



**Lancashire  
Constabulary**

police and communities together

**REPORT TO: STRATEGIC SCRUTINY MEETING**

**DATE: Monday 23 December 2013**

**AGENDA ITEM: 5B Frontline Policing**

**SUBJECT: Police Officer Recruitment**

## **BACKGROUND**

This paper considers the issues relating to the recruitment and appointment of police officers to the Constabulary.

Attached at Appendix A is a Step Down Model based on:

- Projected establishment including future OR reductions where timescales are being agreed through October 2013's BMM cycle
- No future recruitment
- A leavers rate of between 10 and 12 per month

The leavers' rate allows for 30 ill-health retirements in 2013/14 and a projection of 15-20 for 2014/15. There is a likelihood that the number of officers retiring on ill-health grounds will remain high over the medium term as the ability to accommodate officers who are not fit for operational duty diminishes. Therefore, it is inevitable that further financial resources will be required to manage this. Further work will be done over the next couple of months to determine the likely numbers and financial requirement.

This model shows an actual strength of 3,059 in September 2013 against an establishment of 3,158, i.e. a vacancy level of 99. This vacancy level is projected to increase to between 154 and 166 by March 2014. However, as there is a reduction to the establishment of 130 posts on the 1 April 2014, the vacancy level will reduce to between 32 and 46. In addition, there is a further reduction to the establishment of 65 posts on the 1 April 2015, so any decision to fill vacancies in 2014 will need to take this further 'step-down' into account.

Based purely on the Step Down Model, the appointment of new police officers would commence around September 2014. However, the police strength is falling and is predicted to reduce further below our operating requirements (even taking into account the OR reductions). It is already clear that 2014 will have some potentially significant operational requirements which will test resilience; the potential abstraction to the Commonwealth

Games in Glasgow, the NATO summit in GMP and potential mutual aid to PSNI during the marching season necessitates that police officer vacancies are addressed in order to minimise the impact on operational resilience during 2014/15. It is essential to have a strength which remains as close as possible to the establishment level. This would mean appointing earlier than September 2014.

The Policing Protocol 2011 states that; “The Chief Constable is responsible to the public and accountable to the PCC for appointing the force’s officers and staff (after consultation with the PCC, in the case of officers above the rank of Chief Superintendent and police staff equivalents)”.

## **1. Numbers of officers to be appointed and timescales**

Whilst there are a number of different options that could be considered, the preferred option presented at Appendix B has been provided based on the Recruitment and Training Teams’ ability to deliver whilst optimising operational resilience.

### Preferred Option(Appendix B)

- One intake of 40 officers taken from the Internal Reserve List to commence training January 2014
- Advertise for transferees – number of officers to be taken from this process subject to quality/work force representation (potentially 10 officers)
- Advertise externally in April 2014 for an intake of potentially 30 officers in January 2015

## **2. Process to be used for recruitment**

### a) Internal

The Constabulary still has 195 individuals who were successful from the 2011 internal recruitment campaign. These individuals are made up of PCSOs, Special Constables and Police Staff. Female representation is good, although there are only a very small number of BME candidates. All candidates have successfully passed the NAC and, in order to be appointed, will need to follow a short process including interview, physical assessment, medical assessment and vetting. *These individuals could be ready for appointment as early as January 2014 so it is recommended that intakes for 2014 are made up of candidates from the 2011 internal recruitment campaign since the recruits would be available operationally by the summer of 2014.*

### b) Transferees

An option to recruit experienced, skilled officers to assist with resilience issues over the Summer 2014 months could be achieved through advertising for transferees. An advert would be appropriately worded aiming to attract BME candidates. If the advert was to be placed early in the New Year officers would require one week induction training and would be available for June 2014. The quality of individuals is to be assessed prior to any final decision being made on number of transferees to be recruited.

### c) External

In order to run an external recruitment process it is recommended that there is an eight to nine month lead in time. This would not only enable the successful completion of the Home Office recruitment process, including the National Assessment Centre (NAC), but it will maximise the opportunities for workforce representation. *It is suggested that advertising could begin in April 2014 with a view to appointing from January 2015.*

Police officer recruitment was discussed at the Corporate Improvement Seminar on 25 September 2013 (where there was support for early recruitment from Chief Officers, Divisional Commanders and SE) and subsequently at the PCC/Constabulary Seminar on 7 October 2013. Further discussions involving Mr Master and Ms Afzal took place on the 11 October 2013 in relation to the workforce representation impact of the recruitment decision.

