

Module Name: Contributing to Resourcing and Talent Planning in the Organisation – 5ARTP

Word Count: 2528

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By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: 

Date:

Contents

Document	Evidence Ref	Page(s)
Evidence Matrix	N/A	3-4
Portfolio Learning Statements	N/A	5-8
Workforce Plan and Skills Development Strategy 2017-2021 (extract)	EV1	9-12
E-mail confirming discussions with GS regarding FCC Workforce Planning model.	EV2	13-14
Generic Role Profile	EV3	15-20
Job Family Information	EV4	21-36
Record of discussion with LD re: Business Support Unit Workforce Planning model	EV5	37-38
Screenshot of Workforce Planning slide at People's Board	EV6	39-40
Police Uplift Information from Gov.UK	EV7	41-74
Police Federation Paper on Diversity in Police Service in England and Wales (extract)	EV8	75-78
Screenshot of Llwylo Intranet page	EV9	79-80
Screenshot of Talent Management page on DAP intranet site	EV10	81-82
Leadership Development Prospectus	EV11	83-98
E-mail to confirm requirement for Contact Handling Support recruitment	EV12	99-104
Contact Handling Support role profile	EV13	105-108
Vacancy Request Form (VRF) requesting advertisement of vacancy for 'pool' replenishment	EV14	109-114
Screenshot of HR Recruitment Meeting	EV15	115-116
Screenshot of Oleo recruitment platform, showing Contact Handling Support Vacancy	EV16	117-118
Screenshot of Routine Orders, showing Contact Handling Support Vacancy	EV17	119-120
Progress Sheet – Successful individual	EV18	121-126
Progress Sheet – Contact Handling Support	EV19	127-128
Recruitment and Selection Policy	EV20	129-132
Promotion Selection Policy – Police Officers	EV21	133-136
Update e-mail to FCC	EV22	137-138
Self-reflection of Recruitment process	EV23	139-140
Screenshot of applicant numbers for 'Pool'	EV24	141-142
Feedback from Performance Manager on personal contribution to FCC recruitment	EV25	143-144

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Qualification title: Higher Diploma in Applied HR				Unique Learner No. (ULN):1907534			
Unit code	Unit title	Assessment criteria no.	Evidence description	Evidence reference number	Assessor initials	I/V initials if sampled	
5ARTP	Contributing to Resourcing and Talent Planning in the Organisation.	1.1 & 1.2	Workforce Plan and Skills Development Strategy 2017-2021	EV1			
		1.3	E-mail confirming discussions with GS regarding FCC Workforce Planning model.	EV2			
		1.2	Generic Role Profile	EV3			
		1.2	Job Family Information	EV4			
		1.2	Record of discussion with LD re: Business Support Unit Workforce Planning model	EV5			
		1.2	Screenshot of Workforce Planning slide at People's Board	EV6			
		1.2	Police Uplift Information from Gov.UK	EV7			
		1.3	Police Federation Paper on Diversity in Police Service in England and Wales	EV8			
		1.1 & 1.3	Screenshot of Lwyio intranet page	EV9			
		1.1	Screenshot of Talent Management page on DAP intranet site	EV10			
		1.3	Leadership Development Prospectus	EV11			
		3.1 & 3.2	E-mail to confirm requirement for Contact Handling Support recruitment	EV12			
		3.4	Contact Handling Support role profile	EV13			

	3.3	Vacancy Request Form (VRF) requesting advertisement of vacancy for 'pool' replenishment	EV14
	3.4	Screenshot of HR Recruitment Meeting	EV15
	3.5	Screenshot of Oleo recruitment platform, showing Contact Handling Support Vacancy	EV16
	3.5	Screenshot of Routine Orders, showing Contact Handling Support Vacancy	EV17
	3.5	Progress Sheet -- Successful individual	EV18
	3.5	Progress Sheet -- Contact Handling Support	EV19
	1.2 & 3.3	Recruitment and Selection Policy	EV20
	1.1	Promotion Selection Policy -- Police Officers	EV21
	3.5	Update e-mail to FCC	EV22
	3.6	Self-reflection of Recruitment process	EV23
		Screenshot of applicant numbers for 'Pool'	EV24
	3.4 & 3.5	E-mail from FCC Performance Manager	EV25

Candidate declaration:

- I confirm that the work/evidence presented for assessment is my own unaided work.
- I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action.
- I agree to this work being subjected to scrutiny by textual analysis software if required.
- I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998.
- I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records.
- I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.



Signature:

Date:

25/05/2021

Contributing to Resourcing and Talent Planning In the Organisation

1.

Dyfed-Powys Police has a clear strategy to how it approaches Workforce and Talent Planning, which is delivered largely by the Senior Manager Workforce Planning and Change, supported by an HR Support Officer. Their role is predominantly to manage the workforce, ensuring that the requirement for certain skills within the organisation is managed and that these are planned for to maintain adequate levels for business to be delivered.

This requirement is supported by the organisations 'Workforce Plan and Skills Development Strategy 2017-2021' (EV1). This strategy supports the strategic focus of the organisation and the objectives of the Police and Crime Commissioner in his Police and Crime Plan (EV2) and the Force Management Statement (EV3). These documents offer a strategic steer for the Force which provides the ability to be able to assess the required skills and staffing requirements to meet these objectives. The staffing levels of both police officers and police staff are monitored closely by the Workforce Planning Team and this covers both the functional turnover and dysfunctional turnover of both. The volume of retiring police officers is also closely monitored and is easier to do due to the requirement for police officers to retire at the age of 60, or when they have reached 30 years pensionable service. With this in mind, the Workforce Planning Team are able to predict this and thus can identify any upcoming skills gaps.

In addition to the Workforce Planning Team's role, the future demands of the organisation are also assessed by a central team known as the 'Spending Wisely' team. This group has a horizon scanning role and assessing what national or international changes there are likely to be which could impact policing and the skill / resource requirement needed. This work has identified the need for an increase in the number of resources for areas such as Digital and Cyber Crime and Domestic Abuse. This has allowed the organisation review its approach to addressing these areas and invest in our response. CIPD (2018) suggest that this is best practice and forms a vital part of the workforce planning process, being able to identify and react to future demands.

The Force has also undertaken a programme of workforce modernisation over recent years. This approach has been adopted as a means of offering a greater degree of diversity within the organisation, by opening the vacancies to a wider labour market. When these vacancies are progressed, the organisation also look to use positive action promotion to try and increase the number of females in certain positions, as well as harder to engage ethnic groups and those with protected characteristics. This promotion has been made slightly easier since the COVID pandemic, with an increase in the number of roles offering an 'Agile' approach, allowing individual to work more remotely, allowing individuals from further afield apply, who may previously have been put off by the necessity for extensive commuting.

Dyfed-Powys Police also operates some talent management initiatives, which are aimed at developing staff and officers in their roles. These are contained within the organisations Leadership Development Prospectus (EV11) (EV9) and line managers are prompted to have these discussions as part of the Development and Assessment Profile (DAP) to identify high performers (EV10).

A further approach taken by the Force has been the use of 'pools' for certain vacancies, where there is an expected high turnover. This includes vacancies within the Force Communication Centre (FCC), where there is often a high 'churn' of staff. To plan for this, the organisation has tried to maintain a continual pool of candidates, who are ready to be recruited into roles as vacancies become available. This has shown some benefits, however has often led to some candidates withdrawing from the process due to the time taken from application to eventual intake.

During this process I was able to interview the Performance Manager from the FCC regarding their specific approach to workforce planning. These discussions outlined that the FCC has a highly sophisticated method of workforce planning, including future demand and scenario planning, as well as adopting tools to maintain staffing levels by placing a minimum tenure on all positions within the FCC. To achieve effective planning the department has also created a task and finish group to monitor a range of different areas, including recruitment and retention, demand

forecasting, future legislation impacts as well as potential changes to the FCC business model. This has included the recent requirement for additional resources to support social media contact with the Police. Whilst this process appears a sophisticated approach to WFP, this is not conducted consistently across the organisation. Having met with the Head of the Business Support Unit, there is a more rudimentary approach, consisting of reacting to vacancies and monitoring the staffing budget on a monthly basis. In contrast to the FCC, there is a lack of forward planning to forecast future demands or changes in workplace skill requirements.

In addition, the Force has also adopted a 'job family' (EV4) approach to its roles, with the use of generic role profiles to offer flexibility and to allow individuals to be moved between roles as demand requires. This is a similar approach as being taken by a proportion of other public sector bodies, with 17% of Local Authorities using generic role profiles and 35 using these but only in specific fields (Porter-Bent et al, 2016). Whilst the concept of this is a sound one, and one which is supported by the generic role profile, this has been difficult to implement fully within the Force and discussions with the Head of the Business Support Unit (EV5) confirmed this, having experienced difficulties in both recruiting adequately skilled individuals into the right positions, but also being able to quickly redirect resources when required due to increasing demand. This has resulted in the generic role profile not being able to meet its full potential benefits.

As well as the Workforce Planning Team monitoring the Force's establishment and requirement for future skills, there is also a clear governance process in place, consisting of both local and strategic meetings to review such matters. Locally, the Resource Management Group (RMG) looks at the skill requirements on a count or departmental level, assessing the level of expected retirees, upcoming demand, as well as levels of absenteeism. This allows individuals to be 'shifted' between roles as and when required. For Police Officers, this is a simple process and one which can be done with relative ease due to the working conditions of service. In addition, this process is a structured one, supported by a specific policy document, detailing the ways in which promotions can take place for police officer ranks (EV21). Whilst this is possible to some degree, this becomes far more difficult for Police Staff due to the protections provided within their contracts and a lack of resilience within roles to be able to afford abstraction levels or react dynamically to changes.

On a more strategic level, the organisation reviews the workforce plan at the Force Resource Board (FRB), as well as at Peoples Board (EV6) and also Policing Board, chaired by the Police and Crime Commissioner (PCC). This meeting is an opportunity for the PCC to hold the Force to account on its ability to predict the future requirements of the police force and to plan for it.

In addition to the internal factors that impact on service requirements, the Force also considers the external factors which can affect priorities, which ultimately can impact the skills requirement for service delivery. This includes Her Majesty's Inspectorate of Constabularies (HMIC), the College of Policing (CoP), Police Federation (EV8) as well as Welsh Government, all of which are stakeholders of the Police and can have an impact on how it operates.

Each HMIC assessment looks at certain areas of policing, including how well the organisation prevents crime and anti-social behaviour and how it treats vulnerable victims and individuals. This has resulted in an increased emphasis in these particular areas, which have resulted in changes to the way the organisation delivers its services and has required additional resources to do so. This external factor therefore has a direct impact on Internal resources. Additionally, with the Governments mandate to increase police officer numbers by an additional 20,000 officers by March 2023 (EV7), this has resulted in a shift in the way in which Dyfed-Powys Police has had to recruit officers. This has meant an increase the number of intakes across the year, along with a new Positive Action Officer being appointed, to increase the number of Black and Minority Ethnic (BAME) applicants and new recruits. The Police Federation have released a paper in January 2020 (Hales, 2020), which discussed the steps taken to increase diversity in the police service across England and Wales, which remarks that this is not clear, with some improvements being made in some BAME categories but not all and improvements seem greater in police staff and PCSO roles.

2. Recommendations

In light of the available information, both Internal to Dyfed-Powys Police as well as external information from Government and HMIC, there is a clear strategy in place to conduct Workforce Planning within Dyfed-Powys Police, with changes in the way the organisation has reacted to the need to increase diversity in police officer numbers due to the uplift requirement from the Government. Whilst this is positive that the Force is reacting and planning for such matters, this appears limited when compared with police staff roles. From investigations, Workforce Planning takes place for police staff in isolated areas, driven by the department more than the organisation as a whole. There are areas of work where this planning and talent management process is highly sophisticated, however this is not formalised across the organisation, with the primary focus being on the police officer establishment.

Whilst there are some areas of development open to police staff and police officers, there is a recognition that the use of 'attachments' to other departments are more widely available and achievable for police officers. This would increase the career opportunities for Police Staff roles and have a beneficial effect on employee retention (BBC). This was highlighted during discussions with the Head of the Business Support Unit, who suggested that, whilst this was in theory a positive step, it was difficult to accommodate due to workload and the impact that these abstractions would have on service delivery.

In order to support the development of staff and the ability to be able to 'flex' the organisation as it requires, the organisation should revisit the use of its generic role profiles. There is a need for the use of these role profiles to be built into the recruitment policy and processes, to allow individuals to be moved more freely throughout the organisation, and for senior manager buy-in to this flexible theory. At present, whilst the generic role profile is used in some areas, this does not allow for individuals to be moved throughout roles due to them being recruited into specific departments and roles. For this to be more beneficial, there is a need for this ethos to be more widely adopted to allow a truly flexible working practice to be realised.

3.

As part of my role as Business Support Officer within HR, I am responsible for the external recruitment of new employees to the organisation. As mentioned earlier, part of the organisations approach to Workforce Planning is the use of 'pool' recruitment processes. This has been used as a process for recruiting individuals into the Contact Handling Support vacancies, which form a large proportion of the Force Communication Centre (FCC) staff. This approach was decided on due to the nature of the Contact Handling Support and the high level of turnover in these roles, as people progress to other roles or move into police officer positions. In addition, this approach would allow a group of individuals to be recruited into a 'pool' of applicants who could then be progressed over the following 12 months, as vacancies became available.

Prior to the commencement of the recruitment process, it was first important that approval was given that the vacancy level was such that a recruitment process could be undertaken. This was done in discussion between the Senior Manager for Recruitment and the Performance Manager for the FCC (EV12). This process also requires the completion of a Vacancy Request Form to be submitted for approval. This form requires the applicant to submit information regarding the vacancy to advertised, along with a business case to support why it is needed (EV14). The details required within the VRF are detailed within the Force's 'Recruitment and Selection Policy' (EV20). Once done, the role profile was the decided upon (EV13), my role was then to ensure that this vacancy was advertised by my team and managed through the initial application stage, through the pre-employment checks and ultimately to any successful individuals being appointed into the organisation. Prior to vacancies being advertised by my team, I lead a weekly recruitment catch-up meeting, where we discuss the vacancies to be advertised that week, identifying who the lead will be for each vacancy, assessing whether all required information is available as well as reviewing the role profile and planned dates for interviews (EV15).

The recruitment process for Dyfed-Powys Police involves the use of a collaborative recruitment platform named Oleo (EV16). This is used for advertising all internal and external vacancies, along with these being advertised via

the Force's internal notice board; known as Routine Orders (EV17). My team has overall responsibility for vacancies being advertised accurately and in a timely manner, and to ensure there is a quality assurance process undertaken whereby I will check each vacancy for accuracy prior to advertising.

Once the vacancy has been published, I am responsible for maintaining contact with the business lead for the vacancy to ensure that they are aware of progress and that matters are being progressed in a timely manner. To assist with this, the Business Support Unit maintain a 'progress sheet', which tracks the status of all vacancies (EV19). In addition, when an individual is successful at interview for a vacancy, they then have an individual progress sheet (EV18), tracking their pre-employment checks. This allows me to monitor progress and update business leads accordingly. These update sheets are both accessible and maintained by my team and are used as reference tools in our weekly recruitment meetings. Throughout any recruitment process, however most importantly during 'pool' Force Communication Centre recruitment processes, it is vital that I maintain communication with the business lead to advise and guide on timelines for the vacancy, provide any specific updates on candidate levels as well as an opportunity to discuss specific intake dates and training requirements. This regular communication is vital due to the volume of applicants who apply for 'pool' vacancies (EV23). This allows me to advise my team of any particular details relating to any future intakes.

By carrying these regular meetings and discussion with my team and the business leads, and by maintaining accurate records of candidate details, this allows for the efficient and timely recruitment into these important roles for Dyfed-Powys Police.

Bibliography

CIPD (2018). *'Workforce Planning Practice'*. Accessed at: [workforce-planning-guide tcm18-42735.pdf \(cipd.co.uk\)](#). Accessed on 21/05/2021.

Porter-Bent A et al (2016). *'Ripping up job descriptions and replacing with generic job profiles'*. Accessed at: [Ripping up JD Layout 1 \(aspirehrbp.org.uk\)](#). Accessed on 21/05/2021.

