



HEDDLU
GOGLEDD CYMRU
NORTH WALES
POLICE

Response Date:13/11/2025

2025/1052 - recruitment, training and retention of control-room person

In response to your recent request for information regarding;

1. Summary Information:

- a. Name of organisation.** = North Wales Police
b. Size of geographical area of responsibility. = 2,375 square miles
c. Approximate population within that area. = Around 0.7 million people
d. Total personnel in organisation (headcount and/or FTE; please specify).

HEADCOUNT	FTE
3340	3093.38

e. Total personnel by role within department responsible for control-room function (headcount and/or FTE; please specify).

Control Room Function	HEADCOUNT	FTE
OSS CALL HANDLING OPERATORS	10	9.92
OSS COMMS OPERATORS	136	126.30
OSS FCC FIMS	9	9.00
OSS SWITCHBOARD	4	4.00

Glan-y-Don, Bae Colwyn LL29 8AW
Pencadlys yr Heddlu,
www.heddlugogleddcymru.police.uk

Police Headquarters,
Glan-y-Don, Colwyn Bay LL29 8AW
www.northwales.police.uk

Yn gwneud Gogledd Cymru'r lle mwyaf diogel i fyw, gweithio ac ymweld yn y DU
Making North Wales the safest place to live, work and visit in the UK

Grand Total	159	149.22
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f. Number of separate control room locations:

two

i. Please include function(s) at each (e.g. telephony, dispatch, public-facing, back-office, training, etc.).

St Asaph as main control room has call taking, dispatch, back office and training. FHQ as fallback we utilise for call handling, dispatch when FCC is not available. Occasionally used for Silver events and also for training.

g. Annual personnel budget for entire organisation.

The overall North Wales Police budget for Officers, PCSOs and Staff for FY25-26 is £186.886 million

h. Annual personnel budget for department operating control rooms.

The Control Room sits as part of the operational Support Services Department which encompasses functions such as Control Room, Criminal Justice, Road Policing, Dog Section, Operational Planning etc, The overall personnel budget for Operational Support Services is £32.844 million.

2. Recruitment Process

Clarification

I can confirm that sections 2 - 10 relate to control room functions only.

a. Brief outline of current recruitment process for control-room personnel.

Vacancy is advertised on the recruitment pages of the North Wales police website together with Facebook and linkedin post advertising the opportunity.

Applications received on the recruitment portal. Initial eligibility sifts of applicants undertaken by the recruitment team to ensure the following:-

1. Welsh Language level of 3/4/5
2. Any previous convictions/cautions assessed to ensure they meet the required standards of recruitment
3. Review of tattoos to ensure they meet the requirements as detailed in the tattoo policy

Candidates who meet the requirements are then sent to line manager to undertake a review of application received (anonymised application). Qualifications and statement in support review and assessed against the minimum criteria for role as per the below for Communications Operator.

MINIMUM CRITERIA FOR THE ROLE:

The role requires applicants who can demonstrate (with evidence) skills in the following areas:

1. NVQ level 3 or equivalent qualification, in Communication/Business/Customer related field, or an equivalent amount of proven relevant experience.
2. Ability to type/word process 25 - 30wpm.
3. Good communication skills together with the ability to work well in a team environment or on their own initiative.
4. The use of information technology to an intermediate level together with windows systems and/or relevant experience.
5. Ability to evidence problem solving skills.
6. Ability to remain calm in stressful situations.
7. Good geographical knowledge of North Wales

Those shortlisted against the above criteria are invited in for a competency value framework based interview level 1.

b. Brief outline of use of recruitment agencies (past or present), including:

i. Sourcing and matching candidates – agency advertises role and sources/matches candidates as per initial eligibility for role.

ii. Application and screening – same as for all applicants applying to join North Wales Police

iii. Interviewing – referred for in-house interviews as per candidates who apply directly to North Wales Police

iv. Use of temporary/agency workers alongside permanent recruitment – agency workers do work alongside North Wales Police staff attracting the same salary.

v. Agency post-recruitment provided – N/A

vi. Reasons for discontinuing agency use (if applicable) N/A

Agencies used as an when required depending on number of applications received via direct North Wales Police Recruitment campaign or to cover a short term temporary role.

c. Brief outline of interview process, including details of:

i. Panel, group, telephone, or online interviews - Panel

ii. Assessment centre techniques (individual/group exercises) – N/A

d. Brief outline of any additional recruitment methods (if used): 1 x question asked through the medium of welsh

i. Psychometric testing – N/A

ii. Candidate presentations – N/A

iii. Role play – N/A

iv. Table-top exercises – N/A

e. Brief outline of average time-to-hire (application to start date).

