

GREATER MANCHESTER POLICE, FIRE & CRIME PANEL

Date: 24th July 2023

Subject: Police Uplift and Wider GMP Recruitment

Report of: Director of Human Resources – ACO Charlotte Layton

Purpose of Report

The purpose of this report is to update the Deputy Mayor and members of the Panel on the Police Uplift numbers / progress alongside broader GMP staff recruitment, retention and diversity.

Recommendations:

The Panel is requested to:

1. Note the contents of the report

Contact Officers

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Equalities Impact, Carbon and Sustainability Assessment:

None to note

Risk Management

None to note

Legal Considerations

None to note

Financial Consequences – Revenue

None to note

Financial Consequences – Capital

None to note

Number of attachments to the report: 0

1. Overview

The Policing Uplift Programme was a three-year national programme established to support the government plan to recruit an additional 20,000 police officers in England and Wales by the end of March 2023. As part of this programme, GMP was set a target to increase overall police officer headcount by 1,155 - from 6,787 officers in March 2020 to 7,942 officers by the end of March 2023.

1.1. Recruitment Process

Recruitment of police officers is a complex process with a number of mandated stages requiring significant input and processing from various parts of the force and our partners. The national average time to hire for police officer recruitment is 6 months from the time of application to commencement.

Police officer recruitment also experiences a high attrition rate as candidates are unsuccessful at assessment stages or withdraw from the process. Experience shows that the national average is a 10:1 ratio between the number of initial applications and the number of officers recruited.

The core stages in police officer recruitment are:

- Eligibility checks to ensure candidates meet the requirements to join a Home Office Police Force
- Online National Sift assessment run by the College of Policing
- Online National Assessment Centre run by the College of Policing
- In force selection interview*
- Fitness and medical checks
- Vetting
- References including absence checks

*(Whilst the in-force selection interview was removed by some forces during the Uplift Programme, GMP continued to conduct in person interviews at Sedgley Park)

1.2. Police Officer entry routes and recruitment

There are a range of entry routes which can be utilised to recruit new student police officers or to recruit experienced police officers. These can be summarised as:

1.2.1. Initial Police Learning and Development Programme (IPLDP):

This is the traditional police officer training route. The whole of the training delivery is delivered by GMP within our training estate. This is a two-year training programme.

1.2.2. Police Education and Qualifications Framework

This comprises of three entry routes PCDA, DHEP & DDEP, (See below for definition and detail) which require University attendance. Training is delivered in modules. GMP's Higher Education delivery partner is the University of Salford (UoS).

The UoS will deliver some of the modules in isolation, some through joint delivery with GMP and some elements are delivered entirely by GMP trainers.

- Police Constable Degree Apprenticeship (PCDA): a three-year training programme with time spent at University and time in operational policing delivery. At the end of year 3 officers achieve a Professional Policing Degree
- Degree Holder Entry Programme (DHEP): a two-year programme for existing degree holders who achieve a level 6 Diploma in Professional Policing at the end of year 2
- Direct Detective Entry Programme (DDEP): a two-year degree for existing degree holders who achieve a level 6 Diploma in Professional Policing at the end of year 2 and also sit the National Investigators Exam to move into a detective career pathway.
- Professional Policing Degree Holder: this route is for candidates who have undertaken a private 3-year degree programme. These programmes are licensed by the College of Policing at a number of Universities across England and Wales. Entrants via this route still follow a two-year development programme to be confirmed in the rank of Constable.

1.2.3. Police Now

Police Now work with Home Office Police Forces to deliver a national graduate entry leadership programme and detective programme. Entrants via this route receive initial training at a Police Now academy before joining their selected force where they follow a 2-year development programme to be confirmed in the rank of Constable. Additional recruitment and training costs are incurred under this programme

1.2.4. Transferees

Movement of existing, qualified and experienced police officers between Home Office forces.

1.2.5. Rejoiners

Recruitment of individuals who have previously been police officers, generally within the last 5 years, to rejoin policing as a career.

1.3. GMP Police Officer Uplift

As a large force, GMP experiences a natural attrition averaging 550 to 600 police officers per year, primarily through retirement, resignation or transfer to other forces.