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**Heddlu Police****DYFED-POWYS**

**WORKFORCE PLAN &
SKILLS DEVELOPMENT STRATEGY
MEDIUM TERM PLAN 2017 - 2021**

<i>Security Classification</i>	Not Protectively Marked
<i>Disclosable under FOIA 2000</i>	
<i>Contact/Author</i>	Dylan Davies
<i>Telephone/Ext number</i>	
<i>Department/Area</i>	DOR
<i>Date Created</i>	
<i>Purpose Of Paper: Agree Workforce Plan for the next 4 years</i>	

SECTION 1 - INTRODUCTION

1.1 Force Approach to the Medium Term Workforce Plan

This document has been prepared to set out a Medium Term Workforce Plan for the period of 2017-2021, based upon the operational requirements of the Force. This document also builds upon the detailed Annual Workforce Plan for 2017/18 and supports and reflects the agreed strategic objectives for the Force as detailed in the Police and Crime Delivery Plan 2017-2021, and the newly prepared Force Management Statement, which has also drawn upon demand work. Finally, this plan also takes account of the operational impact as detailed in the Force Strategic Assessment in respect to the threats and risks associated with crime, disorder and emerging issues within the Force and the demands this would place on the workforce.

A further important influence upon this plan has been the Police Vision 2025, which sets out a range of initiatives and planned changes, many of which relate to workforce modernisation. As part of this, we have also taken careful note of ongoing work, led by the College of Policing, on Professional Development.

Against this backdrop of development and change, the Forces' approach to workforce planning is to become increasingly more innovative over the course of the next three to four years, both to respond to workforce related changes within Policing (nationally and locally) and to ensure we are in a strong position to be able to attract, develop, reward and retain the people and skills required to meet future demands and challenges in an economic way.

The CIPD defines workforce planning as "a process to ensure the right number of people with the right skills are employed in the right place at the right time to deliver the organisations short and long term objectives. It embraces a diverse and extensive range of activities which will vary between organisations and situations. "This Medium Term plan looks to encapsulate the CIPD definition for workforce planning by delivering an appropriately sized workforce with the right mixture of skills to meet all future requirements and demands.

EV2

Harris David

From: Harris David
Sent: 29 April 2021 19:52
To: Scanlon Gareth
Subject: [SWYDDOGOL-SENSITIF OFFICIAL-SENSITIVE - Gweithredol Operational] Notes from Resourcing Discussion

SWYDDOGOL-SENSITIF OFFICIAL-SENSITIVE - Gweithredol Operational

For named recipient/s or distribution group I dderbynnydd/derbynwyr a enwlr neu grŵp dosbarthu
Good evening Gar,

I wanted to e-mail to thank you for taking the time to discuss the current model for Resourcing and Talent Planning in the FCC and how this has been developed to suit your specific resourcing requirements. I have summarised our discussion below and would be grateful if you are able to confirm that this acts as an accurate reflection of our chat:

Workforce Planning (WFP) within the FCC is a crucial and incredible complex task, covering a large group of both police staff and police officers, covering organisational critical roles. This is made more challenging by the nature of how shift patterns are made up, which leads to very little resilience when factored in with sickness, leave and other abstractions – both planned and otherwise.

To effectively WFP in the FCC has been a challenge and has resulted in several steps being implemented, which include:

- Minimum tenure of posts – This has been implemented with a 2 year minimum tenure to ensure a return on investment for the FCC, particularly given the extensive recruitment and training programme staff go through.
- Creation of multiple task and finish groups, tasked with minimising disruption caused by recruitment, maximising new applicants and reducing and planning for department churn.
- Horizon scanning for upcoming changes in demand or legislation which could impact on the way the Force has to deliver certain services, including the increase in digital contact.
- Demand forecasting and resource forecasting to be able to effectively WFP for future years, mapping numbers of retirements, maternity covers, long terms abstractions etc and the impact that this can have on any skills gaps in the FCC. This is even more important for FCC staff (against police officers) as it is a much longer process to backfill staff when positions become vacant.

From our discussion it was evident that there is a highly sophisticated WFP model in place in the FCC, mapping several different and disparate areas of work, to ultimately maintain business delivery to front line policing.

I am very grateful for your time and for taking the time to discuss this topic in such detail with me.

Kind regards
Dave



Dave Harris
Swyddog yr Uned Cymorth Busnes/ BSU Officer
Uned Cymorth Busnes (UCB) – Adnoddau Dynol a Chyflogres/ Business Support Unit – Human Resources
Heddlu Dyfed-Powys Police
Ext:23817

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SWYDDOGOL-SENSITIF OFFICIAL-SENSITIVE - Gwelthredol Operational

EV3

Support Administrator Job Family - Support

Grade: C

Department: Various

Location: Headquarters/ Territorial (as applicable)

Security Vetting: RV

Brief Description of your Job, its main purpose and major tasks:- The post holder will be required to provide administrative support within their specific business area. Role Specific 1. To provide efficient and timely transactional service support to functions delivered by the Business Area. 2. To utilise Force and national systems in effectively supporting Dyfed-Powys Police business. 3. To deliver high quality support to frontline policing services. 4. To develop a broad range of skills to provide effective delivery and resilience within the business area. 5. To provide timely advice and support to other business areas within the Force. 6. To provide timely and effective advice to external customers and the wider public (where appropriate). Role Generic 1. To undertake as directed the transactional activities and administrative tasks required. 2. To provide an effective and efficient service to both internal and external customers ensuring confidentiality is maintained at all times. 3. To deal effectively with internal and external communication from staff and members of the public. 4. To ensure force systems are maintained and updated effectively in line with business processes. 5. To develop, maintain and ensure effective business processes. 6. To comply with Dyfed-Powys Police Policies on Staff Development, Personal Development Review (P.D.R), Equal Opportunities, Health & Safety, Management of Police Information, Data Protection and Information Security and act in accordance with Force Guidance documents and protocols.	Your level of responsibility: 1. You are required to work on your own initiative and make routine decisions 2. You are required to clarify with your supervisor any information or procedure you are not familiar with. 3. You are to work to a high degree of accuracy and attention to detail. 4. You will seek and provide information to others who may not be as familiar with the subject matter. 5. You will work within clear defined guidelines and established procedures. 6. You are to maintain confidentiality. Your Attainments: Role Generic 1. Must possess G.C.S.E's Grades A - C, in Mathematics and English Language, or have proven relevant experience to a comparable level in numeracy and literacy (E) 2. Must demonstrate proficiency at working to a high degree of accuracy and show attention to detail (E) 3. Must demonstrate a practical approach to problem solving (E) 4. Must be proficient in the use of Microsoft Word for word processing and Excel for data manipulation and reporting (E) 5. Must have effective keyboard inputting skills enabling effective inputting and retrieval of data (E) 6. Must be able to demonstrate good verbal and written communication skills (E) 7. Must have previous experience of delivering high standards of service to internal and external customers (E) 8. Must be prepared to successfully complete all training and assessment required of the role (E) 9. Should be able to respond to general enquiries over the phone and face to face through the medium of Welsh (Level 1). (D) Key: (E) = Essential (D) = Desirable
Note: This job description is provided to give post holders a broad outline of the job activities of this post. Dyfed-Powys Police may require other duties to be undertaken which are not necessarily specified on the job description but which are commensurate with the scale of the post. The job description may be amended from time to time within the scope and level of responsibility relevant to this post.	

Selection Criteria to be evidenced on application is below:-

	Application	Interview
Personal Qualities		
Serving the Public	X	X
Openness to Change		X
Service Delivery		X
Professionalism	X	X
Decision Making		X
Working With Others	X	X
Attainments		
Role Generic		
1. Must possess G.C.S.E's Grades A - C, In Mathematics and English Language, or have proven relevant experience to a comparable level in numeracy and literacy. (E)	X	
2. Must demonstrate proficiency at working to a high degree of accuracy and show attention to detail. (E)	X	X
3. Must demonstrate a practical approach to problem solving. (E)	X	X
4. Must be proficient in the use of Microsoft Word for word processing and Excel for data manipulation and reporting. (E)	X	X
5. Must have effective keyboard inputting skills enabling effective inputting and retrieval of data. (E)	X	X
6. Must be able to demonstrate good verbal and written communication skills (E)	X	X
7. Must have previous experience of delivering a high standard of service within a customer support or similar environment. (E)	X	X
8. Must be prepared to successfully complete all training and assessment required of the role. (E)	X	
9. Should be able to respond to general enquiries over the phone and face to face through the medium of Welsh (Level 1). (D)	X	

Generic Personal Qualities [Support]

Serving the Public

Demonstrates a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them. Builds public confidence by actively engaging with different communities, partners and stakeholders. Identifies the best way to deliver services to different communities. Understands partners' perspectives and priorities, and works co-operatively with them to deliver the best possible overall service to the public.

Openness to Change

Positive about change, adapting rapidly to different ways of working and putting effort into making them work. Flexible and open to alternative approaches to solving problems. Finds better, more cost-effective ways to do things, making suggestions for change and putting forward ideas for improvement. Takes an innovative and creative approach to solving problems.

Service Delivery

Understands the organisation's objectives and priorities, and how own work fits into these. Plans and organises tasks effectively, taking a structured and methodical approach to achieving outcomes. Manages multiple tasks effectively by thinking things through in advance, prioritising and managing time well. Focuses on the outcomes to be achieved, working quickly and accurately and seeking guidance when appropriate.

Professionalism

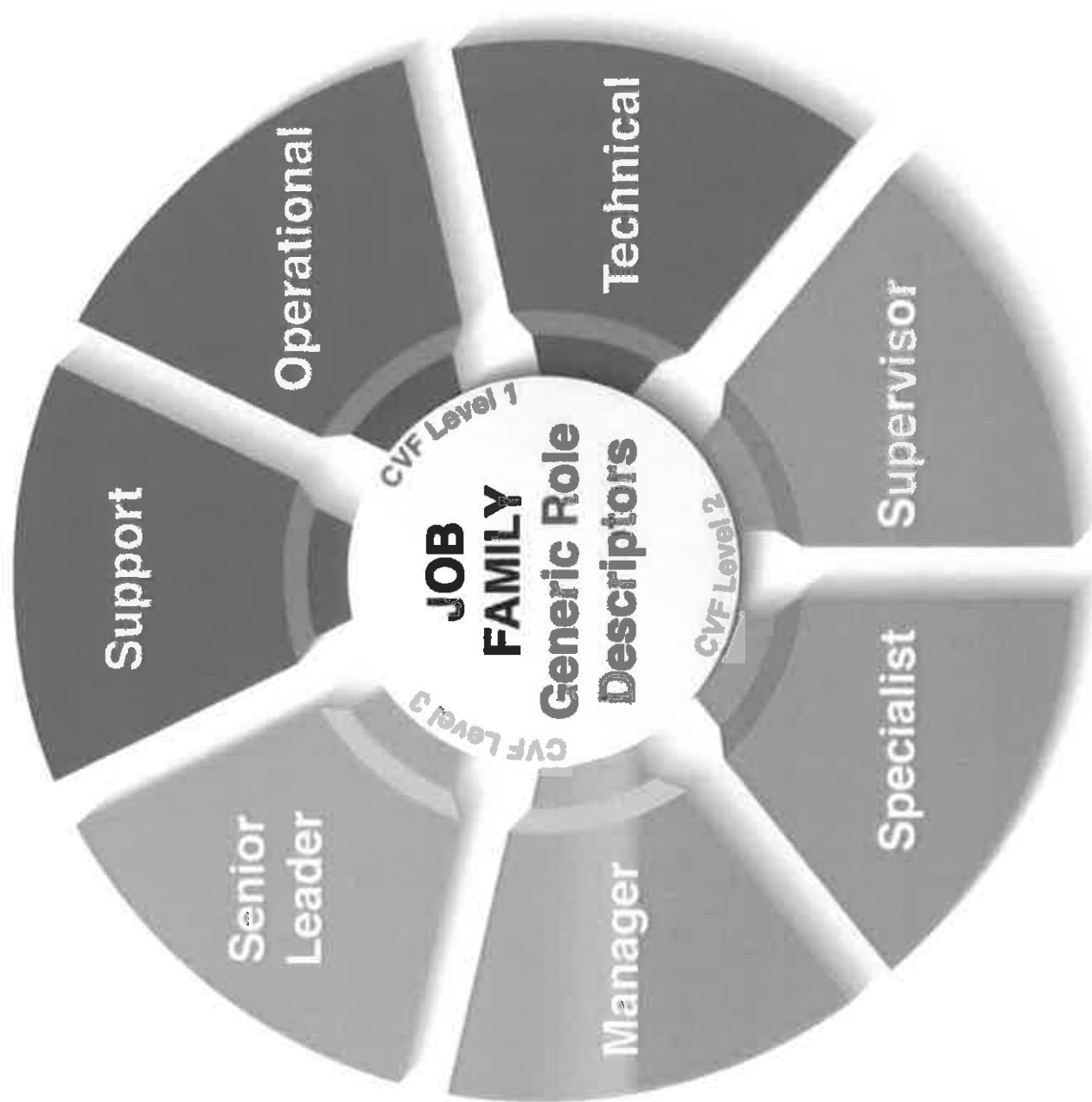
Acts with integrity, in line with the values and ethical standards of the Police Service. Acts on own initiative to address issues, showing energy and determination to get things done. Takes ownership for resolving problems, demonstrating courage and resilience in dealing with difficult and challenging situations. Upholds professional standards, acting as a role model to others and challenging unprofessional conduct or discriminatory behaviour. Asks for and acts on feedback, learning from experience and continuing to develop own professional skills and knowledge. Remains calm and professional under pressure, defusing conflict and being prepared to make unpopular decisions or take control when required.

Decision Making

Gathers, verifies and assesses all appropriate and available information to gain an accurate understanding of situations. Considers a range of possible options before making clear, timely, justifiable decisions. Reviews decisions in the light of new information and changing circumstances. Balances risks, costs and benefits, thinking about the wider impact of decisions. Exercises discretion and applies professional judgement, ensuring actions and decisions are proportionate and in the public interest.

Working With Others

Works co-operatively with others to get things done, willingly giving help and support to colleagues. Is approachable, developing positive working relationships. Explains things well, focusing on the key points and talking to people using language they understand. Listens carefully and asks questions to clarify understanding, expressing own views positively and constructively. Persuades people by stressing the benefits of a particular approach, keeps them informed of progress and manages their expectations. Is courteous, polite and considerate, showing empathy and compassion. Deals with people as individuals and addresses their specific needs and concerns. Treats people with respect and dignity, dealing with them fairly and without prejudice regardless of their background or circumstances.



January 2020

SUPPORT

Generic Attainments

1. Must possess G.C.S.E's Grades A - C, in Mathematics and English Language, or have proven relevant experience to a comparable level in numeracy and literacy **(E)**
2. Must demonstrate proficiency at working to a high degree of accuracy and show attention to detail **(E)**
3. Must demonstrate a practical approach to problem solving **(E)**
4. Must be proficient in the use of Microsoft Word for word processing and Excel for data manipulation and reporting **(E)**
5. Must have effective keyboard inputting skills enabling effective inputting and retrieval of data **(E)**
6. Must have effective written and oral communication skills **(E)**
7. Must have previous experience of delivering high standards of service to internal and external customers **(E)**
8. Must be prepared to successfully complete all training and assessment required of the role **(E)**
9. Must have the ability to communicate through the medium of Welsh to Level 1 or willing to achieve this within six months of appointment **(E)** [[Click here](#) for the DPP Welsh Language requirements]

Generic Major Tasks

1. To undertake as directed the transactional activities and administrative tasks required.
2. To provide an effective and efficient service to both internal and external customers ensuring confidentiality is maintained at all times.
3. To deal effectively with internal and external communication from staff and members of the public.
4. To ensure force systems are maintained and updated effectively in line with business processes.
5. To develop, maintain and ensure effective business processes.
6. To comply and act in accordance with relevant legislation, Dyfed-Powys Police Policies and protocols, including Code of Ethics, Development & Assessment Profile (DAP), Equal Opportunities, Health & Safety, Management of Police Information, Data Protection and Information Security.

CVF behaviours for this job family can be found [here](#)

Level of responsibility for this job family can be found [here](#)



OPERATIONAL

Generic Attainments

1. Must demonstrate a practical approach to problem solving (E)
2. Must demonstrate proficiency at working to a high degree of accuracy and show attention to detail (E)
3. Must be able to read and understand instructions and follow guidance (E)
4. Must have effective written and oral communication skills (E)
5. Must have basic numeracy skills (E)
6. Must have basic keyboard skills and basic proficiency in the use of Microsoft Outlook and Word (E)
7. Must have the ability to deal effectively with the general public in a customer service environment (E)
8. Must possess an awareness of Health and Safety Legislation to support safe working practices (E)
9. Must possess appropriate first aid skills or be prepared to undertake training in this, and in other Health & Safety issues. (E)
10. Must have a full driving license. (E)
11. Must have the ability to communicate through the medium of Welsh to Level 1 or willing to achieve this within six months of appointment (E) [[Click here](#) for the DPP Welsh Language requirements]

Generic Major Tasks

1. To complete activities and tasks required of the role in a timely manner.
2. To provide an effective and efficient service to both internal and external customers ensuring confidentiality is maintained at all times.
3. To communicate effectively with internal and external customers.
4. To ensure all work is undertaken is compliant with relevant legislation and force policies and procedures.
5. To comply and act in accordance with relevant legislation, Dyfed-Powys Police Policies and protocols, including Code of Ethics, Development & Assessment Profile (DAP), Equal Opportunities, Health & Safety, Management of Police Information, Data Protection and Information Security.