Approximately on average 6 months

f. Brief outline of numbers of applicants vs. successful hires for each role (per year, if available).

November 2025 intake 30 applied and 7 offered

September 2025 intake 6 applied and 2 offered

July 2025 intake 13 applied and 2 offered

April 2025 intake 26 applied and 7 offered

g. Brief outline of minimum/mandatory qualifications or certifications (and whether required pre-employment or obtained during probation). – as per qualifications in minimum criteria. There is a requirement to pass a 6 week communication operators course.

3. Training Process

a. Brief outline of structure and typical duration of initial training for each area. Please indicate whether duties are trained as separate roles or combined:

i. Call handling

6 week training course. The course will have inputs from different stakeholders with their requirements of a call taker - including inputs from different departments such as CSI, Firearms Team, Dog Handler, basic law training, domestic abuse team etc etc. The remainder of the course involves training on how to deal with certain types of calls and how to use various police systems including PNC, RMS Command & Control System and telephony system.

ii. Dispatch 2 week training course.

The course will have inputs from different stakeholders with their requirements of a dispatcher. Much of the training is the technical aspects of the role on the command and control system.

iii. Public-facing roles – no public facing roles in FCC.

iv. Other/back office roles mentoring and supervising –
shadowing and on the job training with workbooks to complete.

b. Brief outline of pass and fail rates for initial training programmes (percentages or counts)

pass rate is approx. 97% for call taking.

Resit offered with different assessment paper within 24 hours, the 3% pass during the second assessment.

c. Probation period, including length, process for extension, process use for terminating during probation)

probationary period is 12 months. Can be extended by 3 months if there are performance issues. This is discussed between individual, supervisor, SMT and HR advisor.

d. Brief outline of subsequent ongoing CPD and/or refresher requirements (frequency and format; include any mandated hours)

two year commitment to role, and it takes 12 to 18 months to be comfortable in role. The CPD during this period is the learning of the role. Thereafter it is reviewed with each individual and progressed based on individual's requirement. Thereafter there is a training day built into the shift pattern – one every 32 weeks.

(*)Most recent 12-months' data (or the closest period held), and (if readily available) the two previous 12-month periods.

4. Retention and Turnover (Please use last three complete financial years.)

NWP Total Leavers	
FY	Headcount
22/23	303
23/24	285

24/25	238
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Department	OSS FORCE CONTROL CENTRE Leavers
FY	Headcount
22/23	26
23/24	23
24/25	27

a. Average retention rates for control-room personnel.

b. Average tenure by role (years/months).

c. Turnover percentage (please state formula used, e.g., leavers in period ÷ average headcount × 100).

d. Brief outline of retention strategies in place (e.g., career pathways, formal qualifications, discounts/benefits, hybrid/remote working).

North Wales Police do not hold any further/more detailed information.

5. Performance Metrics

a. Brief outline of KPIs used to measure success in each role (call handling, dispatch, public-facing), including target levels where held).

KPIs for 999s (90% to be answered in 10 seconds; for 101 calls (85% to be answered within 3 minutes); overall abandonment rate to be at 10%; dispatch 90% of P0 events with arrival times of 20 minutes and 80% of P1 events with arrival time of 60 minutes.

Force Control room measures

Call handling

999s – 10 average answer time target with 90% answered in 10 seconds or less.

101 – 3 minute average answer time target. 5% abandonment rate (part time switchboard).

Webchat – 3 minute average answer time target.

Email – 4 hour response.

Dispatch

P0 dispatch time – 4 minute median.

P1 dispatch time – 20 minute median.

6. Wellbeing and Support

a. Brief outline of availability of mental-health or resilience programmes for control-room personnel.

Please find attached document which provides information around mental-health or resilience programmes.

b. Brief outline of availability of access to occupational health.

As above.

c. Aggregated data on stress-related absences or sickness (counts and/or rates).

