

4 November 2025

FOI Ref 21939

Request - You asked us the following:

Please provide the information below in a machine-readable format (CSV or Excel, where applicable).

- ☐ Where you hold only headcount or FTE, please say which you are providing.
- ☐ For “control room” please include staff responsible for call handling, dispatch, and any public-facing contact-centre functions (please name the unit if locally branded).
- ☐ If any part of this request would exceed the appropriate limit under s.12 FOIA 2000, please provide as much as possible within the limit, indicate which parts would exceed the limit, and, pursuant to s.16 FOIA, please advise how the scope might be reasonably refined.
- ☐ Where estimates are used, please make this clear.
- ☐ If information is already published, please rely on s.21 FOIA and provide the direct link(s).
- ☐ Where applying any exemption, please identify the section relied upon and explain why it applies.

1. Summary Information:

- a. Name of organisation.
- b. Size of geographical area of responsibility.
- c. c) Approximate population within that area.
- d. Total personnel in organisation (headcount and/or FTE; please specify).
- e. Total personnel by role within department responsible for control-room function (headcount and/or FTE; please specify).
- f. Number of separate control room locations:
 - i. Please include function(s) at each (e.g. telephony, dispatch, public-facing, back-office, training, etc.).
- g. Annual personnel budget for entire organisation.
- h. Annual personnel budget for department operating control rooms.

2. Recruitment Process

- a. Brief outline of current recruitment process for control-room personnel.
- b. Brief outline of use of recruitment agencies (past or present), including:
 - i. Sourcing and matching candidates
 - ii. Application and screening
 - iii. Interviewing
- iv. Use of temporary/agency workers alongside permanent recruitment
- v. Agency post-recruitment provided
- vi. Reasons for discontinuing agency use (if applicable)
- c. Brief outline of interview process, including details of:
 - i. Panel, group, telephone, or online interviews
 - ii. Assessment centre techniques (individual/group exercises)
- d. Brief outline of any additional recruitment methods (if used):
 - i. Psychometric testing
 - ii. Candidate presentations
 - iii. Role play
 - iv. Table-top exercises
- e. Brief outline of average time-to-hire (application to start date).
- f. Brief outline of numbers of applicants vs. successful hires for each role (per year, if available).
- g. Brief outline of minimum/mandatory qualifications or certifications (and whether required pre-employment or obtained during probation).



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
- ii. Dispatch
- iii. Public-facing roles
- iv. Other/back office roles

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

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

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

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

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).

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).

6. Wellbeing and Support

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

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

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

7. Exit Data

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

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

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).

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

c. Proportion working under formal flexible-working arrangements.

d. Salary bands applicable to these roles.

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

9. Demographics

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

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

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.

Clarified request received on 09/10/2025:

Please provide the information below in a machine-readable format (CSV or Excel, where applicable).



- ☐ Where you hold only headcount or FTE, please say which you are providing.
- ☐ For “control room” please include staff responsible for call handling, dispatch, and any public-facing contact-centre functions (please name the unit if locally branded).
- ☐ If any part of this request would exceed the appropriate limit under s.12 FOIA 2000, please provide as much as possible within the limit, indicate which parts would exceed the limit, and, pursuant to s.16 FOIA, please advise how the scope might be reasonably refined.
- ☐ Where estimates are used, please make this clear.
- ☐ If information is already published, please rely on s.21 FOIA and provide the direct link(s).
- ☐ Where applying any exemption, please identify the section relied upon and explain why it applies.

1. Summary Information:

- a. Name of organisation.
 - b. Size of geographical area of responsibility.
 - c. Approximate population within that area.
 - d. Current total personnel in organisation (headcount and/or FTE; please specify).
 - e. Current total personnel by role within department responsible for control-room function (headcount and/or FTE; please specify).
 - f. Number of separate control room locations: Please include function(s) at each (e.g. telephony, dispatch, public-facing, back-office, training, etc.).
 - g. Annual personnel budget for entire organisation.(*).
 - h. Current annual personnel budget for department operating control rooms.(*).
- (*) Current financial year.

The following sections relate only to the department responsible for the control room function.

2. Recruitment Process

- a. Brief outline of current recruitment process for control-room personnel.
 - b. Brief outline of use of recruitment agencies (past or present), including:
 - i. Sourcing and matching candidates
 - ii. Application and screening
 - iii. Interviewing
 - iv. Use of temporary/agency workers alongside permanent recruitment
 - v. Agency post-recruitment provided
 - vi. Reasons for discontinuing agency use (if applicable)
 - c. Brief outline of current interview process, including details of:
 - i. Panel, group, telephone, or online interviews
 - ii. Assessment centre techniques (individual/group exercises)
 - d. Brief outline of any additional recruitment methods used (past or present):
 - i. Psychometric testing
 - ii. Candidate presentations
 - iii. Role play
 - iv. Table-top exercises
 - e. Brief outline of average time-to-hire (calendar days from application to start date).(*)
 - f. Brief outline of numbers of applicants vs. successful hires for each role (per year, if available) .(*)
 - g. Brief outline of minimum/mandatory qualifications or certifications (and whether required pre-employment or obtained during probation).
- (*)Most recent 12-months' data (or the closest period held), and (if readily available) the two previous 12-month periods.



