

TVP CCMT Paper & Impact Assessment

CCMT PAPER DETAILS

Title of CCMT Paper	Retention Team
Date	21 st June 2023
Chief Officer	ACO Christine Kirby
Strategic Plan Objective/ TVP 2025	Valuing Our People , Serving Victims, Fighting Crime

WHAT IS THE IMPACT ON ENABLING DEPARTMENTS?

Department	Resource Required (Y/N)	Resource Impact
<i>People Directorate</i>	YES	Pilot requires uplift in Police Staff post from band 3 to band 4, as well as uplift of MI post to an Analyst 3G to 3H
<i>ICT</i>	No	
<i>Procurement</i>	No	
<i>Change Delivery</i>	No	
<i>Service Improvement (Data)</i>	Yes	Data from GS&I around exit interviews, but will look to migrate this into the pilot Retention Team
<i>Corporate Communications</i>	Yes	Should be able to use business as usual resource from the Recruitment Marketing and Retention Comms team.
<i>JIMU</i>	No	
<i>Estates</i>	No	

OVERVIEW

Please consider:

- Finance & savings, demand and resourcing impacts and governance arrangements.
- Please outline the risks and benefits of your proposal.
- What decision are you requesting?
- Proposed implementation date & key milestones.

Context:

CCMT are well sighted on the issues TVP are facing round retention of officers and staff within TVP. The recruitment labour market remains challenging and we are struggling to attract sufficient numbers and to

retain these people, their skills and experience within the organisation. A lot of hard work has taken place over the last two to three years to achieve the Police Uplift Programme, the toll on the enabling departments should not be underestimated.

The officer recruitment pipeline has slowed, compounded by our neighbouring forces now offering an IPLDP entry route, saturation of the market having heavily recruited for a number of years, and cost of living increases, as well as associated bad press around policing generally. Our pipeline is 10% down on last year, and the number of candidates failing at vetting especially due to the revised APP following the high profile cases in the MET, this is resulting in our courses only running at 83% capacity, compared to 90-100% last year.

Whilst the Home Office touchpoint for the uplift grant for the additional 87 officers we recruited for PUP should be achieved, the second touch point in the year is at risk with the current levels of attrition and on-boarding. We are still advertising heavily and looking at innovative ways to attract candidates to TVP, such as the military veterans work and the MOD to Protection Group pathway. These alone will not rebalance the situation we have in terms on high turnover resulting in high levels of recruitment.

On average last year we lost 35 officers per month, 25 of which were resignations or transfers out, we would deem this avoidable attrition/turnover.

Based on the latest data coming out of PUP, looking at PC turnover, TVP was 41 out of 43 forces for resignations alone. Overall PC turnover including retirements/dismissals puts us at 38 out of 43 forces. There is less we can do to influence retirements, although we do signpost retiring officers to staff roles and TVP plus scheme, but the resignations (and to some extent transfers out) is something we can try and influence.

Whilst this turnover creates a need for increased levels of recruitment, the qualitative impact of this is a decrease in experienced officers within TVP to help us achieve our strategic aims, and indicates that we are potentially not an employer of choice.

ACC Murray and ACO Kirby met with GMP recently who are seen as leaders in the area of retention, this is partly due to the investment in a Retention Team solely focusing on retention of police officers, not police staff, at a cost of £331k. This was an "invest to save" team implementation given each new recruit costs around £100k to recruit and train. Over an 8 month period they had 298 requests for stay interviews/advice and claim a retention rate of 72% saving £13.3 million from retaining those who were actively leaving. The learning from this project was that the retention team needs officers for credibility when looking at officer retention, and vice versa for staff.

Objective:

We need to reduce our officer (and staff) attrition if we are going to be able to maintain our target establishment. Over the past couple of years we have streamlined the recruitment process, reducing the timeframes from application to appointment, taken appropriate risks and as a result achieved the uplift target. This isn't without consequences, one of which is the depletion of some of our staff roles, such as PCSO's over 100 of which have become PC's over the duration of uplift. In addition to this we have saturated the market and are now seeing a downturn in applications, even though attraction activity is still high. The only variable left is to reduce the number of leavers, which will reduce the number we need to recruit and to retain the skills and experience within force.

