

**OFFICE OF THE POLICE AND CRIME COMMISSIONER
FOR HUMBERSIDE
DECISION RECORD**

Decision Record Number: **10/2017**

Title: **Workforce Profile Update, Police Officer Recruitment Plan and Request for Temporary Training Support**

Executive Summary:

The report, which has been submitted to the Corporate Governance Group, was given further consideration by the Commissioner.

Decision:

- (a) That the future profile of officer and staff posts as part of the strategic workforce plan be noted;
- (b) that the funding of the additional resource requirement in order to deliver the projected police officer recruitment plan be agreed, and
- (c) that it be noted that any unfilled band D vacancy in OPT (the 5.5 post requirement) be substituted with a seconded police officer, if sufficient Band D Trainers in OPT cannot be attracted – accepting that if this is required there will be a further additional temporary cost to be met.

Background Report: Open

Police and Crime Commissioner for Humberside

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with my code of conduct. Any such interests are recorded below.

The above decision has my approval.

Signature



Date 17.03.17



**POLICE AND CRIME COMMISSIONER
FOR HUMBERSIDE**

**SUBMISSION FOR:
BRIEFING & DECISION**

Title: Workforce Profile Update, Police Officer Recruitment Plan & Request for Temporary Training Support

Author: Ian Watson

Date: 02 March 2017

Chief Officer Sponsor: Ian Watson

1. Purpose

1.1 The purpose of this paper is for Corporate Governance Group to endorse the police officer and police staff planned workforce profile and officer recruitment plan. The revised profile has been fully costed within the Medium Term Resourcing Strategy (MTRS).

2. The Police Officer Workforce Profile

2.1 The table below illustrates the Authorised Funded Posts (AFP), headcount for Specials and Volunteers, for the main workforce groups, comparing the difference between 2011 as well as the projection for 2021/22, for which we are planning to maximise the productivity opportunities available to the Force.

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Staff Group:	FTE	FTE	FTE	FTE	FTE	FTE	FTE	10-yr
	2011	01-Apr-17	01-Apr-18	01-Apr-19	01-Apr-20	01-Apr-21	01-Apr-22	Difference
Staff (Exc. PCSO)	1520	1080	1045	1010	975	955	955	-565
<i>Staff Figure Includes Posts Converted for Modern Apprenticeship</i>			60	90	120	120	120	
<i>Staff Figure includes Planned productivity Savings Police Staff linked to MTRS</i>			35	35	35	20		
PCSO	305	228	258	258	258	228	200	-105
Police (Authorised Funded Posts +Ext Funded)	1889	1550.5	1624.5	1706.5	1765.5	1765.5	1765.5	-123.5
Specials	334	300	350	350	400	400	400	66
Volunteers	107	133	150	200	250	300	300	193
Force	4155	3291.5	3427.5	3524.5	3648.5	3648.5	3620.5	-534.5
<i>Note: AFP plus External Funded Posts as at 31/3/17:</i>								
<i>Police Officers 1528</i>								
<i>Police Staff 1080</i>								

- 2.2 The overall reductions to date are linked to previous CSR savings and business and workforce modernisation programmes. The growth in Volunteers and Specials is linked to recruitment initiatives over the last 4 years. It should be noted that as part of the strategic workforce planning process further work is underway to finalise a sustainability plan for Specials – so the 400 aspiration figure may change.
- 2.3 The numbers of police officers required to deliver the Force Aim is planned to grow from the current authorised funded establishment of 1550.5 as of 1 April 2017, to 1765.5 by 1 April 2020. This growth is driven by our capability and capacity analysis based upon the current and projected demand analysis. The table overleaf shows the total police officer full time equivalents that also includes Displaced and Supernumerary, Temporary, External Funded, Regional and Seconded roles, as well as the AFP projected to 2021/22.