CVF behaviours for this job family can be found [here](#)

Level of responsibility for this job family can be found [here](#)



TECHNICAL

Generic Attainments

1. Must possess a Diploma level qualification related to the specialist area, or have proven, relevant experience bringing the role holder to a comparable level (E)
2. Must possess professional accreditation in the specialist area, or be prepared to successfully achieve this accreditation within 12 months of commencing in role (E)
3. Must have a proven ability to work effectively with a minimum of supervision, organising and prioritising own workload (E)
4. Must have effective written and oral communication skills, with an ability to communicate with people at all levels of the organisation. (E)
5. Must demonstrate a practical approach to problem solving (E)
6. Must demonstrate proficiency at working to a high degree of accuracy and show attention to detail (E)
7. Must have effective keyboard inputting skills (E)
8. Must be computer literate, proficient in the use of Microsoft Word and Excel (E)
9. Must be able to travel within the force area as required by the role (E)
10. Must have the ability to communicate through the medium of Welsh to Level 1 or willing to achieve this within six months of appointment (E) [[Click here](#) for the DPP Welsh Language requirements]

Generic Major Tasks

1. To deliver advice and guidance to the point of resolution.
2. To undertake activities and administrative tasks as required.
3. To provide an effective and efficient service to both internal and external customers ensuring confidentiality is maintained at all times.
4. To communicate effectively with internal and external customers.
5. To ensure force systems are maintained and updated effectively in line with business processes.
6. To ensure all work is undertaken is compliant with relevant legislation and force policies and procedures, keeping up to date with emerging technologies and best practise.
7. To comply and act in accordance with relevant legislation, Dyfed-Powys Police Policies and protocols, including Code of Ethics, Development & Assessment Profile (DAP), Equal Opportunities, Health & Safety, Management of Police Information, Data Protection and Information Security.

CVF behaviours for this job family can be found [here](#)

Level of responsibility for this job family can be found [here](#)

SUPERVISOR

Generic Attainments

1. Must possess GCSEs Grades A - C, in Mathematics and English Language, or have proven relevant experience to a comparable level in numeracy and literacy (E)
2. Must have experience of mentoring, coaching or supervising others (E)
3. Must have previous administrative experience (E)
4. Must be able to administer policies and procedures to quality standards (E)
5. Must have effective written and oral communication skills, with an ability to communicate with people at all levels of the organisation. (E)
6. Must have proven organisational skills and have the ability to effectively prioritise tasks to achieve deadlines (E)
7. Must demonstrate proficiency at working to a high degree of accuracy and show attention to detail (E)
8. Must demonstrate a practical approach to problem solving (E)
9. Must be proficient in the use of Microsoft Word for word processing and Excel for data manipulation and reporting (E)
10. Must be able to travel within the force area as required by the role (E)
11. Must have the ability to communicate through the medium of Welsh to Level 1 or willing to achieve this within six months of appointment (E) [Click [here](#) for the DPP Welsh Language requirements]

Generic Major Tasks

1. To be responsible for the management, development and provision of quality services through flexible tasking processes.
2. To provide day to day line management of employees, including the proactive management of workplace health and wellbeing.
3. To deal with employee conduct, performance and attendance matters in adherence to Force policy.
4. To work with customers at the initial point of contact and have the responsibility for resolving queries.
5. To prepare original reports and statistical returns to improve quality and performance and meet statutory and regulatory requirements
6. To be responsible for specific budgets and ensuring expenditure is monitored.
7. To implement ongoing training and development activity to up skill staff, promoting flexibility of deployment and resilience.
8. To identify activities and processes that require improvement to deliver change and enhance performance.
9. To provide supervisory resilience during periods of absence/abstraction.
10. To comply and act in accordance with relevant legislation, Dyfed-Powys Police Policies and protocols, including Code of Ethics, Development & Assessment Profile (DAP), Equal Opportunities, Health & Safety, Management of Police Information, Data Protection and Information Security.

CVF behaviours for this job family can be found [here](#)

Level of responsibility for this job family can be found [here](#)

SPECIALIST

Generic Attainments

1. Must hold a degree, equivalent professional qualification or have relevant experience in the field of work bringing the role holder to a comparable level (E)
2. Must have experience of effecting change to improve personal performance (E)
3. Must show evidence of continuous professional development (E)
4. Must have well developed written and oral communication skills, including delivering high quality presentations (E)
5. Must be computer literate with good knowledge of Microsoft Word, Excel and PowerPoint (E)
6. Must be able to evidence ability to work autonomously, making sound evidence based decisions (E)
7. Must have proven experience of advising and influencing others (E)
8. Must be able to manage a workload and balance competing priorities, redirecting resources quickly and effectively to meet changing demands (E)
9. Must be able to travel throughout the force area (E)
10. Should have proven experience of leading and managing teams (D)
11. Must have the ability to communicate through the medium of Welsh to Level 1 or willing to achieve this within six months of appointment (E) [Click [here](#) for the DPP Welsh Language requirements]

Generic Major Tasks

1. To deliver advice and guidance on complex issues to the point of resolution.
2. To be accountable for service delivery.
3. To lead projects as directed by Senior Managers.
4. To effectively utilise continuous improvement techniques to improve and develop services.
5. To be responsible for specific budgets as designated ensuring expenditure is monitored.
6. To comply and act in accordance with relevant legislation, Dyfed-Powys Police Policies and protocols, including Code of Ethics, Development & Assessment Profile (DAP), Equal Opportunities, Health & Safety, Management of Police Information, Data Protection and Information Security.

CVF behaviours for this job family can be found [here](#)

Level of responsibility for this job family can be found [here](#)

MANAGER

Generic Attainments

1. Must hold a degree, equivalent professional qualification or have relevant experience in the field of work bringing the role holder to a comparable level (E)
2. Must have proven experience of leading and managing teams (E)
3. Must have experience of effecting change to improve performance (E)
4. Must show evidence of continuous professional development (E)
5. Must have well developed written and oral communication skills, including delivering high quality presentations (E)
6. Must be computer literate with good knowledge of Microsoft Word, Excel and PowerPoint (E)
7. Must be able to evidence ability to work autonomously, making sound evidence based decisions (E)
8. Must have proven experience of advising, negotiating and influencing with internal and external customers at all levels (E)
9. Must be able to manage a workload and balance competing priorities, redirecting resources quickly and effectively to meet changing demands (E)
10. Must be able to travel throughout the force area (E)
11. Should have experience of managing budgets (D)
12. Must have the ability to communicate through the medium of Welsh to Level 1 or willing to achieve this within six months of appointment (E) [[Click here](#) for the DPP Welsh Language requirements]

Generic Major Tasks

1. To deliver advice and guidance on complex issues to the point of resolution.
2. To be accountable for service delivery through effective tasking and co-ordination processes.
3. To lead projects as directed by Senior Managers.
4. To provide day to day line management of employees, including the proactive management of workplace health and wellbeing.
5. To deal with employee conduct, performance and attendance matters in adherence to Force policy.
6. To effectively analyse performance of the work area, utilising continuous improvement techniques to improve and develop services.
7. To oversee specific budgets as designated ensuring expenditure is monitored.
8. To comply and act in accordance with relevant legislation, Dyfed-Powys Police Policies and protocols, including Code of Ethics, Development & Assessment Profile (DAP), Equal Opportunities, Health & Safety, Management of Police Information, Data Protection and Information Security.

CVF behaviours for this job family can be found [here](#)

Level of responsibility for this job family can be found [here](#)

SENIOR LEADER

Generic Attainments

1. Must hold a degree, equivalent professional qualification or have relevant experience in the field of work bringing the role holder to a comparable level (E).
2. Must be professionally qualified in the function field and or have relevant experience in the field of work to bring the role holder to a comparable level (E).
3. Must have proven experience of leading and managing functions/departments (E)
4. Must have managed and controlled budgets/resourcing and understanding of financial management procedures (E).
5. Must have extensive experience of delivering a service with competing demands (E)
6. Must have experience of effecting change to improve performance (E)
7. Must show evidence of continuous professional development (E)
8. Must have well developed written and oral communication skills, including delivering high quality presentations (E)
9. Must be computer literate with good knowledge of Microsoft Word, Excel and PowerPoint (E)
10. Must be able to evidence ability to work autonomously, making sound evidence based decisions (E)
11. Must have proven experience of advising, negotiating and influencing with internal and external customers at all levels (E)
12. Must be able to manage a workload and balance competing priorities, redirecting resources quickly and effectively to meet changing demands (E)
13. Must be able to travel throughout the force area (E)
14. Must have the ability to communicate through the medium of Welsh to Level 1 or willing to achieve this within six months of appointment (E) [[Click here](#) for the DPP Welsh Language requirements]

Generic Major Tasks

1. To be responsible for implementing long-term strategic development across a specialist or professional area and/or in a significant strategic function of the force.
2. To regularly give advice and influence at senior levels of the organisation.
3. To lead a functional area including the shaping of the long term strategic direction of an area of activity.
4. To be accountable for the service delivery and compliance of their function and have a significant influence upon the structure and development of their area of activity.
5. To provide day to day line management of employees, including the proactive management of workplace health and wellbeing.
6. To be responsible for employee conduct, performance and attendance matters in adherence to Force policy.
7. To be overall accountable for resources and financial spend within their function.
8. To ensure succession planning, development of staff and talent management is undertaken.
9. To comply and act in accordance with relevant legislation, Dyfed-Powys Police Policies and protocols, including Code of Ethics, Development & Assessment Profile (DAP), Equal Opportunities, Health & Safety, Management of Police Information, Data Protection and Information Security.

CVF behaviours for this job family can be found [here](#)

Level of responsibility for this job family can be found [here](#)

EV5

Harris David

From: Harris David
Sent: 09 May 2021 19:40
To: Davies Lynne
Subject: [SWYDDOGOL OFFICIAL] Workforce Planning Discussion - Friday 07/05/2021

SWYDDOGOL OFFICIAL

Good evening Lynne,

I wanted to thank you for taking the time to discuss the Business Support Unit's approach to Workforce Planning and Talent Management on Friday last week. I have summarised what I feel where the main points of discussion and would be grateful if you are able to confirm if you feel that they are an accurate reflection of what we discussed.

Should you feel any amendments are needed please let me know.

Main Points:

- Business Support Unit meets to discuss establishment information in a monthly 'Establishment' meeting, which take place monthly (pre-Covid).
- In this meeting the establishment and any staffing vacancies are reviewed.
- Any notable training issues and DAP issues are discussed.
- Staffing budget is reviewed.
- Succession planning could be done more consistently than it currently is by reviewing age profile of establishment to forecast for future vacancies due to retirements. This could feed into Talent Management process.
- Performance Management in certain areas could be more robust which would allow for demand to be forecast and reacted to more effectively.
- Generic role profile has not been as effective as it could be due to an organisational approach to challenge from other employees on transparency.
- Generic role has been difficult to implement fully due to some roles requiring a particular aptitude for certain working practices i.e figures/maths.
- There is a recognised lack of career pathways for police staff within organisation, particularly when compared against police officer colleagues.
- Organisations approach to recruitment has not allowed generic role profile to be utilised as fluidly as possible and vacancies have had to be advertised several times rather than using other 'generic admin' candidates.

Many thanks again for your time Lynne.

If you want to make any amendments to the above, please feel free to do so.

Regards
Dave



Dave Harris
Swyddog yr Uned Cymorth Busnes/ BSU Officer
Uned Cymorth Busnes (UCB) – Adnoddau Dynol a Chyflogres/ Business Support Unit – Human Resources
Heddlu Dyfed-Powys Police
Ext:23817

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SWYDDOGOL OFFICIAL

People & OD Team Update

Workforce Planning & Change - Update on items not covered earlier

Key activities since November Board

- Management Information review underway
- Standardised reporting mechanisms
- Programme Manager appointed for End to end process and system review
- T-card and iTrent data cleanse and alignment
 - Cost purposes alignment achieved January 2021
- Created functionality within iTrent to record and report people movements in real time

Forward Look

- Project scoping for Workforce Planning Process & System Review upon arrival of Programme Manager
- Completion of data cleanse and alignment of T-Card and iTrent
 - Removal of non-established seats to be completed by March 2021
 - Ongoing maintenance to take place to avoid need for future data cleanse activities
- Access to iTrent for BCU HR Support Officers to input people moves directly in real time and to eliminate risk and delays associated with current double entry
- Monthly alignment of T-Card and iTrent data for all people movements to be mandatory
- Continued focus on improving MI reports for Resource Management Groups and Force Resource Board



Gwent Police

DYFED-POWYS

EV6

1. Home (<https://www.gov.uk/>)
 2. Crime, justice and law (<https://www.gov.uk/crime-justice-and-law>)
 3. Policing (<https://www.gov.uk/crime-justice-and-law/policing>)
 4. Police officer uplift, quarterly update to March 2021 (<https://www.gov.uk/government/statistics/police-officer-uplift-quarterly-update-to-march-2021>)
- Home Office (<https://www.gov.uk/government/organisations/home-office>)

Official Statistics

Police officer uplift, England and Wales, quarterly update to 31 March 2021

Published 29 April 2021

Contents

1. Introduction
2. Allocations and Baseline
3. Officer uplift to 31 March 2021
4. Glossary

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This publication is available at <https://www.gov.uk/government/statistics/police-officer-uplift-quarterly-update-to-march-2021/police-officer-uplift-england-and-wales-quarterly-update-to-31-march-2021>

Frequency of release: Quarterly

Forthcoming releases: Home Office statistics release calendar (https://www.gov.uk/search/research-and-statistics?content_store_document_type=upcoming_statistics&keywords=fire&organisations%5B%5D=home-office)

Home Office responsible statistician: John Flatley

Press enquiries: pressoffice@homeoffice.gov.uk

Telephone: 0300 123 3535

Public enquiries: crimeandpolicestats@homeoffice.gov.uk

Privacy information notice (<https://www.gov.uk/government/publications/home-office-crime-and-policing-research-and-annual-data-requirement-adr-data-privacy-information-notices>)

Introduction

This release contains information on progress towards the recruitment of an additional 20,000 police officers in England and Wales by March 2023.