### **3. Starting salary for new recruits**

PNB Circular 2013/1 changed Constables' pay for new entrants from 1 April 2013. The entry point for a member appointed in the rank of constable is £19,191 (pay point 0).

However, despite the Regulations being rather complex, they do permit flexibility in appointing at pay point 1 (£22,221) or anywhere between £19,191 and £22,220 based on different criteria. The most significant criterion relates to "on the basis of local recruitment needs".

The cost of a higher starting salary would, at its extreme, be likely to be approaching £250k per year and recurring (this is based on 100 recruits per year, requiring 7 months to complete initial training and assumes that no candidate meets alternative eligibility to start on a higher salary).

#### Local appointees

The starting salaries proposed in Merseyside, GMP, Cheshire and North Wales are all pay point 1 i.e. £22,221

### **Costs**

The total cost for recruiting and training 80 police officers, with recruitment of 40 officers in January 2014, 10 officers in May 2014 and a further 30 in January 2015, would be £1.77m spread over financial years 2013/14 to 2015/16 (summary below). New recruit calculations have been based on pay point 1 (22k per year plus on costs) and transferee costs have been calculated on force average rate (£33k per year plus on costs). This is affordable within current resources (police officer pay budget) due to the number of projected officer vacancies in future months (as per the HR step-down model).

Based on the preferred recruitment option above, the step-down model remains understrength (i.e. under budget) with the exception of 2 months (April and May 2014).

As the majority of new recruits will come from PCSOs and other police staff, this will also potentially leave budget under spends in those areas for a short period of time until vacant posts are filled.

		(£m)
New Recruit	Officer cost whilst training for 6 months <i>(based on PNB circular point 1 £22k pa plus on costs)</i>	£ 1.02
Transfers	Officer cost whilst training for 6 months <i>(based on Force Average £33k pa plus on costs)</i>	£ 0.22
New / Transfer	Training Costs	£ 0.37
New / Transfer	HR / National Assessment Centre Costs	£ 0.08
New / Transfer	Uniform Cost (£1k per officer)	£ 0.08
<b>Total Cost of new recruits whilst officer training</b>		<b>£ 1.77</b>

	Total	FY2013/14	FY2014/15	FY2015/16
	(£m)	(£m)	(£m)	(£m)
<b>Total Cost of new recruits whilst officer training</b>	<b>£ 1.77</b>	<b>£ 0.50</b>	<b>£ 1.05</b>	<b>£ 0.22</b>

## **Financial Risk**

The Force predicts a significant understrength position on police officers during 2013/14 to 2015/16 and the additional costs indicated above are containable within existing and anticipated future budgetary provision.

The Force still needs to identify £13m savings in future years to bridge the budget shortfall currently identified in the Medium Term Financial Forecast. This proposal does not have a direct impact on the achievability of future years' savings. The proposal addresses the impact on operational resilience in 2014/15 and the affordability of recruiting police officers in this financial year and the next.

## **Management Board**

It was agreed by the CC and PCC at the Management Board in November that the first intake of Police Constable recruits will start at pay point 1. Further consideration will be made for future Police Constable recruitment starting salary.