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Police Officers	01/04/2017	Recruitment	Transfers	Police Now	Leavers	31/03/2018
Authorised Funded Posts	1550.5	162	13	12	-113	1624.5
Displaced	15.92					15.92
Supernumerary	3.48					3.48
General Temporary	10.04					10.04
Externally Funded	43					43
Regional	15.75					15.75
Seconded	14					14
	1652.69	162	13	12	-113	1726.69
	01/04/2018	Recruit	Transfers		Leavers	31/03/2019
Authorised Funded Posts	1624.5	180	10		-108	1706.5
Displaced	15.92					15.92
Supernumerary	3.48					3.48
General Temporary	10.04					10.04
Externally Funded	43					43
Regional	15.75					15.75
Seconded	14					14
	1726.69	180	10	0	-108	1808.69
	01/04/2019	Recruit			Leavers	31/03/2020
Authorised Funded Posts	1706.5	144	13	10	-108	1765.5
Displaced	15.92					15.92
Supernumerary	3.48					3.48
General Temporary	10.04					10.04
Externally Funded	43					43
Regional	15.75					15.75
Seconded	14					14
	1808.69	144	13	10	-108	1867.69
	01/04/2020	Recruit			Leavers	31/03/2021
Authorised Funded Posts	1765.5	144	4	10	-158	1765.5
Displaced	15.92					15.92
Supernumerary	3.48					3.48
General Temporary	10.04					10.04
Externally Funded	43					43
Regional	15.75					15.75
Seconded	14					14
	1867.69	144	4	10	-158	1867.69
	01/04/2021	Recruit			Leavers	31/03/2022
Authorised Funded Posts	1765.5	81	17	10	-108	1765.5
Displaced	15.92					15.92
Supernumerary	3.48					3.48
General Temporary	10.04					10.04
Externally Funded	43					43
Regional	15.75					15.75
Seconded	14					14
	1867.69	81	17	10	-108	1867.69
Authorised Funded Posts 5 Year Summary W.T.E	1550.5	711	54	42	-595	1765.5

2.4 This growth is driven by our detailed capability and capacity analysis based upon current and projected demand analysis. The key factors are:

- To ensure our workforce mix is expanded towards a larger ratio of police officers to support staff/ PCSOs, this is in order to create greater resilience and having the utility and flexibility to meet current and emergent demand.



- Make permanent the growth of **21 officers** to support the growing need for Early Intervention and Problem Solving in the Communities Command.
- An increase of **71 Officers** to strengthen the investigation capacity in Communities Command. In 2015/16 the Force completed a comprehensive demand and resource allocation exercise as part of the Force migrating to an operating model without boundaries. An external and independent organisation called Process Evolution undertook this review and through the detailed analysis concluded that within Communities Command 181wte police constable posts were required within Investigation (as well as the 37.31wte IO4s and 15.66wte IO3s); and 520wte constable posts were required within patrol, if the Force was to achieve its desirable resource allocation levels.
- It is anticipated that up **123 further officers** will be required to cater for increased demand in areas such as:

Areas	Number of Officers
Communities Command Partnerships, Early Intervention & Problem Solving	32
Supporting Student Officers in Communities Command & IPLDP & Crime Training	8
Police Now/ Fast Track APS	16
Strengthening Crime & Incident Resolution	30
PVP	15
Cyber-Crime	8
Audit & Inspection	6
Special Branch Ports	8

2.5 The table overleaf shows our anticipated police officer recruitment plan which aligns fully with our 2017/18 budget plan as well as the MTRS.

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MAKING A DIFFERENCE
IN A POSITIVELY MARKED



Table - Headline Police Officer 5-year Recruitment Plan

This plan is subject to regular review and scrutiny at FLT and the Force Change Board.