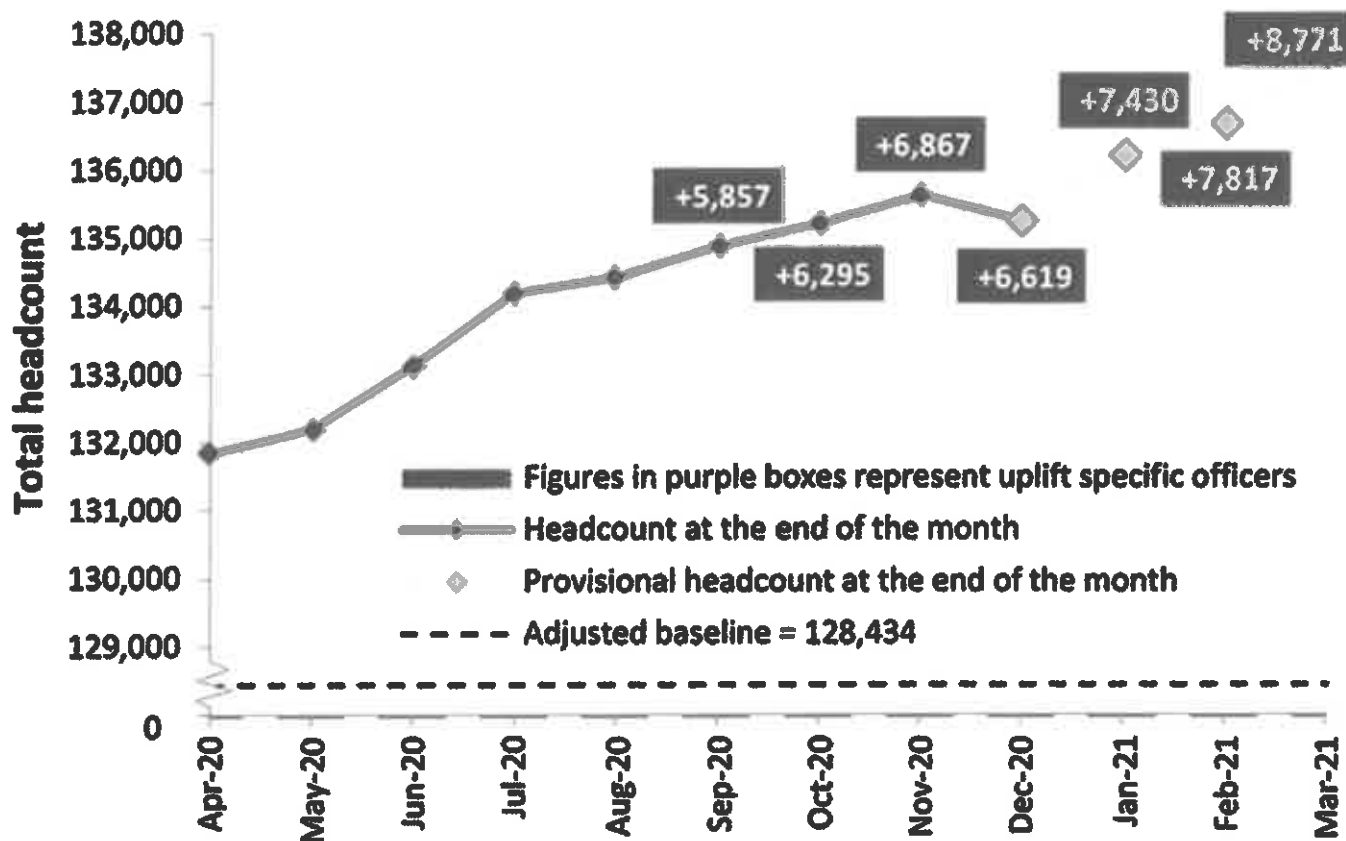
137,704 officers provisional headcount as at 31 March 2021

+8,771 (of +20,000 by March 2023) provisional uplift figure as at 31 March 2021

Key findings

- provisional data show that there were 137,704 officers in the 43 territorial police forces in England and Wales as at 31 March 2021
- this is an increase of 9,270 officers on the adjusted baseline of 128,434. Of these additional officers:
 - 8,771 had been recruited from funding for the Police Uplift programme and contribute towards the target of 20,000 by March 2023 (7% above the baseline)
 - a further 499 additional officers had been recruited through other funding streams (such as from local council tax precept)

Figure 1: Officers recruited into uplift



- all 43 territorial forces in England and Wales met or exceeded police uplift allocations set in year ending March 2021
- since April 2020, more than four in ten new recruits (42%) have been female and 10.6% (who stated their ethnicity) identified as belonging to a minority ethnic group
- 139,312 applications to become a police officer have been received since October 2019

1. Introduction

A manifesto commitment of the current Government was a pledge to recruit an additional 20,000 police officers (<https://www.gov.uk/government/news/national-campaign-to-recruit-20000-police-officers-launches-today>) in England and Wales by 31 March 2023. This release provides information on progress towards the recruitment of these officers and data are provided for each territorial police force in England and Wales on a monthly basis. Furthermore, this release also contains information on the gender and ethnicity of police officers in post as at 31 March 2021, and of new recruits since April 2020.

The guidance issued to forces for the collection of police uplift data matches that issued for the existing statistical series 'Police workforce, England and Wales' (<https://www.gov.uk/government/collections/police-workforce-england-and-wales>), which is published on a biannual basis.

Though data in this bulletin are released as official statistics, they have not yet been assessed for designation as National Statistics^[footnote 1] by the Office for Statistics Regulation .

While this release provides a provisional quarterly update on the number of police officers (headcount) in England and Wales, it is not intended to replace the long running statistical series 'Police workforce, England and Wales' (<https://www.gov.uk/government/collections/police-workforce-england->

and-wales)', which also contains information on other police workers. The data released in the biannual 'Police workforce, England and Wales' have been designated as National Statistics^[footnote 1], and users are therefore encouraged to use those data to analyse police numbers. The biannual release provides a snapshot of officer numbers on both a full-time equivalent (FTE) and headcount basis as at 31 March and 30 September each year, as well as more detailed breakdowns on joiners and leavers.

Police workforce, England and Wales

Frequency of release: Biannually (July and January)

Period covered: Data at 31-Mar and 30-Sept each year

Workforce covered: Police forces in England and Wales, British Transport Police, and National Crime Agency

Measurement: FTE and headcount

Police officer uplift, England and Wales

Frequency of release: Quarterly (July, October, January, April)

Period covered: Data at the end of the preceding quarter

Workforce covered: Police forces in England and Wales

Measurement: Headcount

The statistics cover all the 43 territorial police forces in England and Wales.

In line with the established statistical series used for measuring the size and composition of the police workforce ('Police workforce, England and Wales' (<https://www.gov.uk/government/collections/police-workforce-england-and-wales>')), figures quoted in this bulletin include those on career breaks or other forms of long term absence, as well as those seconded into police forces from other constabularies. It excludes those seconded out from forces to central services (such as the Home Office, the National Crime Agency etc.).

1.1 Headcount versus full-time equivalent

Our headline workforce statistics (published biannually) report on officers on both a full-time equivalent (FTE) and a headcount basis. However, given that headcount is the most appropriate way to measure and track the recruitment processes which relate to individuals (e.g. applications, vetting, assessment centres), this release reports on officers on a headcount basis only. There is a relatively small difference between headcount and FTE figures. The most recently published police workforce statistics, Police workforce, England and Wales: 31 March 2020 (<https://www.gov.uk/government/statistics/police-workforce-england-and-wales-31-march-2020>), showed that as at 31 March 2020, the police officer headcount was 131,576 and the FTE was 129,110 – a 2% difference. For new recruits, the difference in the two measures is likely to be even smaller as most new joiners tend to start on a full-time basis.

1.2 Temporal effects

Once a force surpasses their baseline level (see chapter 2

(<https://www.gov.uk/government/publications/police-officer-uplift-quarterly-update-to-march-2021/police-officer-uplift-england-and-wales-quarterly-update-to-31-march-2021#allocations-and-baseline>)) new officers will start counting towards their uplift allocation. As there is a flow of officers joining and leaving the police service each month, the number of officers counting towards uplift can vary over the course of a year. For example, if in a given month more officers leave than join, the number of officers counting towards uplift would decrease compared with the previous month.

Some forces plan to run the majority of their recruitment at a particular point in the year as it may be more efficient to do so, whereas other forces may choose to recruit more consistently and continuously throughout the year. These decisions will vary depending on the size and composition of the force and the volume of new officers they are seeking to recruit. Therefore, while this release reports on the position of each force at the end of each month, it should not be used to compare the progress of one force against another.

1.3 Exceeding the year one allocation and local recruitment

Since the baseline does not account for locally planned recruitment and adjustments made after the year ending March 2020 financial year, recruitment under funds raised through year ending March 2021 local precept^[footnote 2] flexibility (as well as recruitment funded by other means) must be taken into account when calculating the number of uplift officers.

For forces who have made a commitment to recruit further officers (through local funding), in addition to their uplift officers, the number of officers counting towards uplift is initially capped at their year one allocation. If the force continues to recruit and then also exceeds the recruitment plans under local funds, additional officers will then continue to count towards uplift.

Where forces have exceeded their year one allocation, they have chosen to continue recruitment in anticipation of funding for future years of the programme. As part of the Provisional Police Grant report (<https://questions-statements.parliament.uk/written-statements/detail/2020-12-17/hcws663>), allocation decisions for year ending March 2022 have been announced with allocations for year ending March 2023 to be announced in due course.

1.4 Data collection and publication

Home Office statisticians have worked closely with police colleagues working on the Police Uplift Programme to collect and quality assure data for this publication. Data are sourced from police forces' Human Resource systems and are collected on a monthly basis from each of the 43 territorial police forces in England and Wales.

Data are published on a quarterly basis in April, July, October, and January, each year, for the duration of this recruitment drive. The aim is that each bulletin provides provisional data for the most recent quarter, and finalised data for previous quarters. Table 1.1 shows revisions made since the last quarterly release.

Table 1.1: Summary of monthly headcount revisions

Month	Headcount published in 'quarter to December 2020' bulletin	Updated Headcount	Difference (Headcount)
Oct-20	135,215	135,215	-
Nov-20	135,623	135,623	-
Dec-20	135,248	135,247	-1

1.5 Additional data sources

The data in this release can be found in the 'Police officer uplift, England and Wales, March 2021 (https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/980208/polic-e-officer-uplift-quarterly-update-to-march-2021-tables.ods)' data tables.

Future editions in this series will be available on the statistical collection page 'Police officer uplift statistics (<https://www.gov.uk/government/collections/police-officer-uplift-statistics>)'.

National Statistics on the police workforce, including full-time equivalent (FTE) figures and information on other worker types, are published biannually in the 'Police workforce, England and Wales (<https://www.gov.uk/government/collections/police-workforce-england-and-wales>)' statistical bulletin.

2. Allocations and Baseline

2.1 Baseline

The first release in this statistical series (<https://www.gov.uk/government/statistics/police-officer-uplift-quarterly-update-to-march-2020>), published on 30 April 2020, set out the methodology for calculating a starting figure (or baseline) against which the recruitment of an additional 20,000 officers would be measured.

While the announcement to recruit an additional 20,000 police officers (<https://www.gov.uk/government/news/national-campaign-to-recruit-20000-police-officers-launches-today>) in England and Wales was made in September 2019, we are not using the police workforce statistics as at 30 September 2019 (published on 30 January 2020) as the initial baseline. This is because most forces already had plans to increase their workforce establishment during 2019/20 following planned local council tax precept increases.

A full explanation of this decision, alongside further details on the baseline methodology, and in-year adjustments made since, can be found in the statistical note 'Plans for statistical reporting on progress with the recruitment of an additional 20,000 police officers in England and Wales (<https://www.gov.uk/government/statistics/plans-for-statistical-reporting-on-progress-with-the-recruitment-of-an-additional-20000-police-officers-in-england-and-wales>)', and previous versions of this statistical series (<https://www.gov.uk/government/collections/police-officer-uplift-statistics>).

Throughout the duration of the recruitment campaign small adjustments to the baseline figure are expected as externally funded posts move from one organisation to another as a part of organisational re-structuring. For example, Greater Manchester and West Yorkshire have both seen in year adjustments following loss of external funding (such as posts transferring out of the force to the National Crime Agency). **The baseline figure for which recruitment of an additional 20,000 officers is measured is now 128,434.**

Detailed figures for each Police Force Area, including in-year adjustments, can be found in Table B1 (https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/980208/polic-e-officer-uplift-quarterly-update-to-march-2021-tables.ods) of the accompanying data tables.

2.2 Allocations

Following the announcement of the Government commitment to recruit an additional 20,000 police officers (<https://www.gov.uk/government/news/national-campaign-to-recruit-20000-police-officers-launches-today>) by March 2023, the Home Office published details (<https://www.gov.uk/government/news/home-office-announces-first-wave-of-20000-police-officer-uplift>) of the first phase to recruit up to 6,000 additional officers by the end of March 2021. Information on the allocations given to individual police forces can be found in Table B1

(https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/980208/polic-e-officer-uplift-quarterly-update-to-march-2021-tables.ods).

As part of the Provisional Police Grant report (<https://questions-statements.parliament.uk/written-statements/detail/2020-12-17/hcws663>), allocation decisions for year ending March 2022 have been announced. The next quarterly update of this statistical series (quarterly update to June 2021) will contain further information on these allocations, as well as progress made in the first quarter of year ending March 2022. Decisions on allocations for year ending March 2023 will be announced in due course.

2.3 What counts as uplift?

Each police force has a baseline figure, and an allocation of additional officers to recruit by March 2021 (Table B1

(https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/980208/police-officer-uplift-quarterly-update-to-march-2021-tables.ods)). Police forces are required to backfill any leavers throughout the duration of the campaign, as well the additional officers allocated to them through the uplift funding before the recruitment goals can be met.

Exceeding the allocation and year ending March 2021 precept

Some forces have recruited officers over and above their year one uplift allocation. There are a number of reasons for this:

1. In advance of allocation decisions for year ending March 2022 and year ending March 2023 being announced, some forces chose to recruit in excess of their year one allocation in anticipation of receipt of uplift funding in future years
2. Some forces chose to run the majority of their recruitment early in the current financial year as it may be more efficient to run a single recruitment exercise rather than a number of separate ones; these forces will therefore see a spike in their headcount, as well as their uplift position, which will reduce as the year progresses as they have profiled to return to their allocation level as other officers leave the service
3. Some forces also have plans to recruit additional officers through local funds, such as council tax precept; while the baseline takes into account additional recruitment under year ending March 2020 precept, year ending March 2021 precept and other adjustments were not accounted for at the time; in this situation the difference between the headcount figure and the baseline figure could be greater than the uplift allocation since the additional officers are not funded through the uplift programme, and rather through local funds

In scenarios one and two, officers in excess of the year one allocation are still counted towards uplift progress, since they are to be funded through this route. In scenario 3, since these officers are to be funded locally, such as the year ending March 2021 council tax precept, these officers do not count towards the uplift allocations.

For forces who have made a commitment to recruit additional officers on top of their uplift allocation (through local funds), the number of officers counting towards uplift is initially capped at their year one allocation. If the force continues to recruit, and then also exceeds the locally funded recruitment plans, any further additional officers will then continue to count towards uplift. As in scenario 1, these additional uplift officers are recruited in anticipation of uplift funding for future years.

For example:

Force A has a year one allocation of 50 officers, and plans to recruit a further 25 officers through local funding. Force A has a baseline figure of 1,000 and a current headcount of 1,060.

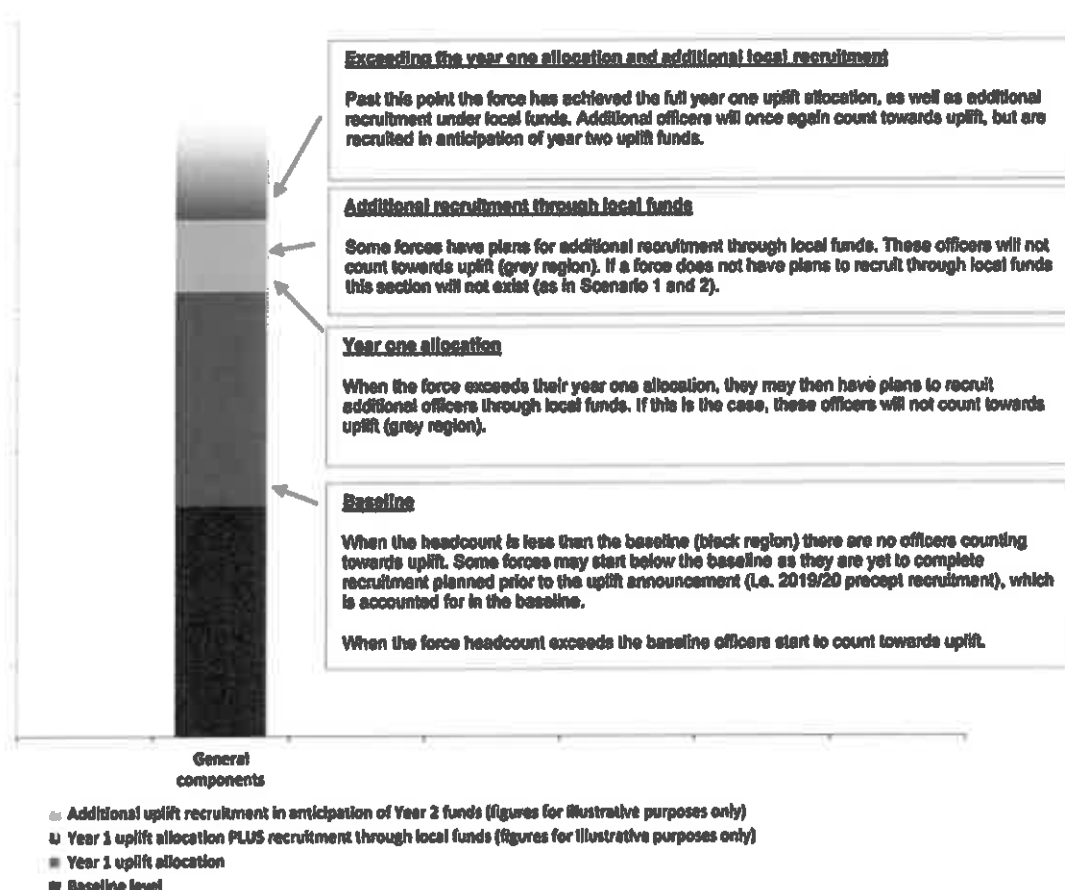
The difference between the current headcount and the baseline is $1,060 - 1,000 = 60$ officers.

Since the difference is in excess of the year one allocation, and the force has made the Home Office aware of plans to recruit via local funds, only 50 officers would count towards uplift. The remaining 10 officers count towards the forces' ambition to recruit an additional 25 officers through local funds.