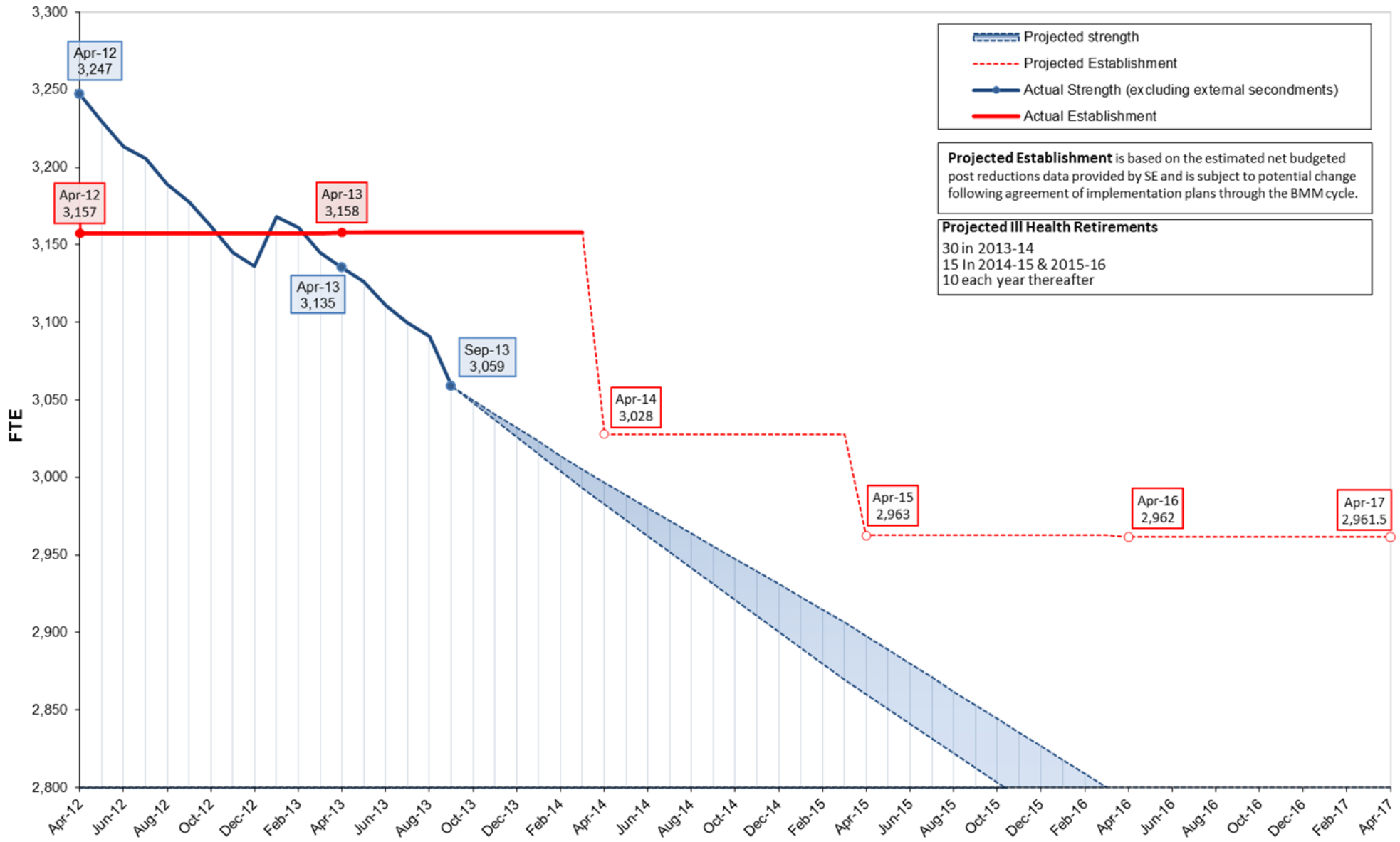
## **Attachments / Appendices**

- {HYPERLINK  
["http://www.policeoracle.com/news/Staff+Association+News/2012/Sep/17/ACPO-Ranks-Should-Face-Share-Of-Cuts\\_54914.html"](http://www.policeoracle.com/news/Staff+Association+News/2012/Sep/17/ACPO-Ranks-Should-Face-Share-Of-Cuts_54914.html)}{HYPERLINK  
["http://www.policeoracle.com/news/HR,+Personnel+and+Staff+Development/2012/Sep/17/Chief-Officer-Slams-Direct-Entry-Diversity-Claims\\_54908.html"](http://www.policeoracle.com/news/HR,+Personnel+and+Staff+Development/2012/Sep/17/Chief-Officer-Slams-Direct-Entry-Diversity-Claims_54908.html)}{HYPERLINK  
["http://www.policeoracle.com/news/HR%2C+Personnel+and+Staff+Development/2012/Sep/14/PCCs-Will-Intensify-Competition-For-ACPO-Posts\\_54934.html"](http://www.policeoracle.com/news/HR%2C+Personnel+and+Staff+Development/2012/Sep/14/PCCs-Will-Intensify-Competition-For-ACPO-Posts_54934.html)}{HYPERLINK  
["http://www.policeoracle.com/news/HR%2C+Personnel+and+Staff+Development/2012/Sep/14/Policing-Minister-No-Slowing-Down-On-Reform\\_54869.html"](http://www.policeoracle.com/news/HR%2C+Personnel+and+Staff+Development/2012/Sep/14/Policing-Minister-No-Slowing-Down-On-Reform_54869.html)}{HYPERLINK  
["http://www.policeoracle.com/news/HR%2C+Personnel+and+Staff+Development/2012/Sep/](http://www.policeoracle.com/news/HR%2C+Personnel+and+Staff+Development/2012/Sep/)