3. Training Process

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

- i. Call handling
- ii. Dispatch
- iii. Public-facing roles
- iv. Other/back office roles

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

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

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

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

4. Retention and Turnover

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).

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

5. Performance Metrics

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

6. Wellbeing and Support

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

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

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

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

7. Exit Data

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

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

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

8. Workforce Composition and Pay Information

a. Current numbers in each role, including all grades/ranks/bands from Head of Department to operational staff (headcount/FTE; please specify).

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

c. Proportion working under formal flexible-working arrangements.

d. Salary bands applicable to these roles.

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



9. Demographics

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

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

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

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.

We received your request on 08/10/2025 and have processed this under the Freedom of Information Act (FOIA).

Staffordshire Police's response to your enquiry is as follows:

Staffordshire Police holds/does not hold the requested information.

Please provide the information below in a machine-readable format (CSV or Excel, where applicable).

☐ Where you hold only headcount or FTE, please say which you are providing.

☐ For "control room" please include staff responsible for call handling, dispatch, and any public-facing contact-centre functions (please name the unit if locally branded).

☐ If any part of this request would exceed the appropriate limit under s.12 FOIA 2000, please provide as much as possible within the limit, indicate which parts would exceed the limit, and, pursuant to s.16 FOIA, please advise how the scope might be reasonably refined.

☐ Where estimates are used, please make this clear.

☐ If information is already published, please rely on s.21 FOIA and provide the direct link(s).

☐ Where applying any exemption, please identify the section relied upon and explain why it applies.

1. Summary Information:

- a. Name of organisation. – **Disclosed, Staffordshire Police.**
- b. Size of geographical area of responsibility. – **Withheld, please see below. Section 21.**
- c. Approximate population within that area. – **Withheld, please see below. Section 21.**
- d. Current total personnel in organisation (headcount and/or FTE; please specify). – **Disclosed, please see the accompanying file titled 'FOI 21939 Control Room Recruitment and Training Data.xlsx'.**
- e. Current total personnel by role within department responsible for control-room function (headcount and/or FTE; please specify). – **Disclosed, please see the accompanying file titled 'FOI 21939 Control Room Recruitment and Training Data.xlsx'.**



- f. Number of separate control room locations: Please include function(s) at each (e.g. telephony, dispatch, public-facing, back-office, training, etc.). – **Disclosed, please see the accompanying file titled 'FOI 21939 Control Room Recruitment and Training Data.xlsx'.**
- g. Annual personnel budget for entire organisation.(*). – **Disclosed, please see the accompanying file titled 'FOI 21939 Control Room Recruitment and Training Data.xlsx'.**
- h. Current annual personnel budget for department operating control rooms.(*). (*). Current financial year. – **Disclosed, please see the accompanying file titled 'FOI 21939 Control Room Recruitment and Training Data.xlsx'.**

2. Recruitment Process

- a. Brief outline of current recruitment process for control-room personnel. – **Disclosed, please see the accompanying file titled 'FOI 21939 Control Room Recruitment and Training Data.xlsx'.**
- b. Brief outline of use of recruitment agencies (past or present), including:
 - i. Sourcing and matching candidates
 - ii. Application and screening
 - iii. Interviewing
 - iv. Use of temporary/agency workers alongside permanent recruitment
 - v. Agency post-recruitment provided
 - vi. Reasons for discontinuing agency use (if applicable) – **Partially disclosed, please see the accompanying file titled 'FOI 21939 Control Room Recruitment and Training Data.xlsx'.**
- c. Brief outline of current interview process, including details of:
 - Panel, group, telephone, or online interviews
 - Assessment centre techniques (individual/group exercises) – **Disclosed, please see the accompanying file titled 'FOI 21939 Control Room Recruitment and Training Data.xlsx'.**
- d. Brief outline of any additional recruitment methods used (past or present):
 - Psychometric testing – **No information held.**
 - Candidate presentations – **No information held.**
 - Role play
 - Table-top exercises – **Disclosed, please see the accompanying file titled 'FOI 21939 Control Room Recruitment and Training Data.xlsx'.**
- e. Brief outline of average time-to-hire (calendar days from application to start date).(*) – **Disclosed, please see the accompanying file titled 'FOI 21939 Control Room Recruitment and Training Data.xlsx'.**
- f. Brief outline of numbers of applicants vs. successful hires for each role (per year, if available).(*) – **Partially disclosed, please see the accompanying file titled 'FOI 21939 Control Room Recruitment and Training Data.xlsx'.**
- g. Brief outline of minimum/mandatory qualifications or certifications (and whether required pre-employment or obtained during probation). (*)Most recent 12-months' data (or the closest period

held), and (if readily available) the two previous 12-month periods. – **Partially disclosed, please see the accompanying file titled 'FOI 21939 Control Room Recruitment and Training Data.xlsx'.**