Humberside Police Recruitment Plan Feb 17 Version

Census Period	Projected Retirements FTE	Projected Other Leavers FTE	VE Scheme for Police Officers Leavers	Leavers (Calendar Month)	Police Officer Recruit	Transfers	Police Now	Joiners (Calendar month)	Strength Net difference	Changes to estab	Actual AFP	Planned AFP	Variance (Census)	Total Recruits for year	Total leavers for year
Mar-16											1484				
Apr-16	-21	-1		-22		1		1	-21	-1.13	1493				
May-16	-4	-1		-5		1		1	-4	-9	1479				
Jun-16	-8	-6		-14				0	-14		1460				
Jul-16	-8	-6		-14				0	-14	-0.25	1449				
Aug-16	-1	-2		-3		4		4	1	-0.15	1443				
Sep-16	-11	-6		-17	33			33	16	-1	1471				
Oct-16	-6	-3		-9				0	-9	4	1460				
Nov-16	-9	-3		-12	36			36	24	1.17	1474	1528.00			
Dec-16	-4	-1		-5		2		2	-3		1471				
Jan-17	-6	-4		-10	36	9		45	35		1506				
Feb-17	-7	-5		-12				0	-12			1528.00			
Mar-17	-3	-5		-8	72	1		73	65			1528.00		195	-131
Apr-17	-5	-4		-9				0	-9		1550.50				
May-17	-2	-3		-5		5		5	0		1550.50				
Jun-17	-11	-4		-15			12	12	-3		1547.50				
Jul-17	-8	-5		-13	18			18	5		1552.50				
Aug-17	-2	-5		-7		8		8	1		1553.50				
Sep-17	-4	-3		-7	36			36	29		1582.50				
Oct-17	-6	-5		-11				0	-11		1571.50				
Nov-17	-6	-5		-11	36			36	25		1596.50				
Dec-17	-8	-4		-12				0	-12		1584.50				
Jan-18	-4	-2		-6	36			36	30		1614.50				
Feb-18	-2	-5		-7				0	-7		1607.50				
Mar-18	-4	-6		-10	36			36	26		1633.50			187	-113
Apr-18	-6	-3		-9				0	-9		1624.50				
May-18	-6	-3		-9				0	-9		1615.50				
Jun-18	-6	-3		-9	36	10		46	37		1652.50				
Jul-18	-6	-3		-9				0	-9		1643.50				
Aug-18	-6	-3		-9				0	-9		1634.50				
Sep-18	-6	-3		-9	36			36	27		1661.50				
Oct-18	-6	-3		-9				0	-9		1652.50				
Nov-18	-6	-3		-9	36			36	27		1679.50				
Dec-18	-6	-3		-9				0	-9		1670.50				
Jan-19	-6	-3		-9	36			36	27		1697.50				
Feb-19	-6	-3		-9				0	-9		1688.50				
Mar-19	-6	-3		-9	36			36	27		1715.50			190	-108
Apr-19	-6	-3		-9				0	-9		1706.50				
May-19	-6	-3		-9				0	-9		1697.50				
Jun-19	-6	-3		-9				0	-9		1688.50				
Jul-19	-6	-3		-9		13	10	23	14		1702.50				
Aug-19	-6	-3		-9				0	-9		1693.50				
Sep-19	-6	-3		-9	36			36	27		1720.50				
Oct-19	-6	-3		-9				0	-9		1711.50				
Nov-19	-6	-3		-9	36			36	27		1738.50				
Dec-19	-6	-3		-9				0	-9		1729.50				
Jan-20	-6	-3		-9	36			36	27		1756.50				
Feb-20	-6	-3		-9				0	-9		1747.50				
Mar-20	-6	-3		-9	36			36	27		1774.50			167	-108
Apr-20	-6	-3		-9				0	-9		1765.50				
May-20	-6	-3		-9				0	-9		1756.50				
Jun-20	-6	-3		-9	18	4	10	32	23		1779.50				
Jul-20	-6	-3		-9				0	-9		1770.50				
Aug-20	-6	-3		-9				0	-9		1761.50				
Sep-20	-6	-3		-9	18			18	9		1770.50				
Oct-20	-6	-3		-9				0	-9		1761.50				
Nov-20	-6	-3		-9	36			36	27		1788.50				
Dec-20	-6	-3	-50	-59				0	-59		1729.50				
Jan-21	-6	-3		-9	36			36	27		1756.50				
Feb-21	-6	-3		-9				0	-9		1747.50				
Mar-21	-6	-3		-9	36			36	27		1774.50			158	-158
Apr-21	-6	-3		-9				0	-9		1765.50				
May-21	-6	-3		-9		10		10	1		1766.50				
Jun-21	-6	-3		-9	18		10	28	19		1785.50				
Jul-21	-6	-3		-9				0	-9		1776.50				
Aug-21	-6	-3		-9				0	-9		1767.50				
Sep-21	-6	-3		-9	18			18	9		1776.50				
Oct-21	-6	-3		-9				0	-9		1767.50				
Nov-21	-6	-3		-9	18			18	9		1776.50				
Dec-21	-6	-3		-9		7		7	-2		1774.50				
Jan-22	-6	-3		-9	18			18	9		1783.50				
Feb-22	-6	-3		-9				0	-9		1774.50				
Mar-22	-6	-3		-9				0	-9		1765.50			99	-108
														996	-726

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- 2.6 The above table represents a very significant challenge of recruiting over 700 officers from April 2017 to March 2022. However, with this challenge to refresh the workforce and bring in new skills and capabilities to help achieve the Force Aim. The opportunity will significantly support the desired culture change across the Force to help Humberside transition to a consistently high performing Force.
- 2.7 The workforce plan also results in a real cash benefit, which is incorporated within and aligned to our MTRS, due to the salary differences of nearly 600 officers leaving the Force during the same period, of which the majority are likely to be at the top of their salary, with those joining the service starting at the bottom. This significant contribution to savings will help minimise enforced cost savings and compulsory redundancies, especially in regard to police staff.