14/Home-Sec-Directly-Challenged-Over-Pensions\_54789.html"}{HYPERLINK  
"http://www.policeoracle.com/news/Police+Performance/2012/Sep/12/Commissioner-Claims-Of-Unreformed-Service-Untrue\_54582.html"}{HYPERLINK  
"http://www.policeoracle.com/news/Police+Performance/2012/Sep/12/Home-Sec-Announces-Direct-Entry-Consultation-\_54706.html"}{HYPERLINK  
"http://www.policeoracle.com/news/Police+Performance/2012/Sep/11/New-Fed-Chair-We-Need-Industrial-Rights-Ballot-\_54735.html"}{HYPERLINK  
"http://www.policeoracle.com/news/Crime/2012/Sep/12/NCA-Will-Be-Transparent\_54663.html"}{HYPERLINK  
"http://www.policeoracle.com/news/Police+Performance/2012/Sep/11/Police-Morale-Is-A-Real-Issue,-Home-Sec-Warned-\_54691.html"}{HYPERLINK  
"http://www.policeoracle.com/news/Police+Finance/2012/Sep/11/Officer-Redundancy-Option-Needed---Commissioner\_54581.html"}{HYPERLINK  
"http://www.policeoracle.com/news/Police+Performance/2012/Sep/11/Supers-President-Time-To-Take-Stock-Of-Policing-\_54595.html"}{HYPERLINK  
"http://www.policeoracle.com/news/Local+and+Neighbourhood+Policing/2012/Sep/11/Police-Collaboration-Effectiveness-Questioned\_54583.html"}{HYPERLINK  
"http://www.policeoracle.com/news/Police+Performance/2012/Sep/11/ACPO-Lead-Gifts-From-Press-To-Police-Unacceptable-\_54623.html"}{HYPERLINK  
"http://www.policeoracle.com/news/HR%2C+Personnel+and+Staff+Development/2012/Sep/03/Supers-Concern-Mounts-Over-Workloads\_53865.html"}{HYPERLINK  
"http://www.policeoracle.com/news/Police+Finance/2012/Sep/10/Police-Goodwill-Is-Dwindling-\_54375.html"}{HYPERLINK  
"http://www.policeoracle.com/news/HR%2C+Personnel+and+Staff+Development/2012/Sep/05/Supers-2012-Conference-Stories\_54182.html"}{HYPERLINK  
"http://www.policeoracle.com/news/HR%2C+Personnel+and+Staff+Development/2012/May/28/Chief-Speaks-Out-Over-Private-Partnerships-\_49188.html"}{HYPERLINK  
"http://www.policeoracle.com/news/Local+and+Neighbourhood+Policing/2012/May/28/Chiefs-Vulnerable-To-PCCs---Chief-Constable\_49038.html"}{HYPERLINK  
"http://www.policeoracle.com/news/Police+Performance/2012/May/28/Met-Commissioner-I-Want-War-On-Crime\_49189.html"}{HYPERLINK  
"http://www.policeoracle.com/news/Crime/2012/May/28/Terrorism-Complacency-Is-Not-An-Option-\_49166.html"}{HYPERLINK  
"http://www.policeoracle.com/news/Local+and+Neighbourhood+Policing/2012/May/21/ACPO-2012-PoliceOracle.com-Conference-Stories\_48827.html"}{

- Appendix A: Step Down Model with no recruitment
- Appendix B: Step Down Model with recruitment

# Police Officer Step-down Model with no recruitment



# Police Officer Step-down Model with recruitment – Preferred option