Abstraction Category	(Multiple Items)
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Count of EMPLOYEE_NUMBER	Column Labels	
Row Labels	OSS COMMS OPERATORS	OSS SWITCHBOARD
2023 (Incomplete year)	11	
September	3	
October	3	
November	2	
December	3	
2024	83	3
January	7	
February	6	
March	9	
April	5	
May	5	
June	7	
July	7	
August	10	
September	8	1
October	5	2
November	6	
December	8	
2025	75	
January	9	
February	8	
March	7	
April	8	
May	8	
June	10	
July	5	
August	7	
September	6	
October	7	

7. Exit Data

a. Aggregated reasons for leaving (e.g., resignation, retirement, internal transfer).

OSS FORCE CONTROL CENTRE

FY and Leave Reason	Headcount
22/23	26
DISMISSED	1
NWP NON STARTER	1
RESIGNATION PREFERENTIAL REJOIN	1
RESIGNATION VOLUNTARY	17
RETIREMENT NORMAL	5
TRANSFER OUT	1
23/24	23
DISMISSED	1
END OF FIXED TERM CONTRACT	4
RESIGNATION PREFERENTIAL REJOIN	1
RESIGNATION VOLUNTARY	10
RESIGNATION VOLUNTARY (ON PROBATION)	1
RESIGNATION WHILST UNDER INVESTIGATION	1
RETIREMENT ILL HEALTH	1
RETIREMENT NORMAL	4
24/25	27
RESIGNATION VOLUNTARY	18
RETIREMENT NORMAL	9

b. Whether exit interviews are conducted and any aggregated insights/themes recorded.

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8. Workforce Composition and Pay Information

a. Current numbers in each role within department responsible for control-room functions, including all grades/ranks/bands from Head of Department to operational staff (headcount/FTE; please specify).

Employee Type					Total HEADCOUN T	Total FTE
Dept by Rank/Grade	OFFICER HEADCOUNT	FTE	STAFF HEADCOUN T	FTE		
OSS CALL HANDLING COMMS OPERATORS	11	10.92	135	125.30	146	136.22
SERGEANT	1	1.00			1	1.00
CONSTABLE	10	9.92			10	9.92
SCALE4			119	110.30	119	110.30
SCALE6			16	15.00	16	15.00
OSS FCC FIMS	9	9.00			9	9.00
INSPECTOR	8	8.00			8	8.00
TEMP INSP	1	1.00			1	1.00
OSS SWITCHBOARD			4	4.00	4	4.00
SCALE2			4	4.00	4	4.00
Grand Total	20	19.92	139	129.30	159	149.22

Employee Type					Total HEADCOUN T	Total FTE
Row Labels	OFFICER HEADCOUNT	FTE	STAFF HEADCOUN T	FTE		
Full Time	19	19.00	117	117.00	136	136.00

OSS CALL HANDLING COMMS OPERATORS	10	10.00	113	113.00	123	123.00
SERGEANT	1	1.00			1	1.00
CONSTABLE	9	9.00			9	9.00
SCALE4			99	99.00	99	99.00
SCALE6			14	14.00	14	14.00
OSS FCC FIMS	9	9.00			9	9.00
INSPECTOR	8	8.00			8	8.00
TEMP INSP	1	1.00			1	1.00
OSS SWITCHBOARD			4	4.00	4	4.00
SCALE2			4	4.00	4	4.00
Part Time	1	0.92	22	12.30	23	13.22
OSS CALL HANDLING COMMS OPERATORS	1	0.92	22	12.30	23	13.22
CONSTABLE	1	0.92			1	0.92
SCALE4			20	11.30	20	11.30
SCALE6			2	1.00	2	1.00
Grand Total	20	19.92	139	129.30	159	149.22

ALL

NWP

Employment Type	HEADCOUNT	FTE
FT	2867	2,867.00
PT	473	226.38
Grand Total	3340	3,093.38

b. Ratio of full-time vs part-time staff.

Please see the answer to 8a.

c. Proportion working under formal flexible-working arrangements.

North Wales Police do not hold any further/more detailed information.

d. Salary bands applicable to these roles.

Please see the answer to 8a.

e. Any shift pay, allowances, or other pay enhancements.

shift allowance of 20% and weekend allowance of 14.14%.