Voluntary Exit Scheme (VES) Police Officers (Built into MTRS)

- 2.8 Our workforce plan also looks at getting a productivity boost by introducing a VES scheme. The precise timing of this will depend on the progress we make to increase the current level of police officers by 220 over the next 3 years. Provisionally we have scheduled VES for 2020.
- 2.9 Police Regulations and Determinations were amended in January 2013 to allow Forces to introduce a VES for police officers. This allows officers to receive a 'compensation lump sum' in the event that they successfully apply to leave the organisation voluntarily under the scheme. The scheme is not available to officers' subject to misconduct or unsatisfactory performance procedures (other than the caveat in the proposed policy). Under Police Regulations it is for the Chief Constable and PCC to introduce such a scheme for Humberside Police. The introduction of a VES will allow for additional flexibility in managing people numbers in the face of required budget savings, as well as creating a dignified and appropriate exit route for those officers not wishing to commit to the future of the Force, or whom are seeking an exit from the Force for personal reasons or to advance other career opportunities.
- 2.10 In summary, using our planned figure of 50 officers leaving under the scheme in 2020, the total savings over 6 years are likely to be in the region of £4.8m, against a one off cost of £1.95m, giving a net cost saving of £2.85m. Although the VES makes a significant cost saving, one of the other main reasons for utilising this scheme is to also support positive churn and allow an earlier exit route for those who are no longer fully engaged, or for those that wish to pursue other career opportunities struggling with their vocation for policing.
- 2.11 The process in terms of vacated posts will result in one of three outcomes:
- To replace the post with another police officer (non-recurrent savings)
 - To delete the post to contribute a permanent cost saving (recurrent)
 - To modernise the post through conversion (recurrent)



Police Staff

2.12 The number of police staff is currently 1080 (January 2017) and represents a significant proportion of our capability and capacity to deliver the Force Aim, as part of a fully integrated workforce. As with officers, we anticipate the profile of police staff to change in the future to better meet the emerging demand on our services. We anticipate that the overall funded posts will reduce to 955 by April 2022 and this figure will also include an accompanying growth over the same period of 120 Modern Apprenticeships. This will be achieved by:

- Reductions via continuous improvement and efficiency
- Expansion of Modern Apprenticeships
- Targeted VER associated with specific change reviews
- Reductions offset by creation of new police staff roles through workforce modernisation or building new capability/ skill set requirements

2.13 In taking forward the growth of apprenticeships this will primarily be actioned by converting existing and future police staff vacancies. This will mean that the net reduction of police staff posts up to April 2022 is likely to be c. 125 posts – however the precise number will be dictated by the emerging financial envelope through future Government Grant settlements.

2.14 Five-year detailed recruitment plans have been developed for all operational police staff posts e.g. Call Handlers, Detention Officers, PCSOs and Investigation roles. These have been developed and will always be linked to any decisions around the future workforce mix and introduction of Modern Apprenticeships.

2.15 In anticipation of the continuing step-up of police officer recruitment, we have established minimum two-year tenure to all PCSOs. This is required to ensure we maintain stability and sustainability by reducing unplanned churn, akin with that already implemented for the contact management roles in the Hub Command (4-years), in order to maximise return on investment (training) and maintain maximum frontline delivery.

Apprenticeships (Business Case agreed by SLG)

2.16 In order to address the UK productivity gap the government are requiring a much greater national commitment to apprenticeships. From April 2017, we will be subject to both a national apprenticeship levy and a public sector apprenticeship target. The rate of the levy will be 0.5% of an employer's wage bill and collected via PAYE. The levy can be used to fund new apprenticeships. Aligned to this is the public sector target requiring 2.3% of our workforce to comprise of apprentices. However, Humberside Police is positively committed to nurturing and developing more of our own talent; therefore, we have ambitious plans to exceed the public sector target and establish in the long-term 120 modern apprenticeship posts across all police staff areas. The Force sees apprenticeships as an opportunity to:



- **Build the talent pipeline:** apprenticeships can be used either for new recruitment or to develop internal talent to fill critical skills gaps
- **Develop existing staff:** apprenticeships are of value for anyone changing roles or who wants to learn new skills and advance within the organisation
- **Improve social mobility:** increasing the number of apprenticeships helps identify talent from diverse backgrounds and give them opportunities to progress within their organisation

2.17 Whilst traditional apprenticeships are generally seen as 16 to 18-year old school leavers (of which there will be a number of entry routes into the organisation for this group), the majority of our apprenticeships could be borne from higher-level policing roles. Priority areas include; civilian investigators, PCSOs, computer skills for cybercrime and Intelligence/ Demand analysts, emergency call handlers/ contact officers, as well as the more traditional police staff roles in enabling services.

Mandatory Expansion of Apprenticeships across all Police Staff Areas

2.18 Due to the introduction of the Apprenticeship Levy, accessible from May 2017, the Force will have to pay into the Levy just over £500k. The only way for the Force to access this and other funds is by implementing a significant growth in apprenticeships. In the longer term this will not be a problem as the Force will be able to rely on Level 6 Higher Apprenticeships for all new police officers (but this is unlikely to be on-stream until 2020), or by aligning leadership development with existing supervisory and first line manager roles and treating them as level 5/6/7 Modern Apprenticeships. In order to establish such a significant growth of apprenticeships the Force will mandate the creation of such across all police staff areas as shown below:

Modern Apprenticeship Projections

	FTE 17/18	FTE 18/19	FTE 19/20	FTE 20/21	FTE 21/22
Modern Apprenticeships	60	90	120	120	120

3. Additional Resources Required to Deliver the Future Workforce Profile

3.1 The Humberside Operational Police Training (OPT) Team currently consists of 15 permanent members of staff with a workforce mix of 6 police officers and 9 police staff. Additional to this, is temporary funding until the end of May 2017 for 4 x Band D temporary funded members of staff to assist with extra training capacity. Of these there are 2.5 members of temporary staff currently in post.



3.2 In line with the recruitment step up programme an investment was made to the Force training centre at Courtland Rd to provide extra classroom capacity and building alteration to enable a suitable training environment.

3.3 The achievement in terms of recruitment and training since January/February 2016 (the agreed JSLG recruitment step-up programme) has been very significant especially from a stop start position on the back of an extended period of a de-facto recruitment freeze. To a large extent this demonstrates the agility, commitment and success of our extensive recruitment, WFP and training team effort. The recruited numbers achieved are significantly higher than the original plan agreed by JSLG in Early 2016, and has thus accommodated unforeseen increases in establishment for both police officers, PCSOs and Contact Officers/ Dispatchers during the last 12 months. The numbers actually achieved include:

Police Officers	<u>251</u> – by the end of March 2017
PCSOs	56
Hub Command	63
Other Commands	85
Total Police Staff	<u>204</u> – to date

3.4 The Recruitment step-up programme initially agreed operational police training staffing levels and building alteration based on the following Force requirements for Foundation training courses for 2016/17 and 2017/18.

Student officers

- November 2016 (36 officers)
- January 2017 (36 officers)
- March 2017 (36 officers)
- July 2017 (36 officers)
- September 2017 (36 officers)
- November 2017 (16 officers)
- January 2018 (16 officers)
- March 2018 (16 officers)

PCSO's

2 x 20 students – courses Jan and March 2017

Transferees

4 x intakes during 2017/18

Special Constables

1 x Intake – May 2017

3.5 Based upon the revised future workforce profile the needs around recruitment and training will increase. These Increases are summarised below:

Student Officers

July 2017 – Now requires intake of 54 Officers an increase of 18 with the added complication that up to 36 of these 54 officers will be attesting as



police officers at the end of March 2017 to complete a pilot pre IPLDP programme.

November 2017, January 2018 and March 2018 intakes increasing from 16 to 36 on each totalling 60 extra student officers during this period.

Total increase 78 officers over 4 single intakes.

Special Constables

Following discussion between the Chief Constable and the Specials Chief Officer, and given the attrition issues within the Special Constabulary, there is now a requirement for 3 intakes during the financial year 2017/18.

Total increase of 2 intakes beyond the initial indication of having 1 Special course for 2017/18.