Two months later Force A has a headcount of 1,095 officers. The difference between the headcount and the baseline now is $1,095 - 1,000 = 95$ officers.

Since the difference now exceeds both the year one uplift allocation (50), and the recruitment plans under local funds (25), any additional officers once again count towards uplift. In this case, the initial 50 count as uplift, and the force has also achieved its ambition to recruit 25 officers through local funds, so the remaining 20 officers will once again count towards uplift, bringing the total uplift figure to $50 + 20 = 70$ officers.

Figure 2.2: How uplift is counted, an example



The accompanying data tables

(https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/980208/polic-e-officer-uplift-quarterly-update-to-march-2021-tables.ods) break these data down as follows:

Table B1: Baseline, adjusted baseline and allocation

Table U1: Current headcount position

Table U2: Officers counting towards uplift

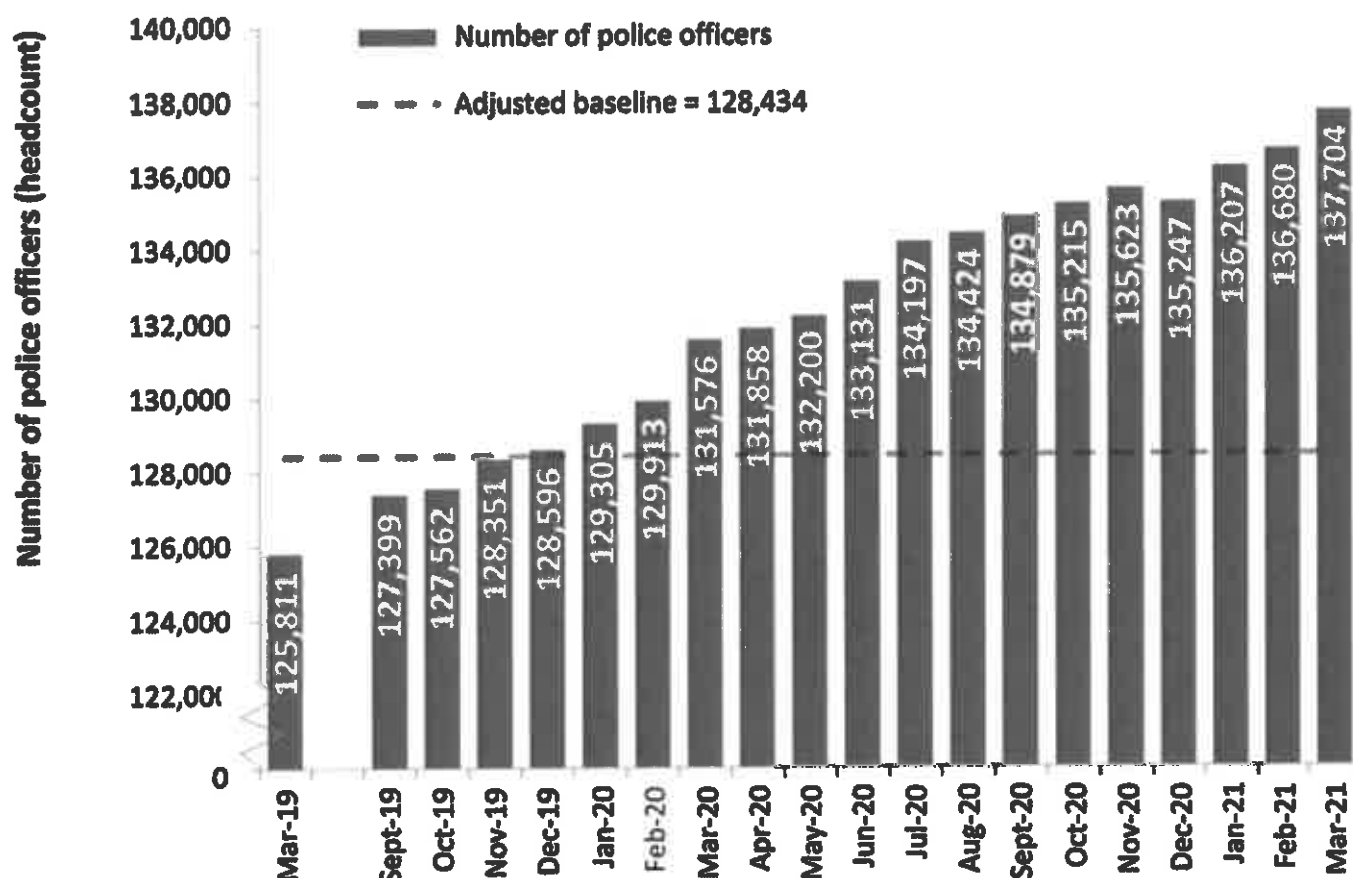
Table U3: Officers recruited via other means

3. Officer uplift to 31 March 2021

As at 31 March 2021 provisional data show that there were 137,704 officers in the 43 territorial police forces in England and Wales. This is an increase, against the adjusted baseline (128,434), of 9,270 officers. Of these additional officers, 8,771 can be attributed to the uplift programme (a 7% increase on the adjusted baseline), and the remaining 499 through local funding (see chapter 2 (<https://www.gov.uk/government/publications/police-officer-uplift-quarterly-update-to-march-2021/police-officer-uplift-england-and-wales-quarterly-update-to-31-march-2021#allocations-and-baseline>) for further details).

Collection of data for the monitoring of uplift commenced in October 2019. Figure 3.1 shows how officer numbers have steadily increased every quarter, to 137,704 in March 2021. On a monthly basis, officer numbers decreased in December. After a small decline between November 2020 and December 2020, officer numbers increased in each of the first three months of 2021.

Figure 3.1: Number of police officers¹, 31 March 2019 to 31 March 2021, England and Wales



Source: Table U1

(https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/980208/police-officer-uplift-quarterly-update-to-march-2021-tables.ods)

Notes:

1. Data for the most recent quarter (January 2021 to March 2021) are provisional and subject to change in future releases of this statistics series, when they will be finalised.

This release contains information on progress towards the recruitment of an additional 20,000 police officers as at 31 March 2021, which is the first full year of the recruitment drive. All 43 police forces have met or exceeded the uplift allocations given to them for the year ending March 2021 period.

3.1 Officers counting towards uplift

As discussed in chapter 2 (<https://www.gov.uk/government/publications/police-officer-uplift-quarterly-update-to-march-2021/police-officer-uplift-england-and-wales-quarterly-update-to-31-march-2021#allocations-and-baseline>), since the baseline does not account for planned recruitment and adjustments post the financial year ending March 2020, recruitment under funds raised through year ending March 2021 council tax precept (as well as recruitment funded by other means) must be taken into account when calculating the number of uplift officers.

Table 3.1 shows the number of officers in England and Wales at the end of every month for which programme data have been collected. The table also shows how this figure relates to the adjusted baseline, and how many additional officers are attributed to the uplift programme.

Table 3.1: Headcount and uplift position, by month, England and Wales

Month	Headcount as at the end of the month	Adjusted baseline	Officers counting towards uplift recruitment	Additional officers under precept	Total change from adjusted baseline
Oct-19	127,562	128,434	-872	-	-872
Nov-19	128,351	128,434	-83	-	-83
Dec-19	128,596	128,434	+162	-	+162
Jan-20	129,305	128,434	+871	-	+871
Feb-20	129,913	128,434	+1,479	-	+1,479
Mar-20	131,576	128,434	+3,142	-	+3,142
Apr-20	131,858	128,434	+3,424	-	+3,424
May-20	132,200	128,434	+3,621	+145	+3,766
Jun-20	133,131	128,434	+4,374	+323	+4,697
Jul-20	134,197	128,434	+5,191	+572	+5,763
Aug-20	134,424	128,434	+5,322	+668	+5,990
Sep-20	134,879	128,434	+5,857	+588	+6,445
Oct-20	135,215	128,434	+6,295	+486	+6,781

Month	Headcount as at the end of the month	Adjusted baseline	Officers counting towards uplift recruitment	Additional officers under precept	Total change from adjusted baseline
Nov-20	135,623	128,434	+6,867	+322	+7,189
Dec-20	135,247	128,434	+6,619	+194	+6,813
Jan-20	136,207	128,434	+7,430	+343	+7,773
Feb-20	136,680	128,434	+7,817	+429	+8,246
Mar-20	137,704	128,434	+8,771	+499	+9,270

Source: Table U1, Table U2, Table U3

(https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/980208/polic-e-officer-uplift-quarterly-update-to-march-2021-tables.ods)

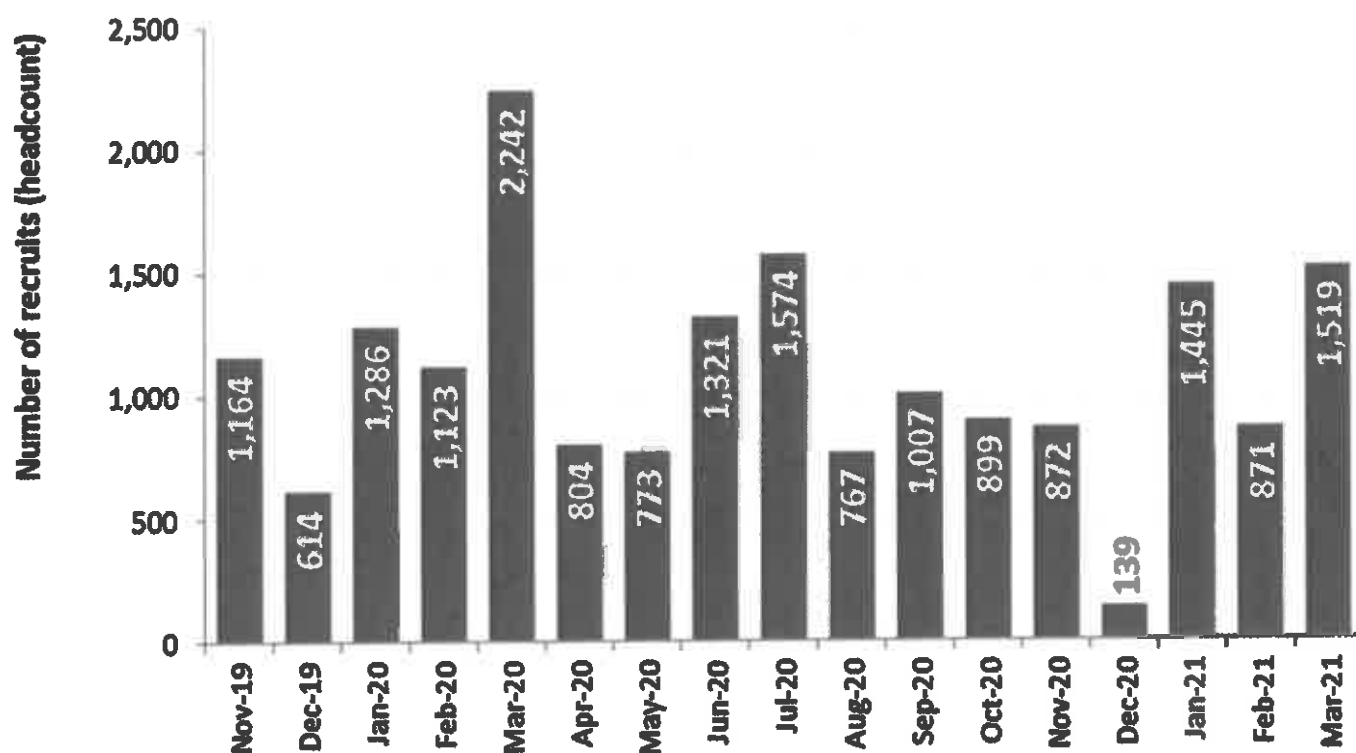
3.2 All new recruits

Not all new recruits will be counted as progress towards uplift, as forces must maintain their baseline by recruiting to backfill any leavers. The number of new recruits therefore exceeds the number of officers counting towards uplift, as some of these were recruited to backfill vacancies, or to achieve other recruitment commitments.

Figure 3.2 shows the total number of new recruits per month since data collection began in November 2019 (robust data for all forces was not available prior to that). These figures include all new recruits, and so will be a combination of officers recruited under precept funding, those recruited against uplift, as well as others recruited to backfill any leavers. However, these figures exclude those returning to the Police Service after a period of absence and do not include transfers between forces, so should not be used to deduce the actual number of leavers.

Since November 2019, there have been 18,420 new recruits to the 43 territorial police forces in England and Wales. Officer recruitment levels vary by month reflecting the different recruitment cycles of individual forces. Recruitment levels were the lowest in December 2020, with many forces choosing to wait until the New Year to run a recruitment round. For example, 35 forces recruited in both January and March, while only 6 forces recruited in December 2020.

Figure 3.2: Number of recruits, by month, England and Wales



Source: Table U4

(https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/980208/police-officer-uplift-quarterly-update-to-march-2021-tables.ods)

Notes:

1. These data do not include those returning to the Police Service after a period of absence, nor do they include transfers.

Data for individual police forces can be found in the data tables

(https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/980208/police-officer-uplift-quarterly-update-to-march-2021-tables.ods) that accompany this publication.

3.3 Diversity

Data on the gender and ethnicity of all officers in post at the end of each quarter, and of new recruits have been collected since 1 April 2020. Prior to that, such data were not collected as part of the 'officer uplift' monthly collection in a consistent manner, so do not form part of this release. However, data on the gender and ethnicity of new recruits are also published annually in the 'Police workforce, England and Wales' (<https://www.gov.uk/government/collections/police-workforce-england-and-wales>) statistical bulletin, the latest of which covers the period to March 2020.

Data on gender are collected under three categories ('male', 'female', and 'prefer to self-describe') see Glossary (<https://www.gov.uk/government/statistics/police-officer-uplift-quarterly-update-to-march-2021/police-officer-uplift-england-and-wales-quarterly-update-to-31-march-2021#glossary>), and data on ethnicity are collected aggregated to five broader categories (White, Black, Asian, Mixed, Other and 'prefer not to say') to align with the Office for National Statistics (ONS) Census 2011 classification. Home Office and NPCC continue to work with police forces to improve the quality of data collected

on protected characteristics. It is expected that this will result in more complete data for officers and new recruits, as well as updated records for those officers in post where a characteristic was previously not stated.

Diversity of those in post as at 31 March 2021

As at 31 March 2021 there were 45,996 female officers in post, accounting for 33.4% of all officers. On the same date, 10,218 officers identified as belonging to the Black, Asian, Mixed or Other ethnic group (7.6% of those who stated their ethnicity).

Looking across each individual ethnic group, of all officers in England and Wales that stated an ethnicity, 3.3% identified as Asian, 1.3% as Black, 2.2% as Mixed and 0.8% as 'Other'. While the proportion identifying as from a Mixed ethnic group was similar to that seen in the general population, rates were lower for Asian, Black and Other ethnic groups, as shown in table 3.3.

Table 3.3: Number of officers in post (headcount) as at 31 March 2021, by ethnicity

Ethnic group	Number of officers (headcount)	Adjusted % of all officers (excluding where ethnicity was not stated)	2011 census population estimates
White	123,983	92.4%	86.0%
Black	1,687	1.3%	3.3%
Asian	4,442	3.3%	7.5%
Mixed	3,000	2.2%	2.2%
Other	1,089	0.8%	1.0%
Prefer not to say	1,926	-	-
Unknown	1,577	-	-

Source: Table U8

(https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/980208/polic-e-officer-uplift-quarterly-update-to-march-2021-tables.ods), ONS 2011 Census

In general, the larger metropolitan police forces with the most ethnically diverse local populations had a higher proportion of officers in the Black, Asian, Mixed and Other ethnic groups. For example, the Metropolitan Police Service (MPS) had the highest proportion of officers in the Black, Asian, Mixed and Other ethnic groups, with 15.8 % of officers identifying themselves as such, which is the highest proportion on record. This was followed by West Midlands Police (12.3%) and Bedfordshire (10.0%).

However, these proportions still fall below the proportion of residents in each of these areas who identified as from one of these ethnic groups (40%, 30% and 23% respectively) at the time of the last Census in 2011.

The MPS, West Midlands and Bedfordshire police forces all also appeared amongst the five forces with the highest proportion of Black, Asian, and Mixed officers when considering each ethnicity group individually. MPS had the highest proportion of officers identifying as Black (3.4%) and Mixed (3.8%). West Midlands meanwhile recorded the highest proportion of officers identifying as Asian (7.8%), with MPS recording the second highest (6.1%). However, these proportions all fall below the representation of such ethnic groups in their respective resident populations.

North Wales, Cumbria, Durham and Devon and Cornwall police forces had the smallest proportion of officers from a Black, Asian, Mixed or Other ethnic group (each under 2%), reflecting the relatively small numbers of these groups resident in those areas according to the 2011 Census (ranging between 1.5% and 2.5%).