9. Demographics

a. Details of applicant demographic by age, gender, sexuality, ethnicity, disability.

Last 12 months	Applicant Age	Number of Applicants
		41
	under26	126
	26-40	70
	41-55	38
	over 55	13
	Grand Total	288

Applicant Gender	Number of Applicants
Female	158
Male	89
(blank)	41
Grand Total	288

Applicant Sexual Orientation	Number of Applicants
Bisexual	7
Gay / Lesbian	15
Heterosexual / Straight	221

Prefer not to say	4
(blank)	41
Grand Total	288

Applicant Ethnicity	Number of Applicants
Asian/Asian British - Any other Asian background	2
Asian/Asian British - Pakistani	1
Prefer not to say - Prefer not to say	1
White - Any other White background	3
White - English / Welsh / Scottish / Northern Irish / British	240
(blank)	41
Grand Total	288

Applicant Disability Declaration	Number of Applicants
No	204
Yes	27
(blank)	57
Grand Total	288

b. Details of departmental demographic by age, gender, sexuality, ethnicity, disability.

Department	Employee Type					Total HEADCOUN T	Total FTE
	OFFICER		STAFF HEADCOUN				
	Row Labels	HEADCOUNT	FTE	T	FTE		

OSS CALL HANDLING COMMS OPERATORS	11	10.92	135	125.30	146	136.2
OSS FCC FIMS	9	9.00			9	9.00
OSS SWITCHBOARD			4	4.00	4	4.00
Grand Total	20	19.92	139	129.30	159	149.2

AGE

Department	HEADCOUNT	FTE
OSS CALL HANDLING COMMS OPERATORS	146	136.22
under26	27	26.50
26-40	68	62.87
41-55	28	26.69
over 55	23	20.16
OSS FCC FIMS	9	9.00
26-40	2	2.00
41-55	7	7.00
OSS SWITCHBOARD	4	4.00
under26	2	2.00
26-40	1	1.00
41-55	1	1.00
Grand Total	159	149.22

GENDER

Department	HEADCOUNT	FTE
OSS CALL HANDLING COMMS OPERATORS	146	136.22
MAN	49	47.16
WOMAN	92	84.06
(blank)	5	5.00
OSS FCC FIMS	9	9.00
MAN	8	8.00

WOMAN	1	1.00
OSS SWITCHBOARD	4	4.00
MAN	2	2.00
NON-BINARY	1	1.00
WOMAN	1	1.00
Grand Total	159	149.22

SEXUALITY

Department	HEADCOUNT	FTE
OSS CALL HANDLING COMMS OPERATORS	146	136.22
GAY/LESBIAN	1	1.00
HETEROSEXUAL/STRAIGHT	130	121.47
PREFER NOT TO SAY	6	5.47
UNKNOWN	9	8.28
OSS FCC FIMS	9	9.00
HETEROSEXUAL/STRAIGHT	7	7.00
PREFER NOT TO SAY	1	1.00
UNKNOWN	1	1.00
OSS SWITCHBOARD	4	4.00
HETEROSEXUAL/STRAIGHT	4	4.00
Grand Total	159	149.22

ETHNICITY

Department	HEADCOUNT	FTE
OSS CALL HANDLING COMMS OPERATORS	146	136.22
1. White - English / Welsh / Scottish / Northern Irish / British	145	135.22
22. Prefer not to say	1	1.00
OSS FCC FIMS	9	9.00

1. White - English / Welsh / Scottish / Northern Irish / British	6	6.00
2. White - Irish	1	1.00
8. Mixed - White and Asian	2	2.00
OSS SWITCHBOARD	4	4.00
1. White - English / Welsh / Scottish / Northern Irish / British	4	4.00
Grand Total	159	149.22

DISABILITY

Department	HEADCOUNT	FTE
OSS CALL HANDLING COMMS OPERATORS	146	136.22
Yes	10	9.28
Prefer Not To Say	2	2.00
UNKNOWN	134	124.94
OSS FCC FIMS	9	9.00
UNKNOWN	9	9.00
OSS SWITCHBOARD	4	4.00
UNKNOWN	4	4.00
Grand Total	159	149.22

The following may not constitute recorded information and may therefore fall outside FOIA. If possible, any narrative that can be shared would be appreciated.