PCSO's

There is a requirement for at least 1 intake of 18-20 PCSO's for 2017.

PPD Expansion

The Home Office requires all Forces to mandate a stop and search training programme to all Frontline Officers in 2017. The likely delivery of this training product will be to utilise 10 weeks of the PPD to deliver in 2 modules to each of the 5 teams in Communities Command and other officers from Specialist or PVP. This roll out will require planning and delivery by OPT trainers.

- 3.6 To achieve the latest requirements of the recruitment step-up programme will need the following (these costings will replace any existing temporary commitments agreed as part of the original recruitment step-up programme):
- a) Increase staffing numbers in Operational Police Training by 5.5 temporary funded Band D trainer posts (includes the current 2.5 temp people in posts), on a 2-year contract commencing 1st April 2017 – note that if we are unable to secure these Band D trainers then the only other option is to second police officers to undertake the training.
 - b) Increase staffing numbers in IS training by 2 x temporary funded Band D trainer posts on a 2-year contract commencing 1st April 2017.
 - c) Increase staffing numbers in Driver Training by 2 x temporary funded Band D trainer posts on a 2-year contract/secondment commencing 1st April 2017.
 - d) Increase staffing numbers in Personal Safety Training by 1 x temporary funded Band D trainer post on a 2-year contract commencing 1st April 2017.
 - e) Provide a modest overtime budget to Operational Police Training to enable weekend Specials training to be staffed through overtime preventing the necessity for re rostering midweek rest days to trainers who are committed midweek with Student officer training.
 - f) Remove the Post Foundation 2 Course from the IPLDP Programme. This Post Foundation Course covers achieving best evidence through video interview training. This course is over and above the interviewing of suspects and witnesses' modules covered in initial training, this extension is not a mandatory



requirement from the College of Policing. It is an enhanced package and given the large numbers of intakes in recruitment step up it is problematic factoring this course in to the training plan given its trainer and classroom requirements over and above initial training.

4. Financial Implications

4.1 The growth of 215 police officer posts as part of the revised strategic police officer profile has been fully costed and included within the MTRS.

4.2 The following table highlights the costs associated with the temporary Training Resources as set out above.

						17/18	18/19	Total
Change in structure	Post number	Estimated start date	Length of contract	Months	FTE	Amount in £	Amount in £	Amount in £
New Post								
Band D Operational Police training	TBC	Apr-17	24 months	24	5.50	169,950	169,950	339,900
Band D IS training	TBC	Apr-17	24 months	24	2.00	61,800	61,800	123,600
Band D Driver training	TBC	Apr-17	24 months	24	2.00	61,800	61,800	123,600
Band D Personal Safety training	TBC	Apr-17	24 months	24	1.00	30,900	30,900	61,800
Constable overtime 270hrs in total						3,935	3,935	7,870
						328,385	328,385	656,770

						17/18	18/19	Total
Change in structure	Post number	Estimated start date	Length of contract	Months	FTE	Amount in £	Amount in £	Amount in £
Post being removed								
						0	0	0

Difference (+ surplus/ - deficit)						(328,385)	(328,385)	(656,770)
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Summary			17/18	18/19	Total
			Amount in £	Amount in £	Amount in £
New establishment			328,385	328,385	656,770
Post being removed			0	0	0
Difference (+ surplus/ - deficit)			(328,385)	(328,385)	(656,770)

5. Consultation

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5.1 The Workforce Profile is incorporated within the Strategic WFP process, SLG and Finance. The temporary resources requirements emanate from Learning and Development.

6. Legal Implications

6.1 No legal implications of relevance to the content of the report.

7. Equality and Diversity Implications

7.1 All Equality and Diversity requirements will be adhered to as part of the recruitment process.

8. Media Implications

8.1 The media will continue to play a significant part in the Force strategy to recruit police officers and police staff in accordance with the recruitment plan.

9. Recommendations

9.1 Corporate Governance Group to endorse the future profile of officer and staff posts as part of the strategic workforce plan (SLG already agreed Modern Apprenticeships Plan).

9.2 Corporate Governance Group to agree to fund the additional resource requirement in order to deliver the projected police officer recruitment plan.

9.3 Corporate Governance Group to agree to substitute any unfilled band D vacancy in OPT (the 5.5 post requirement) with a seconded police officer, if we are unable to attract sufficient Band D Trainers in OPT – accepting that if this is required there will be a further additional temporary cost to be met.