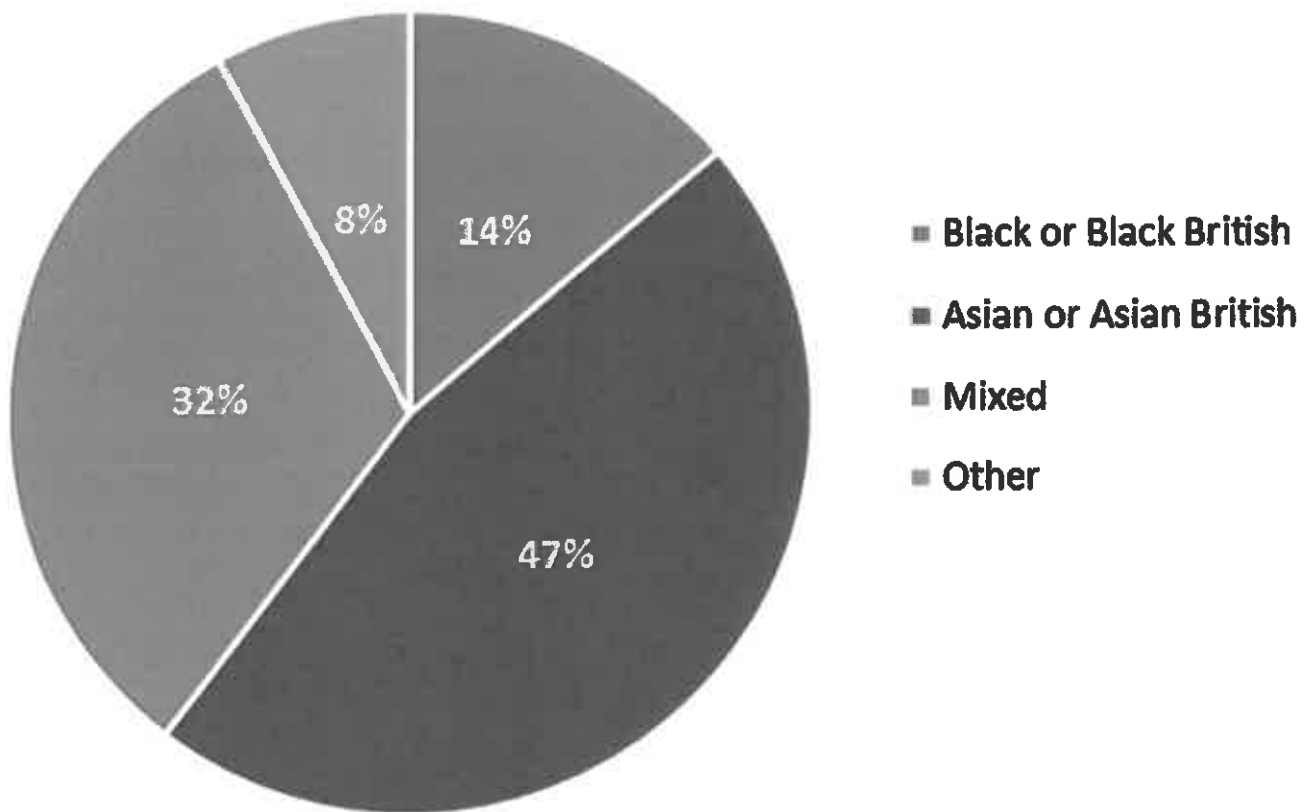
Diversity of new recruits since April 2020

Since April 2020 there has been a total of 11,991 new recruits to police forces in England and Wales. Of these, 5,037 were female making up more than four in ten of all new recruits (42 %). Whilst this falls below population levels (where females make up 51% of residents in England and Wales) this is a notable increase on levels seen in previous years. The latest annual workforce statistics showed 37% of new police joiners were female in the year ending 31 March 2020.

With regard to ethnicity, 10.6% of new recruits (among the 95% who stated their ethnicity) identified as belonging to Black (1.5%), Asian (5.0%), Mixed (3.4%) or in the Other (0.8%) ethnic group. This proportion of 10.6% remains below the representation of such ethnic groups in the general population (14% according to 2011 Census estimates) and is similar to the 10.3% (excluding transfers and re-joiners) that we reported in the last annual workforce statistics to 31 March 2020.

Figure 3.4 shows that, of new recruits that self-defined their ethnicity as other than White, 47% identified as Asian, 32% as Mixed, 14% as Black and the remaining 8% as Other. By comparison, the 2011 census shows that of those who identified as Black, Asian, Mixed or Other ethnic, 54% identified as Asian, 16% as Mixed, 24% as Black and 7% as Other.

Figure 3.4: Composition of Black, Asian and Minority Ethnic new recruits, by ethnic group, as at 31 March 2021, England and Wales



Source: Table U8

(https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/980208/police-officer-uplift-quarterly-update-to-march-2021-tables.ods)

Data for individual forces can be found in Tables U5-U8 of the accompanying data tables (<https://www.gov.uk/government/statistics/police-officer-uplift-quarterly-update-to-march-2021>). Similar data as at March each year are available in the 'Police workforce, England and Wales' (<https://www.gov.uk/government/collections/police-workforce-england-and-wales>) statistical bulletin.

4. Glossary

Baseline: The starting figure against which adjustments will be made (see adjusted baseline). The baseline accounts for people in post at the start of the recruitment drive, and also accounts for any recruitment planned prior to the uplift announcement.

Adjusted baseline: The adjusted baseline is the figure used to track the recruitment of an additional 20,000 officers. The adjusted baseline is the original baseline with in-year adjustments then made to account for externally funded posts that have moved since the calculation of the original baseline.

Counter Terrorism Policing: Counter Terrorism Policing (CTP) is made up of officers from police forces across the country. They work to protect the public and our national security, by preventing, deterring and investigating terrorist activity.

Management Information: Data provided by police forces from their administrative data sources. These are provisional figures only and are not subject to the same assurance processes as National Statistics.

National Statistics: A status designated to statistics by The Office for Statistics Regulation. National Statistics meet the highest standards of trustworthiness, impartiality, quality and public value, and are fully compliant with the Code of Practice for Statistics (<https://code.statisticsauthority.gov.uk/the-code/>).

New recruit: A candidate who is joining the Police Service for the first time. This does not include those returning after a period of absence, nor does it include transfers or those rejoining.

NPCC: National Police Chiefs' Council (NPCC) (<https://www.npcc.police.uk/>). The NPCC brings forces in the UK together to help policing coordinate operations, reform, improve and provide value for money.

Police workforce, England and Wales: These are the established statistics on the police workforce, which have been designated as National Statistics. This release contains statistics on the numbers of police officers, police staff, Police Community Support Officers (PCSOs), designated officers, special constables and Police Support Volunteers (PSVs) in post on 31 March and 30 September each year (published in July and January respectively).

Precept: Police funding that is raised via local council tax.

Regional Organised Crime Unit: Regional Organised Crime Units (ROCU) are regional collaborations of police forces that bring together specialist policing capabilities to tackle the threat from Serious and Organised Crime (SOC).

Serious and Organised Crime: Serious and organised crime is defined in the 2018 Serious and Organised Crime Strategy (<https://www.gov.uk/government/publications/serious-and-organised-crime-strategy-2018>) as individuals planning, coordinating and committing serious offences, whether individually, in groups and/or as part of transnational networks. It affects more UK citizens, more often, than any other national security threat and leads to more deaths in the UK each year than all other national security threats combined. It has a corrosive impact on our public services, communities, reputation and way of life.

Uplift: The term used to describe officers who count towards the Government's commitment to recruit an additional 20,000 officers by March 2023. Officers are counted as uplift once the baseline for the respective police force has been exceeded.

-
1. This means that the statistics meet the highest standards of trustworthiness, impartiality, quality and public value, and are fully compliant with the Code of Practice for Statistics (<https://code.statisticsauthority.gov.uk/the-code/>).
 2. Precept refers to an element of local Council Tax which is raised for specific services, such as, policing, local councils and Fire and Rescue Services.

Print this page

A DIVERSITY UPLIFT?

Police workforce gender and ethnicity trends from 2007 to 2018 and prospects for the future

Gavin Hales
Senior Associate Fellow
The Police Foundation
January 2020

THE
POLICE
FOUNDATION

The UK's policing think tank

Introduction

The planned 20,000 uplift in police officer numbers over the next three years¹ offers policing in England and Wales a once-in-a-generation opportunity to dramatically improve the diversity of its police officer workforce.² With this in mind, this paper uses published Home Office police workforce data to examine police workforce gender and ethnicity trends over the 11 years between 2007 and 2018, for England and Wales as a whole and a selection of forces.^{3,4} Six key findings are identified and their implications for thinking about workforce diversity in the years ahead are discussed. A fuller set of charts, including all of those below, is available separately.⁵

Summary of key findings

- Across the ranks the percentage of police officers who are female has been steadily increasing.
- Black and minority ethnic (BAME) representation differs by role, generally being higher for police staff and Police Community Support Officers (PCSOs) than police officers.
- Male police officers are more ethnically diverse than female at least up to Inspector; male chief officers are less ethnically diverse than female chief officers and officers of all other ranks apart from female chief superintendents.
- The main driver of increasing police officer ethnic diversity since 2007 has been the recruitment of Asian and mixed ethnicity officers, especially men. Detailed ethnicity data that might offer insights into the composition of the main ethnic groupings

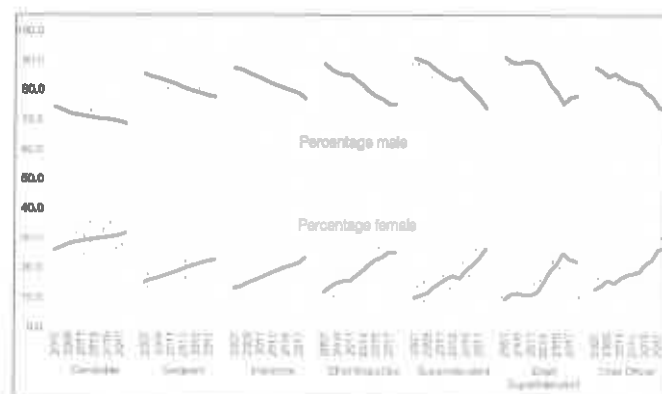
(including mixed ethnicities and white diversity) are not published.

- Diversity varies widely between police forces as do changes to diversity over time. It is unclear if lessons have been learnt about what has worked, where and how to improve diversity – but there are some clues in the data.
- Incomplete data (ethnicity 'not stated') limit our understanding of workforce diversity, especially in some forces.

1. Across the ranks the percentage of police officers who are female has been steadily increasing

Looking across England and Wales as a whole, it is possible to chart how the gender composition of police officers has changed over time, by rank (Figure 1). We can see that constables have greater female representation than other ranks, at just over 30 per cent in 2018, and that female representation has increased across all ranks over time, except for a small but sharp reversal at chief superintendent level since 2016, the reasons for which are unknown.

Figure 1: England and Wales – police officers by rank and gender, 2007-2018: percentage of rank by year



1 <https://www.gov.uk/government/news/national-campaign-to-recruit-20000-police-officers-launches-today>

2 A point made by AC Martin Hewitt at the NPCC Chief Constables' Council in July 2019 <https://www.npcc.police.uk/Council/Minutes%202019/CCC%2017%20%2018%20July%2019%20OPEN.pdf>.

3 The analysis is based on published Home Office Police Workforce data, specifically the ethnicity open data tables, for the period to 31 March 2018 <https://www.gov.uk/government/statistics/police-workforce-england-and-wales-31-march-2018>. Published workforce data relating to diversity are limited at present to gender and ethnicity, but in future will include all protected characteristics. The analysis presented in this paper is not intended to be exhaustive.

4 The analysis presented here was first explored in a Twitter thread (<https://twitter.com/jmhales/status/1100737512807501824>), with additional detail in a separate thread looking at the intersection of role, rank, gender and ethnicity in West Yorkshire Police (<https://twitter.com/jmhales/status/1101093212805087232>).

5 http://www.police-foundation.org.uk/2017/wp-content/uploads/2010/10/police_work_force_charts.pdf



Search in site...

1. Home

2. About 'Llywio'

3. Making an Application

2. About 'Llywio'

Scheme aims and objectives

The 'Llywio' Scheme aims to provide a structured approach to both identifying and developing officers and staff with high potential within the organisation.

Members can expect to be provided with additional development opportunities including the chance to contribute towards various projects and to thereby influence organisational change.

'Llywio' means (in Welsh) 'to steer'. The Welsh word 'Llyw' in Welsh means both rudder and leader. The scheme was named 'Llywio' to reflect its aim to steer people's career development, and to create future leaders.

The purpose of Llywio is to:

- Identify and nurture police officers and staff showing high potential.
- Provide different learning and development opportunities.
- Nurture and empower officers and staff to use these learning and development experiences to innovate with a focus on improving our services.
- To align learning and development with the organisation's priorities.
- Demonstrating that staff are valued, enabling potential to be maximised.

Content of the scheme

Examples of the activities which members of cohort 1 have been exposed to have been:

- Coaching and mentoring
- Development of a bespoke personal development plan
- Identification of training needs to support CPD
- Training days, workshops and master classes from guest speakers
- Access to psychometric tests and personal development tools
- Professional and academic qualifications (optional)
- Broadening knowledge and experience through project work and shadowing

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EV9

Talent Management



Leadership Development Prospectus



Apprenticeships and Qualifications Prospectus

Close

EVIO

EVII



Leadership Development Prospectus





Foreword from the Chief Constable

I am passionate about your development as we are all leaders and responsible for delivering a first class service to the public.

The purpose of this prospectus is to provide you with an easy route to personal and professional development opportunities. You can navigate through the prospectus to find what opportunities will support you in achieving your potential.

This prospectus compliments the 'CALON' Leadership and Wellbeing Strategy by encouraging Leadership to prosper at all levels. You will find within this prospectus the Leadership development plan on a page, which is an easy way to see how we plan to deliver on this commitment.

A handwritten signature in black ink, appearing to read 'M. Collins'.

**Mark Collins
Chief Constable**



VISION

To develop the best leaders to serve the communities of Dyfed-Powys Police.

BUSINESS OUTCOMES



Llywlo

Direct Entry

Fast Track

Towards
Diversity

Coaching and
Mentoring

Doing the basics
brilliantly course

Senior
Leaders

TRANSFORMATIONAL LEADERSHIP

CAPABILITIES



Training Department

- Leadership trainer and Coordinator

Skills Identification

- Supporting staff development
- Clear career pathways

Knowledge Base

- Access to online resources
- Online tools and applications that support local and national practice

Partnerships

- Private sector
- Academia
- Government agencies

DELIVERY ASSETS



Organisational

- Workforce Plan
- Leadership Development Group
- Academic funding
- OPCC

Human

- USW
- UWTSD
- IT
- Corporate Comms
- HR and Recruitment
- Leadership trainers

Information

- Academi Wales
- National Policing Library
- Apprentice opportunities
- HMICFRS
- Coaching and Mentoring
- COP Leadership programme and Recognition of prior learning

EXTERNAL OPPORTUNITIES

Direct Entry

A College of Policing scheme which allows talented candidates to enter the police service at Inspector or Superintendent level.

Entry involves an application form, sift and interview by the recruiting force.

Successful candidates then attend the assessment centre with the College of Policing.

For more information contact Karyn Howells or click <https://leadbeyond.police.uk/>

Senior Leaders Hub

The Senior Leaders Hub is a resource provided by the College of Policing and provides police staff and officers with bespoke courses for improving personal effectiveness, leadership and performance.

Visit their website for more information

<https://www.college.police.uk/What-we-do/Development/Senior-Leaders-Hub/Pages/senior-leaders-hub.aspx>

The Hub includes the Aspire leadership development programme

<https://www.college.police.uk/What-we-do/Development/Senior-Leaders-Hub/Progression/Pages/aspire.aspx>

which aims to provide tools, skills, knowledge and confidence to aspiring future leaders who are currently under represented in the service.

To request Senior Leaders opportunities, [click here](#)

Academi Wales

Academi Wales offer excellent opportunities to learn from other services across Wales while also improving your personal effectiveness, leadership and performance.

Visit their website for more information <https://academiwales.gov.wales/>

To request Academi Wales opportunities, [click here](#)

360° Feedback

Belbin

Belbin is an accessible, rich, people-positive tool which promotes authentic leadership, helping leaders towards an honest assessment of their strengths and shortcomings. Armed with an understanding of their own behaviours, leaders can learn how best to adapt their leadership style to the working environment within their organisation to ensure a positive impact on those they lead. Belbin is much more than a feedback tool, it has a range of reports which help individuals not only increase their self-awareness but also supports their ongoing development.