10. Learning and Future Plans

a. Examples of practices applied within recruitment or training that you consider:

i. Good practice.

ii. Approaches that led to reflection, adaptation, learning or improvement.

b. Brief details of any planned changes to recruitment or training processes in next 12–24 months.

No information held.

THIS INFORMATION HAS BEEN PROVIDED IN RESPONSE TO A REQUEST
UNDER THE FREEDOM OF INFORMATION ACT 2000, AND IS CORRECT AS AT 12/11/2025

Support for a Healthy Mind:

Healthy Mind	Bereavement Support	Counselling	Critical Incident Debrief	Healthy Mind Training
	Where teams have been affected by a bereavement of a colleague or someone close to the team, our Welfare Support Team can provide a drop in session to talk through reactions and feelings. We also work with 2Wish where a young person has died.	Counselling gives individuals the opportunity to talk to somebody neutral in confidence, who will listen and help them to explore their thoughts and emotions, usually over a course of up to six sessions.	After exposure to trauma, talking it through with peers can help us process what has happened and cope better with the impact of the trauma. A debrief is a group session to talk through an incident with anyone who was involved.	A 3 hour input in person or online that covers all the wellbeing support available across healthy mind, body, work-life and finances. It includes a focus on stress, anxiety, depression and trauma and how to recognise these and get support.

Mental Health Peer Support	Mindfulness Training	Personal Wellbeing Plan	Police Treatment Centre (PTC) / The Ben Fund	Psychological Welfare Surveillance
Volunteers within our workforce with lived experience of mental health, who are trained to provide informal, confidential listening and signposting.	An 8 week group course running on Microsoft Teams for 2 hours a week, providing tools and practices to help us cope with difficult situations, feel calmer, recognise our responses and react more objectively.	This tool helps us to reflect on the things that negatively affect our mental wellbeing, what the triggers are and what the signs are that we are being affected. It helps us identify the things that we can do that will have a positive impact.	Police Officers & Staff can pay the PTC to access their physical and psychological wellbeing programmes and online support. Police Officers can pay in to The Ben Fund as an alternative to the PTC, which offers shorter treatment visits, physio and counselling.	A questionnaire which can be completed online or in person to assess the factors that can be detrimental to our wellbeing, particularly in relation to our mental health and identifies where support may be needed.

Resilience Support	Sanctuary Rooms	Stress Awareness and Support	Stress Assessment and Action Tool	Stress Management Competency Indicator Tool
This support is either one to one or offered through a team workshop. An online psychometric questionnaire is completed which identifies areas for development in coping with challenges and bouncing back.	Providing a safe and relaxing space to go to clear our mind after a stressful experience, carry out religious observance or prayers, or use for short wellbeing activities such as meditation. New mothers who are breast feeding can use them too.	Information, tools and resources that help us to be more aware about stress and how to manage it including the Stress Bucket, Self Care Strategies and Burnout Bitesize Video.	This tool can help us identify what is causing us to feel stressed and how we can tackle these issues. Doing this at an early stage can help prevent stress from developing into a mental health disorder.	This is a self-assessment tool for managers to help them measure themselves against a range of competencies that support the wellbeing of their teams, including those that will help with the management of stress.

Trauma Support	Welfare Support Team – Individual Support	Welfare Support Team – Team Support	Wellbeing Visits (The Ben Fund)	Wellbeing Workshops
Exposure to trauma could lead to PTSD so trauma support is offered to individuals who may be at risk and might include therapies such as trauma based CBT or EMDR therapy.	This team provides one to one psychological support for individuals struggling with their mental health, for a variety of reasons including stress, anxiety, bereavement, relationship problems and many others. This can be short or long term support.	This team offers drop in sessions to other teams in NWP for welfare or to deliver inputs on mental health related topics. The team also leads on debriefs, trauma support and peer support.	NWP has paid a lump sum of money to The Ben Fund to send officers or staff on a Wellbeing Visit of 2 days where they are in danger of being overwhelmed by challenges in work and/or at home. It gives chance to relax and try different wellbeing activities.	Workshops can be provided on a range of wellbeing topics, generally 1 hour long, but can be tailored to each team's requirements. This might include stress, resilience, sleep, healthy finances, menopause and more.