Proposal:

Whilst the GMP model is costly, we have looked at what resource we already have in place within PD and would propose a pilot with minimal additional costs as a proof of concept. If successful we would consider an APP bid for a wider team so that we could roll out further. The pilot will focus on ICR officers and Student officers, across the 3 counties and Sulhamstead. This is where we have identified the greatest attrition to date.

- A total of 150 leavers between April and July 2023 – 83 from LPAs.
- Of the 150 leavers, 55 are probationers (36.7%). Main reason for probationers leaving is Resignation (90.9%).
- Main reason for LPA leavers is Resignation (69.9%), followed by Transfer Out (12.0%) and Normal Retirement (8.4%).

- Majority of LPA leavers are from ICR (73.5%), followed by Neighbourhood (13.3%). Of the 61 ICR leavers, 36 were in their probationary period (59.0%).

To achieve meaningful outreach across these areas, to gain useful feedback and propose solutions the ask is for an Inspector and three PC's for 18 months to December 2024 (in line with Force Review as the impact of that change on retention is not yet known)

We would seek to act up my band 3 Recruitment Advisor to a band 4I, releasing Insp Fiddler to focus on the retention work. Cost of this would be £6721 per annum pro rata. In addition to this we would look to review the Job Description for our MI post to attract an Analyst who would be able to analyse and interpret the data gathered and provide useful performance reports to Workforce Planning around Retention and Recruitment, this would cost £10674 per annum pro rata.

As well as the financial ask we require 4 PC's on a secondment basis, to align one to each county and one for student officer integration. These should be officers with recent experience on the front line who are passionate about making a difference to retention and have the credibility to speak to their peers in an open and honest way to gain as much qualitative feedback as possible, as well as manage expectations of the officers whom they interact with. These four PC's will therefore be an abstraction from local policing but not come at an extra cost to budget as the abstraction will be carried in LP, albeit that we anticipate the retention of officers will offset the abstraction.

Governance:

Retention aligns most closely with the Workforce Planning portfolio within the People Directorate, as such that is where the governance will sit, under the Superintendent Head of Workforce Planning. It is however important to acknowledge that achieving an improvement in retention will take a concerted effort from may stakeholders both from within the People Directorate and the wider business, such as GS&I, L&D, HR Services, operational commands, and the Behaviour Science Unit whom are supportive of what we are aiming to achieve and are willing to collaborate and provide their expertise where relevant.

There is already work underway in the organisation which focuses indirectly or directly on retention but there is no mechanism or governance for pulling this together so that we can make informed decisions and interventions. We would like to establish a clear governance remit for retention, through the creation of a Retention Board chaired by Supt Head of Workforce Planning, this Board would bring together the work undertaken around Exit Interviews, Stay Interviews, Front line Voice, Front End Demand, Wellbeing etc. It is possible that the Wellbeing Board and Retention Board could be combined and then co-chaired by Head of Workforce Planning and Head of HR Services. The Retention Board would escalate and report to Strategic Workforce Board chaired by ACO Director of People and thus feed into CCMT.

Recommendation:

It is respectfully recommended that CCMT approve the trial of the aforementioned pilot, with a view to submitting an APP bid if results are positive, in conjunction with reviewing current demand and resources within the People Directorate.

The main ask from a resource perspective is for the four PC secondments from LP to be released ASAP to focus on ICR across the three counties and student officers. Financial ask is total of £17395 pro rata for the uplift in staff posts (to lead on Officer Recruitment and to provide analytical/data support)

This proposal is submitted on an invest to save basis, an officer within probation costs the force around £120k in recruitment/on boarding/training/tutoring costs, retaining just five officers and this initiative has more than paid for itself, with the qualitative impact of retention of skills, improvement of morale and anticipated reduction in recruitment demand over time.



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