To request Belbin 360 feedback [click here](#)



INTERNAL OPPORTUNITIES

Fast Track

A College of Policing scheme which fast tracks officers from Constable to Inspector in two years.

Entry to the scheme is via an internal application and interview, followed by an assessment centre with the College of Policing.

There is a familiarisation event annually in January, with the application process opening in September.

For more information contact: Karyn Howells or click <https://recruit.college.police.uk/Officer/leadership-programmes/Fast-Track-Programme/Fast-Track-Internal/Pages/Fast-Track-Internal.aspx>

Doing the basics brilliantly - Constable, Supervisors and Managers Course

Designed for new and existing Sergeants, Police staff supervisors, Inspectors and Police Staff Manager to provide them with the skills they need to undertake their role.

For more information contact Donna Thomas and Rob Gravelle

#HeForShe

#HeForShe is a campaign for the advancement of gender equality which was initiated by the United Nations.

Its goal is to achieve equality by encouraging all genders to be agents of change and take action against negative stereotypes and behaviors. Workshop opportunities are promoted as they become available.

The force lead is Detective Chief Superintendent Steve Cockwell.

Academic and Apprentice Development

We are committed to providing staff the best opportunities for development and advancement through academic and apprentice opportunities.

Anyone who wants to request organisational support for academic studies or apprentice opportunities can submit an application to Jane James. A panel will then consider the request.

Apprenticeship Request.

Academic Study Request.

Work based learning opportunities at:

University of Wales Trinity Saint David <https://uwtsd.ac.uk/wappar/>

University of South Wales <https://www.southwales.ac.uk/degree-apprenticeships/apprenticeships-employers/>

Coaching and Mentoring

Coaching

Coaching is the art of facilitating another person's learning, development and performance.

Through coaching, people are able to find their own solutions, develop their own skills and change behaviours and attitudes. Coaching is an ongoing process designed to help employees gain greater competence and overcome barriers to improve performance and achieve personal goals.

A Coach does not need direct experience of individual's occupational role.

To request a Coach, click [here](#).

Mentoring

Mentoring is the long term passing on of support, guidance and advice. In the workplace, it has been described as a relationship in which a more experienced colleague uses their greater knowledge and understanding of the work, or workplace, to support the development of a more junior or inexperienced member of staff. It's also a form of apprentice, whereby an inexperienced learner learns the "tricks of the trade" from an experienced colleague.

A Mentor does need direct experience of the individual's occupational role. A Mentor should be sourced local level by the individual.





Transformational Leadership

The Transformational Leadership Programme is a mandatory five-day course that equips all supervisors and managers with the knowledge, skills and confidence to coach and guide cultural change. It aims to foster a leadership and wellbeing approach across all levels of the organisation and is being rolled out to all supervisors and managers. Contact Heather Scanlon and Donna Fernandez for more information.

Shadowing

An opportunity to spend time with senior staff and officers to gain an insight in to their role.

This can be considered by staff and officers who want exposure to a different area of work or senior leadership.

To request a shadowing opportunity click [here](#).

Llywio

Dyfed-Powys Police's Career Development Scheme. Llywio aims to provide a structured approach to identifying and developing officers and staff with high potential, and to steer their career development and progression over two years.

The scheme is open to officers and staff from all levels and offers opportunities for personal and lateral development. Staff can be nominated by a manager or other sponsor in the organisation (e.g. a coach or mentor), or self-nomination (if supported).

Opportunities are promoted as they become available.

Springboard Personal Development Programme

A tried and tested women's development programme delivered over a series of four workshops. Springboard consists of five simple yet powerful ingredients:

- A workbook
- Four one-day workshops
- The provision of real, relevant and inspiring role models
- The encouragement of effective networks within the group

Participants work on valuing their skills, building on their strengths and conquering their weaknesses.

Benefits to managers/departments/organisation include:

- Increased staff motivation, focus and confidence.
- Enthusiasm to take on more responsibility
- Improved communication skills and problem solving

The Springboard Women's Development Programme is designed for women from all backgrounds, ages and stages of their lives. Although the programme was initially written and developed for women in non-management grades, women from all levels, including management, have participated in the programme to the benefit of their personal and career development.

For more information, please contact Heather Scanlon and Donna Fernandez.



EV12

SWYDDOGOL OFFICIAL

Good afternoon

Could you please ensure that we advertise the FCC staff pool on Wednesday, 16th December 2020. You can advertise permanent vacancies with the amended role profile attached (role title change only).

All adverts next week will be open for 3 weeks over the Christmas period, therefore closing 6th January 2021.

Kind regards

[REDACTED], Chartered MCIPD
Senior Manager Recruitment, Selection & Apprenticeships / Uwch Reolwr Recrwtio,
Dethol a Phrentislaethau



Adnoddau Dynol
Human Resources

Heddlu Dyfed Powys Police
Ffon Mewnol/Internal: 23059
Ffon Symudol/Mobile: 07988 648829
E-bost / E-mail: [REDACTED]@dyfed-powys.pnn.police.uk



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Happy to communicate in Welsh or in English

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BUDDSODDWYR MEWN POBL
Rydyn ni'n buddsoddi mewn pobl Aur

Fe bwyddodd
Rydyn ni wedi'n hysbysu'n swyddogol gan
Fuddsoddwyr Mewn Pobl
Aur yn bod yn'n

SWYDDOGOL OFFICIAL

From: [REDACTED]
Sent: 10 December 2020 11:31
To: [REDACTED]
Subject: RE: [SWYDDOGOL OFFICIAL] Contact Handling Support Pool Recruitment 16th December
(Swyddogol Official)

SWYDDOGOL OFFICIAL

Morning [REDACTED],

Thank you for your ongoing support with this. I have attached the Task & Finish plan which should give some context to what we're trying to achieve. I would appreciate any feedback you can give. It

should also go some way to explain some of the challenges and provide a background for some of the narrative below.

Thank you for the below email. I can confirm that we can advertise next Wednesday for you to replenish the pool, however you would need to complete a VRF in order to progress anybody into post. All vacancies will be open for 3 weeks over the Christmas period, so this one will close on 6th January in any event.

That's absolutely fantastic, thank you

Can you please confirm the role profile is the same as the BSU would have advertised most recently.

I've checked with HRBSU and we went out last time under the 'old' PSU title. The role has since been renamed to Contact Handling Support. I have attached it. If we could go out with the new role title that will likely generate more interest from applicants (we only received 24 applicants last time – see plan).

Could you also confirm interview dates to be included in the advert and who the interviewing panel will be as we need to check they are CVF trained and the BSU need to set up the interview slots for you.

If I can provisionally book the 13th and 14th January. FCC panel members will consist of [REDACTED]. We will canvas for independent panel members this week. As stated in the plan, given that we don't know the size of the interview pool it is difficult to predict how many panels we will need. We could run 6 panels on those days enabling us to interview 60 candidates (2 days x 6 panels x 5 slots).

Again massive thank you for your continued support,



[REDACTED]

Rheolwr Perfformiad – Performance Manager

Canolfan Gyfathrebu'r Heddlu - Force Communication Centre

Rhifffôn 01267 226351 neu 101 – Dewiswch Opstwn 3 – Estyniad 23462 neu symudol 07971813896 Telephone 01267

226351 or 101 – Select Option 3 – Extension 23462 or Mobile 07971813896

Heddlu Dyfed Powys Police



Heddlu Police

DYFED-POWYS

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Happy to communicate in Welsh or in English

SWYDDOGOL OFFICIAL

Contact Handling Support

Job Family – Support

Grade: C	Department: Force Communication Centre
Location: HQ	Security Vetting: RV
Role Specific Requirements/ Restrictions:	Shift Working, Weekend Working, Tenure Post – 2 Years
Role Specific Hazards:	Night Working, Display Screen Equipment, Headsets
System Access Requirements:	PNC, Information Assets, MyTrent Manager Self Service, STORM, Outlook, Duty Management, Intelligence Overview Live, Custody Whiteboard, WTR, QAS, Property Management, Digital Contact Management Platform

Role Purpose

To deal promptly, professionally and effectively with all customer contact including the collection and appraisal of information obtained from telephone calls and digital contact; the resolution of calls for service, whenever possible; the scheduling of police/staff attendance to incidents when required; and to accurately record crimes in accordance with Home Office Counting Rules (HOCR) and National Crime Recording Standards (NCRS)

Role Specific

1. To answer and action non-emergency (101) and emergency (999) calls and digital contact in a timely manner.
2. To interpret and summarise information provided by customers and create an accurate record on STORM (System for Tasking and Operational Resource Management) where appropriate and update when necessary.
3. To provide advice and guidance to customers, signposting where relevant to other agencies for non-police matters.
4. To effectively apply the appropriate graded response to incidents, to mitigate threat risk and harm as evident.
5. To effectively apply National Crime Recording Standards (NCRS) categorisation to incidents recorded.
6. To deal with the progression of incidents which do not require police attendance via telephone and digital contact, extracting accurate information quickly and courteously, with the aim of resolving the incident.
7. To record relevant details on the Force Crime Recording System where appropriate and in accordance with Crime Recording procedures.
8. To allocate or diarise appointments for the attendance of suitable police resources to scheduled response incidents.
9. To provide timely updates to customers in relation to ongoing enquiries that are being managed within the Public Service Unit
10. To use and interrogate various systems (e.g. STORM, Police National Computer, Intelligence systems, to name a few) to progress incidents or to supply officers / relevant staff with accurate up-to-date information to assist with the evaluation and management of incidents.
11. To communicate with Officers / Staff via radio in order to maintain an effective incident resolution system.

Role Generic

12. To undertake as directed the transactional activities and administrative tasks required.
13. To provide an effective and efficient service to both internal and external customers ensuring confidentiality is maintained at all times.
14. To deal effectively with internal and external communication from staff and members of the public.
15. To ensure force systems are maintained and updated effectively in line with business processes.
16. To develop, maintain and ensure effective business processes.
17. To comply and act in accordance with relevant legislation, Dyfed-Powys Police Policies and protocols, including Code of Ethics, Development Assessment Profile (DAP), Equal Opportunities, Health & Safety, Management of Police Information, Data Protection and Information Security.

To view descriptors of the level of responsibility required of this role please [click here](#).

Note: This job description is provided to give post holders a broad outline of the job activities of this post. Dyfed-Powys Police may require other duties to be undertaken which are not necessarily specified on the job description but which are commensurate with the scale of the post. The job description may be amended from time to time within the scope and level of responsibility relevant to this post.

Skills / Attainments [to be evidenced on application]		Application	Interview
Role Specific	1. Must be able to demonstrate resilience when dealing with challenging situations. (E)	X	X
	2. Must possess NVQ level 2 in Call Handling / Customer Service or commit to achieving this qualification within 12 months of commencing in role. (E)	X	
	3. Must be able to achieve level 1 Welsh speaking through training and assessment, within 3 months of appointment. [Click here for the DPP Welsh Language requirements] (E)	X	
	4. Must have previous experience of working in a busy environment, providing advice and assistance to members of the public. (E)	X	X
	5. Must be able to work a variable shift pattern rota including weekends and evenings (E)	X	
Role Generic	6. Must possess G.C.S.E's Grades A - C, in Mathematics and English Language, or have proven relevant experience to a comparable level in numeracy and literacy (E)	X	
	7. Must demonstrate proficiency at working to a high degree of accuracy and show attention to detail (E)	X	X
	8. Must demonstrate a practical approach to problem solving (E)	X	X
	9. Must be proficient in the use of Microsoft Word for word processing and Excel for data manipulation and reporting (E)	X	
	10. Must have effective keyboard inputting skills enabling effective inputting and retrieval of data (E)	X	
	11. Must have effective written and oral communication skills (E)	X	X
	12. Must have previous experience of delivering high standards of service to internal and external customers (E)	X	X
	13. Must be prepared to successfully complete all training and assessment required of the role (E)	X	

KEY: (E) – Essential / (D) – Desirable

Please Note: At interview candidates will be assessed against the criteria detailed in the following link [Click here](#). Further details on the interview process are provided as part of the candidate information pack.



Heddlu•Police

DYFED-POWYS

Diogelwch ein Cymuned - Safonwch ein Cymuned

Establishment Amendment / Vacancy Request Form

04432

EV14

REQUEST FOR : <i>(Please tick relevant option adjacent to indicate the purpose of completing this form)</i>	POSITION TERMINATION	
	POSITION / ESTABLISHMENT CREATIONS	
	POSITION AMENDMENT <i>(Salary Grade / Allowances / Hours / Extension etc)</i>	
	AUTHORISATION TO ADVERTISE	X

*If requesting termination or creation of post/position please complete parts 1 to 6 and part 9 of this form.
If requesting authorisation to advertise an already established post where there are no changes to the post only complete part 1 to 2 & 4 and parts 7 to 9.*

If requesting to change of hours/extension of temporary contract/shift allowance complete part 1,2,3,4,6 & 9

Part 1 – Post details	
For completion by Line Manager	
	Position details
Employee name (if known)	
Role Title	Contact Handling Support (Temp) – Force Communication Centre
Organisation Unit	Uniform Policing – Specialist Ops
Pay Reference Number (if known)	
Scale of Post/ Rank	Scale C
Number of Posts (FTE)	8 fte
Location: (station/department)	Force Communication Centre, HQ
Permanent/Temporary/Acting Post	Temporary
Critical/Resilient post	Critical
Reports to:	Public Service Unit Supervisor
Position Reference:	

Part 2 – Changes requested	
For completion by Line Manager	
Hours of Employment/Increase of Hours	37 hours per week x 8
Shift Details/Change in shift details	6 on 4 off (14% allowance)
Weekend Enhanced	Yes (13.62% allowance)
Working days of employment	Sunday to Saturday
Effective date for changes (ASAP not acceptable)	26th October 2020
Permanent/ Temporary/Acting Change	Temporary
Temporary change ends/extension of contract	12 months
Flexible working application submitted? (A270i completed & attached)	

Part 3 – Additional payment requests e.g. essential / casual user allowance, on-call allowance	
For completion by Line Manager	
Payment reason	
Amount	
Permanent/temporary payment	
- Start date	
- End date	
Casual/Essential car user status	

Part 4 – Reason for request			
<i>For completion by Line Manager</i>			
<i>Please tick appropriate Box</i>			
Create post		Delete position	Amend position
Reason:			
A number of FCC staff are currently undertaking attachments and secondments elsewhere within the FCC and throughout the organisation. [REDACTED] has given dispensation for an additional 7 call handlers to be recruited in order to cover these posts. In addition to this, [REDACTED] has been made permanent as Vulnerability Desk Officer so this creates a further vacancy. We no longer have any successful candidates in the recruitment pool. This VRF therefore requests that the position of Contact Handling Support be advertised immediately, with any successful candidates retained in a pool for progression in 2021 as vacancies arise. VRF submitted by [REDACTED]			
Part 5 – Additional Information			
How will this position / office space / training / equipment / IT be arranged and funded?			
Part 6 – Position Status			
<i>Please tick appropriate Box</i>			
Established	X	Grant funded (attach grant confirmation) *	Supernumerary (prior approval required)
Unfunded *		Other temporary funding *	
<i>Further details for options marked *</i>			
Please see attached.			
Part 7 – Recruitment			
Level of Welsh Language ability required (Levels 1 to 5). To include justification for level specified.	Level 1		
Is the role profile correct	Yes/No (delete as appropriate)		
All vacancies will be advertised in Routine orders. If the post needs to be advertised externally via job centres, newspapers, internet etc, please specify	Please advertise externally.		
Part 8 – Proposed interview dates and panel members			
Proposed dates	To be confirmed pending confirmation of advertisement date.		
Panel members			

Part 9 – Senior Manager – Human Resources (Workforce Planning)

I hereby confirm my support for the above detailed request and attach the necessary paperwork.

- HR Manager Name

- HR Manager Signature

- Date

Part 10 – Trent Admin

Signature

Name

Date

Part 11 – HQ Finance

HQ Finance supported

Yes/No (delete as appropriate)

Reason

Signature

Name

Date

Part 12 – Assistant Director People Services approval

Signature

Date

Part 13 – Director of Finance approval

Signature

Date

Part 14 – Corporate Accounts

Post creation reference

Signature

Date

EVIS

File | Meeting | Insert | Format | Tools | Monitor | Tell me what you want to do...

Recruitment Progress Sheet Catch-up Meeting

No responses have been received for this meeting.

Automatic reply.

I am out of the office on Maternity until September 2021. My emails will not be monitored during this time and I will respond to your email when I return.

Send Update

Subject: Recruitment Progress Sheet Catch-up

Location: Skype

Start time: Wed 23/12/2020 14:30

End time: Wed 23/12/2020 15:00

☐ All day event

Morning all,

Just amending all of the recruitment catch-ups that we had in the diary to Skype catch-ups given the current situation.