Alongside this, the Home Office had allocated annual targets to deliver uplift, and as a result GMP were required to deliver an additional 347 officers in year 1, 345 additional officers in year 2 and 463 additional officers in year 3.

Accordingly, the year 3 target was particularly stretching.

A robust plan and governance structure was implemented with all of the above entry routes being utilised.

Strong progress in year 3 enabled GMP to secure the opportunity from the Home Office to recruit an additional 98 police officers, thereby taking the police officer headcount target to 8040.

This target was surpassed and a total headcount of 8067 police officers was achieved by 31st March 2023. The following table shows the numbers achieved by entry route in year 3:

Transferee	Rejoiner	Police Now	IPLDP	PEQF	Total
169	32	58	287	659	1205

As a result, GMP delivered what was required by the Home Office in the National Uplift Programme. The outcome was also significant for GMP in that the police officer headcount surpassed 8000 officers for the first time in over 10 years, GMP were a net importer of transferees bringing in 169 experienced officers from other

forces and it was also the highest number of police officers ever recruited by GMP in a single year.

1.4. Diversity

GMP has worked hard to make year on year improvements to increase the diversity of our police officers and become more representative of the communities we serve.

Delivering volume recruitment in a restrictive time scale does make this more challenging.

Over the 3 years of the Uplift Programme GMP were able to continue to increase the representation of the police officer workforce as shown in the following table:

Police Officer Diversity	% Minority Ethnic	% Female
Mar-20	8.60%	31.90%
Mar-21	9.20%	33.50%
Mar-22	9.90%	35.60%
Mar-23	9.70%	36.20%

GMP currently has the highest number of minority ethnic and female officers than it has ever had before, however it is recognised that further work needs to continue to close the gap to ensure reflective representation of our communities.

1.5. Retention

Retention of the workforce is a challenge to policing nationally. Accordingly GMP have invested in a small team, lead by a Chief Inspector, this being the Insight, Support and Engagement team. The team has developed a life cycle model identifying 6 key stages as part of our retention strategy:

- Attraction
- Recruitment
- Onboarding and Orientation
- Establish a positive employee experience
- Stay Interview
- Exit Interviews

With the Uplift targets, a key early deliverable was the retention of our existing workforce. As a result, the “Stay Interviews” were launched as an early initiative.

These interviews are conducted by the team and provide a psychologically safe space for police officers to raise their concerns which have led them to considering leaving GMP.

The interviews have proven to be highly successful in resolving issues being experienced by some of our officers whilst also providing organisational insight and learning. The interviews have had a 70% success rate to date. This approach has received national interest, including GMP hosting a retention conference at the request of the National Policing Uplift Team. The scheme is now being widened to include police staff. Organisational learning from the interviews is being used to further shape our Leadership training programmes and our attraction strategies.

1.6. Current Recruitment

Following on from the 3-year Policing Uplift Programme, the Home Office have set targets for police officer headcounts for 2023/24. Under this, GMP will be required to maintain the baseline headcount of 7942 officers but has also been given the opportunity to achieve further growth beyond the 8040 headcount set for March 2023. Accordingly, a revised target of 8101 police officers has been set. Recruitment plans are in place and on track to deliver this by the first milestone on 30th September 2023.

1.7. Police Staff Recruitment

Beyond police officer recruitment, 2022/23 saw significant investments in police staff recruitment to support the service improvements being delivered by GMP under the transformational Plan on a Page programme.

A key area of focus was recruitment to the Force Contact, Crime and Operations Branch. A total of 489 people were recruited into the Branch which was the highest ever recruited into the department and provided much needed capacity to deliver the required service improvements. Recruitment levels to the branch have now returned to normal maintenance levels for 2023/24.

Police staff recruitment also took place across all enabling services in GMP throughout 2022/23 which again saw significant investment with over 1100 people being recruited. Again, this recruitment has now stabilised for 2023/24 to maintain the functions.

The latest workforce diversity data is as follows:

Diversity as at 31 May 2023	Minority Ethnic	Female	Disabled
Officer	9.73%	36.13%	11.38%
Staff	7.34%	63.20%	12.14%
PCSO	15.01%	41.89%	11.38%
Total	9.07%	45.68%	11.65%

As with police officers, work continues to deliver a workforce that is representative of our communities.