (End Of Extended CSR) : **2,716,904**

Core CSO Vacancy's

	2012/13 (WTE)	2013/14 (WTE)	2014/15 (WTE)	2015/16 (WTE)	2016/17 (WTE)
Current Vacancies as @ 31/12/12	6.3				
Estimated Leavers To 31/03/13	1.0				
Estimated Conversion of CSOs to PC's (Assume 50% of School) August 2013 :	12.0				
Estimated Leavers By Year :	1.0	1.0	1.0	2.0	2.0
Cumulative Vacancies :	20.3	21.3	23.3	25.3	25.3
Adjusted To Calculate Full Year Effect (For Financial Savings):	15.8	20.8	22.3	24.3	24.3
Estimated In Year Savings @ £32,650 (Incl Shift & Enhancements) Per WTE :	515,870	679,120	728,095	793,395	793,395
Cumulative Non-Recurring Savings (£) :					2,716,480

Surplus / (Deficit) PC Recruitment funded by CSO vacancies

Net Balance

58,573	(29,244)	(13,898)	(15,855)	(424)
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Recurring Implications

Cost Of Top Of Scale CSO Incl Shift & Enhancements : 32,650
 Cost Of Top Of Scale PC : 50,327

CSO Reduction Required To Fund 1 PC : **1.54**

CSO Vacancies As @ 31/03/17 : 25.3
 Equivalent Number Of PC's : 16.4
 Less August 2013 School : 24.0
 No Of PC's that maybe funded through CSO Vacancies In April 2017 : **-7.6**

(381,795)