Any issues with the daytime please let me know.

Kind regards



Dave Harris
Swyddog yr Uned Cymorth Busnes/ BSU Officer
Uned Cymorth Busnes (UCB) – Adnoddau Dynol a Chyfiogres/ Business Support Unit – Human Resources & Payroll
Heddlu Dyfed-Powys Police
Ext:23817

SWYDDOGOL OFFICIAL

Join Skype Meeting

Trouble joining? Try Skype Web App

Police Staff – Internal & External Vacancies

OLEEO 1088 – Contact Handling Support – Police Headquarters, Carmarthen – Salary Grade C – SS16 to SS19 - £19,860 to £21,135 plus Weekend Working allowance of 13.62% and 14% shift allowance. Full Time – 37 hours per week – Permanent. Interviews to be held 13/1/2021 and 14/01/2021.

OLEEO 1088– Witness Care Unit Support Officer, Goleudy – Police Headquarters Carmarthen – Salary Grade C – SS16 to SS19 - £19,860 to £21,135. Full Time - 37 hours a week – Permanent. Welsh Tests to be held week commencing 11/01/2021. Interviews to be held on 18/01/2021.

Applications for the above vacancy should be sent as indicated via the on-line recruitment site by 11.55 pm 06/01/2021.

Please note that any application not brought to the attention of Line Manager (indicate this has been done via the appropriate section within the application prior to forwarding) or received after the closing date will not be considered.

To access the on-line recruitment site for the above vacancy please click on the link below.

<https://policejobswales.tel.net/vx/lang-en-GB/appcentre-DyfedPowys/internal/brand-3/user-32/xf-f7d9977eb2f1/wid-1/candidate/jobboard/vacancy/11/adw>

NO PAPER APPLICATIONS WILL BE ACCEPTED FOR THIS VACANCY

Swyddog Heddlu – Swyddi Gwag Mewnol

OLEEO 1082 – Rhinnyll – Uned Pilsmona'r Efurdd Gweithrediadau



Heddlu Police

DYFED-POWYSDiogelwch eiddoedd, gwybodaeth a gwasanaethau i'r cyhoeddus, ynghyd â gwasanaethau i'r cyhoeddus.**Police Staff Progress Sheet (External)****Full Name:** [REDACTED]**Applicant Pay Ref Number:****Candidate Number: 43465****Contact Number:** [REDACTED]**Vacancy: Contact Handling Support (Temp)****REQ No: OLEED 867****Vacancy Lead:** [REDACTED]**BSU Lead:** [REDACTED]**Proof of Identification (2 or more required)**Original Birth Certificate: ☐Passport: ☒ Driving Licence: ☐Utility Bill: ☐ Financial statement: ☐Other: ☐**Part 2 – Conditional Offer / MHQ**

to enter a date.

Sent: ☒ 17/11/2020**Interview notes received and checked:** Click or tap**Received:** ☐ 17/11/2020**References**

<u>Date</u>	<u>Sent to</u>	<u>Returned</u>	<u>Result</u>
Click or tap to enter a date.	Viking Cruises Switzerland (C)	Click or tap to enter a date.	Choose an item.
Click or tap to enter a date.		Click or tap to enter a date.	Choose an item.
Click or tap to enter a date.		Click or tap to enter a date.	Choose an item.
Click or tap to enter a date.		Click or tap to enter a date.	Choose an item.
Click or tap to enter a date.		Click or tap to enter a date.	Choose an item.

Security Vetting**Vetting Required:** RV **Vetting Granted:** Choose an item. **Date Granted:** Click or tap to enter a date.**Date Vetting sent to Applicant:** 17/11/2020 **Date Vetting valid until:** Click or tap to enter a date.**Biometrics Required:** No**DNA:** Choose an item.**Fingerprints:** Choose an item.**Policing Powers:** No**Politically Restricted:** No**Medical Health Questionnaire****Date sent to Applicant:** 18/11/2020**Date returned from OHU:** 13/01/2021**Outcome:** Fit for role**Line Manager informed of adjustments:** Choose an item.**Date Informed:** Click or tap to enter a date.**Psychological Assessment (if applicable)****Date:** Click or tap to enter a date.**Result:** Choose an item.**Medical (if applicable)****Date:** Click or tap to enter a date.**Result:** Choose an item.

E018

Comments:

Date	Comment	Initials
09/12/20	E mail sent for ID/certificates	■
27/01/21	E mail from ■ (15/12/20) providing evidence re English language and application form states that she worked in accountancy (maths evidence). ■ was unable to find her education certificates	■
29/04/2021	Query to ■ re: Degree confirmation	■

File final sign off section below to be completed by Business Support Officer

Stage	Completed	Verifier	Date	Comment
Interview Notes Verified	☒	■	01/02/2021	
References Verified	☐	Choose an item.	Click or tap to enter a date.	
Educational Certificates Verified	☐	Choose an item.	Click or tap to enter a date.	
Identification Verified	☒	■	Click or tap to enter a date.	
SSU Informed Pay Ref (new starters only where Biometrics taken)	☐	Choose an item.	Click or tap to enter a date.	
Policing Powers letter completed	☐	Choose an item.	Click or tap to enter a date.	
Political Restrictions letter completed	☐	Choose an item.	Click or tap to enter a date.	
Political Restrictions SoP completed	☐	Choose an item.	Click or tap to enter a date.	

I have reviewed each aspect of this candidates file and I conclude that all required criteria has been supplied and is compliant with the standards required of the role. This decision is made based on the information provided as of the date specified and is made with the agreement that all changes to personal circumstances thereafter remain within the provisions agreed.

I fully endorse this candidate and an unconditional offer of employment can be made.

Print Name.....

Signed.....

Date: Click or tap to enter a date.

New Starter Paperwork

Paperwork received: Click or tap to enter a date.

Pay Ref No:

Checked and provided to Payroll: Click or tap to enter a date.

Name: Choose an item.

Recruitment File Upload

File uploaded to personal file: Click or tap to enter a date.

Name: Choose an item.

EV19

Microsoft Excel - Progress Sheet July 2020 (Read Only) - Excel

Home Insert Page Layout Formulas Data Review View Acrobat Design

Clipboard Font Styles Cells

Q1 AutoSum Sort & Find & Filter Select

Normal Good Neutral Conditional Formatting Table

Constable - Secondary Risk Assessment Unit

	A	B	C	D	E	F	G
	Registration Number	SRU Lead	Vocancy Name	Current Comments	Date Published	Trust & Timeline Orders QA	Closing D
473	OLEEO 1086	Stan D	Contact Handling Support	vetting. medical sent to candidate	16/12/2020	15/12/2020	24/12/20
474	OLEEO 1086		Contact Handling Support	medical sent to candidate	16/12/2020		
475	OLEEO 1086		Contact Handling Support	waiting on medical clearance then go to current employee	16/12/2021		
552							
553							



Heddlu Police

DYFED-POWYS

Diogelu ein cymunedau, gyda'n gilydd Safeguarding our communities, together

Recruitment and Selection Policy

Version 2.0 June 2019

VERSION CONTROL

Version	Date	Author	Reason for Change
1	2.1.15	Dylan Davies	Update the process in line with the New Transactional Business Support Unit.
2	01.06.19	Karyn Howells	Update to reflect amendments in process

EQUALITY IMPACT ASSESSMENT

Section 4 of the Equality Act 2010 sets out the **protected characteristics** that qualify for protection under the Act as follows: Age; Disability; Gender Reassignment; Marriage and Civil Partnership; Pregnancy and Maternity; Race; Religion or Belief; Sex; Sexual Orientation.

The **public sector equality duty** places a proactive legal requirement on public bodies to have regard, in the exercise of their functions, to the need to:

- eliminate discrimination, harassment, victimisation, and any other conduct that is unlawful under the Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The equality duty applies to all protected characteristics with the exception of Marriage and Civil Partnership, to which only the duty to have regard to the need to eliminate discrimination applies. Carrying out an **equality impact assessment** involves systematically assessing the likely or actual effects of policies on people in respect of all the protected characteristics set out above.

An equality impact assessment should be carried out on any policy that is **relevant** to the public sector equality duty.

An equality impact assessment has been completed on this policy, click [here](#).

HUMAN RIGHTS ACT

CERTIFICATE OF COMPLIANCE

This policy has been drafted in accordance with the Human Rights Act and has been reviewed on the basis of its content and the supporting evidence and it is deemed compliant with that Act and the principles underpinning it.

Name:

Department:

Signed:

CODE OF ETHICS

CERTIFICATE OF COMPLIANCE

This policy has been drafted in accordance with the Code of Ethics and has been reviewed on the basis of its content and the supporting evidence and it is deemed compliant with that Code and the principles underpinning it.

Name:

Department:

Signed:

Freedom of Information Act 2000

Section 19 of the Freedom of Information Act 2000 places a requirement upon the Force to publish all policies on the Force website. Policies are why we do things and procedures are how we do them. A case-by-case review of procedures must be undertaken to protect law enforcement and health and safety considerations. Where a combined policy and procedure document is being produced the Force is legally required to publish the policy section and assess the procedure part to ensure no sensitive information is published.

There is a requirement therefore to review this document to establish its suitability for publication. Please identify below whether the document is suitable for publication in its entirety or not. Where it is believed that disclosure will be harmful please articulate the harm that publication would cause and highlight the relevant sections within the document. Where it is perceived that there is harm in disclosure the document should be forwarded to the FOI Unit for review.

Suitability for publication	Yes/No	Date	Signature
Document is suitable for publication in its entirety	Yes	15 th June 2015	
Document is suitable for publication in part, I have identified those sections which I believe are not suitable for disclosure and have articulated below the harm which would be caused by publication.			
Harm – in publication			

FOI review – to be completed by FOI Unit

Suitability for publication	Yes/No	Date	FOI Decision Maker
Document is suitable for publication in its entirety			
Document is suitable for disclosure in part and relevant redactions have been applied. A public facing version has been created.			
Once review has been undertaken FOI decision maker to return document to policy author and following sign-off document to be published within Force Publication Scheme. Any future changes to the document should be brought to the attention of the FOI Unit, as appropriate.			

Contents

	<u>Page</u>
1.0 Policy Aim	5
2.0 Applicability – Scope of Procedure	5
3.0 Roles and Responsibilities	5-6
4.0 The Recruitment Process	6-7
5.0 Positive Action	7
6.0 Role Profiles	7
7.0 The Application Process	7-8
8.0 Receipt of Applications	8
9.0 Shortlisting	8
10.0 Assessment Methods	9
11.0 The Interview	9
12.0 The Job Offer	10
13.0 Pre-Employment Checks	10
14.0 Induction	11
15.0 Probationary Period	11
16.0 Legal Basis	11
17.0 Related Policies, Protocols, Practices or Service Agreements	11
18.0 Monitoring	11
19.0 Review	12
20.0 Who to Contact	12



Promotion and Selection Policy for Police Officers

Version 2 (01.06.2019)

VERSION CONTROL

Version	Date	Author	Reason for Change
2	01.06.2019	Karyn Howells	Updated version in line with NPPF and amended processes
1	11.08.2016	Dylan Davies	First version

EQUALITY IMPACT ASSESSMENT

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- eliminate discrimination, harassment, victimisation, and any other conduct that is unlawful under the Act;
- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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HUMAN RIGHTS ACT

CERTIFICATE OF COMPLIANCE

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Name:

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FOI review – to be completed by FOI Unit

Suitability for publication	Yes/No	Date	FOI Decision Maker
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Document is suitable for disclosure in part and relevant redactions have been applied. A public facing version has been created.			
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Contents

	<u>Page</u>
1. Policy Statement	5
2. Policy Aim	5
3. Applicability	5
4. Steps to Promotion	5
5. Promotion Boards (Step 3 NPPF)	5
6. Eligibility for Promotion	6
7. Promotion Select List	8
8. Acting/Temporary Opportunities	8
9. Unsuccessful Candidates	9
10. The Promotion Procedure (Step 3 NPPF)	9
11. Promotion Board Process	10
12. Notification of Results and Feedback to Candidates	11
13. Unsuccessful Candidates	12
14. Postings	12
15. Standard of Attendance	12
16. Delivery Principles	12
17. Legal Basis	14
18. Related Policies, Protocols, Practices or Service Agreements	14
19. Monitoring	14
20. Review	14
21. Who to contact about this Policy	14
Appendix 1 - 4 Steps to Promotion	15

1 Follow up. Completed on 09 February 2021.
You replied to this message on 09/02/2021 12:37.

SWYDUGUL OFFICIAL

Good Morning,

The latest update with regards to the applicants are as follows:-

- ready -- no notice
- current employer -- 1 month notice
- current reference -- 1 week notice
- ready -- no notice
- await reference/vetting -- 1 month notice
- await vetting -- current reference -- no notice
- await vetting/health questionnaire/current reference -- 2 weeks notice
- await vetting -- current employer -- 1 month notice
- await vetting -- current employer 1 month notice
- await vetting -- current employer -- 1 month notice.

Hope this information is useful

Regards

EU22

David Harris – 1907534 - Self-Reflection on Resourcing and Talent Management

A large proportion of my role as Business Support Officer within Dyfed-Powys Police, is to manage a team of staff who are responsible for the recruitment of police staff and other specialist police officer roles. This is a highly demanding role due to the necessity for roles within the organisation to be recruited into in as efficient and timely a manner as possible. In addition to these organisational pressures, this is made somewhat more difficult by the nature of the multifaceted roles my team undertake. This sees the staff who are responsible for recruitment also being responsible for other HR tasks, including flexible working applications, annual leave queries as well as other general HR related matters. This places a great deal of pressure on the team to deliver multiple pieces of work each month, to ensure that our 'customers' receive a high quality service.

My role is one which largely centres on ensuring that these processes are managed as smoothly as possible, which involves stakeholder management, working closely with my own team, the Workforce Planning Team, business leads and applicants themselves. The ability to be able to forge strong working relationships within these groups is vital in being able to achieve our departmental goals as well as being able to motivate my team to deliver their work, particularly given the pressure they are under. To achieve this I regularly meet with team members to discuss workload and I often undertake some of the administrative workload myself, to assist when workload is particularly high.

On reflection, I see this having both positive and negative impact. From my team's perspective I feel that this shows a great emphasis on team working and appreciation of the work they are required to undertake, however this cause me to be too operational at times which can lead to a lack of more strategic oversight of processes and development. This is something I have looked to develop over the last 12 months, however due to workload there are often occasions here I am required to be operational to ensure workload is managed and achieved. Also, I am aware that my management style often leads me to be too directive and I can therefore miss opportunities for a more coaching approach to management being adopted. This is something I am working on.

In respect of the Contact Handling Support vacancies, I feel that I have effectively assisted in these processes. I have maintained contact with my team to ensure that workload is progressed in a timely manner, whilst maintaining contact with the business leads. This has ensured that, as a department we are aware of the volume of vacancies expected within the Force's Communication Centre (FCC), as well as understanding the timelines for intakes and training.

EV25

Thu 23/05/2021 07:56



Scanlon Gareth

RE: [SWYDDOGOL OFFICIAL] CPD assistance

To: [Redacted Email Address]

You replied to this message on 25/05/2021 08:28.

SWYDDOGOL OFFICIAL

Morning Dave,

I'm sorry for the delay with this – things keep landing in my lap which require urgent attention – e.g. IOPC came yesterday at short notice! Anyway I hope this is sufficient, if you need it to be expanded please don't hesitate to get back in touch – I'm really sorry for the delay!

I can provide witness testimony to state that David Harries assists the management of resources in the FCC by:-

- Understanding the critical services the department performs, the granular level of resourcing issues and challenges, the level of scrutiny around performance and hence the need for timely and efficient recruitment process to maintain critical services. This understanding drives the high level of service and support he provides to the department.
- Providing regular updates on size and status of candidate 'pools' applying for posts
- Providing technical and procedural advice and guidance with the Oleso recruitment/shortlisting system
- Liaising with the department and candidates to agree suitable interview dates and times
- Preparing written communications and updates to candidates regarding the recruitment process
- Essentially being an instant point of contact with an understanding of length of training required to carry out role
- Arbitrating between the department and People Services to ensure success
- Providing regular updates on successful candidates position and progression regarding vetting/references/medical status and results
- Providing advice and guidance to resolution on matters concerning local recruitment process and employment law
- Providing support with the conversion of temporary posts to permanent posts, investigating the change and informing and liaising with all parties.
- Communicating with FCC team members post-recruitment informing them of changes to contracts

Inevitably, all of these tasks considerably contribute to the success of the department in enabling it to maintain full establishment thus providing the highest level of service to the public of Dyfed and Powys and maintain performance.

[Handwritten signature]

Gareth Scanlon
Deputy Performance Manager