3. Training Process

- a. Brief outline of current structure and typical duration of initial training for each area. Please indicate whether duties are trained as separate roles or combined:
 - i. Call handling
 - ii. Dispatch
 - iii. Public-facing roles
 - iv. Other/back office roles – **Partially disclosed, please see the accompanying file titled 'FOI 21939 Control Room Recruitment and Training Data.xlsx'.**
- b. Brief outline of pass and fail rates for initial training programmes (percentages or counts).(*) – **No information held.**
- c. Probation period, including length, process for extension, process use for terminating during probation). – **Disclosed , please see the accompanying file titled 'FOI 21939 Control Room Recruitment and Training Data.xlsx'.**
- d. Brief outline of subsequent ongoing CPD and/or refresher requirements (frequency and format; include any mandated hours). (**)Most recent 12-months' data (or the closest period held), and (if readily available) the two previous 12-month periods. – **No information held.**

4. Retention and Turnover

- a. Average retention rates for control-room personnel.(*) – **Partially disclosed, please see the accompanying file titled 'FOI 21939 Control Room Recruitment and Training Data.xlsx'. Please note that historical data is not held.**
- b. Average tenure by role (years/months). – **No information held.**
- c. Turnover percentage (please state formula used, e.g., leavers in period ÷ average headcount × 100).(*) – **Partially disclosed, please see the accompanying file titled 'FOI 21939 Control Room Recruitment and Training Data.xlsx'. Please note that historical data is not held.**
- d. Brief outline of retention strategies in place (e.g., career pathways, formal qualifications, discounts/benefits, hybrid/remote working). (**)Most recent 12-months' data (or the closest period held), and (if readily available) the two previous 12-month periods. – **No information held.**

5. Performance Metrics

- a. Brief outline of KPIs currently used to measure success in each role (call handling, dispatch, public-facing), including target levels where held). – **Disclosed, please see the accompanying file titled 'FOI 21939 Control Room Recruitment and Training Data.xlsx'.**

6. Wellbeing and Support



- a. Brief outline of availability of mental-health or resilience programmes for control-room personnel. – **Disclosed, please see the accompanying file titled 'FOI 21939 Control Room Recruitment and Training Data.xlsx'.**
- b. Brief outline of availability of access to occupational health. – **Disclosed, please see the accompanying file titled 'FOI 21939 Control Room Recruitment and Training Data.xlsx'.**
- c. Aggregated data on stress-related absences or sickness (counts and/or rates).(*) (*)Most recent 12-months' data (or the closest period held), and (if readily available) the two previous 12-month periods. – **Disclosed, please see the accompanying file titled 'FOI 21939 Control Room Recruitment and Training Data.xlsx'.**

7. Exit Data

- a. Aggregated reasons for leaving (e.g., resignation, retirement, internal transfer).(*) – **Partially disclosed, please see the accompanying file titled 'FOI 21939 Control Room Recruitment and Training Data.xlsx'. Please note that data is only held from January 2024.**
- b. Whether exit interviews are conducted and any aggregated insights/themes recorded.(*).(*)Most recent 12-months' data (or the closest period held), and (if readily available) the two previous 12-month periods. – **Partially disclosed, please see the accompanying file titled 'FOI 21939 Control Room Recruitment and Training Data.xlsx'. Please note that data is only held from January 2024.**

8. Workforce Composition and Pay Information

- a. Current numbers in each role, including all grades/ranks/bands from Head of Department to operational staff (headcount/FTE; please specify). – **Disclosed, please see the accompanying file titled 'FOI 21939 Control Room Recruitment and Training Data.xlsx'.**
- b. Ratio of full-time vs part-time staff. – **Disclosed, please see the accompanying file titled 'FOI 21939 Control Room Recruitment and Training Data.xlsx'.**
- c. Proportion working under formal flexible-working arrangements. – **No information held.**
- d. Salary bands applicable to these roles. – **Withheld Section 21 & Section 40 please see below.**

Please be advised any further breakdown/information of salary costs could identify an individual and would trigger a section 40 (personal information) exemption under the Freedom of Information Act, please see the exemption below. Please also note on costs of 36.5% apply to each post, these include additional costs to the force such as National Insurance costs and pension contributions. Please note a Pay Award should be applied from the 1st of September 2025 but this has not yet been agreed. Once it has been agreed the increase will be applied retrospectively.

- e. Any shift pay, allowances, or other pay enhancements. – **Disclosed, please see the accompanying file titled 'FOI 21939 Control Room Recruitment and Training Data.xlsx'.**



9. Demographics

- a. Details of applicant demographic by age, gender, sexuality, ethnicity, disability.(*) – **Disclosed, please see the accompanying file titled 'FOI 21939 Control Room Recruitment and Training Data.xlsx'**.
- b. Details of departmental demographic by age, gender, sexuality, ethnicity, disability.(*) (*)Most recent 12-months' data (or the closest period held), and (if readily available) the two previous 12-month periods. – **Disclosed, please see the accompanying file titled 'FOI 21939 Control Room Recruitment and Training Data.xlsx'**.

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. – **No information held.**
- b. Brief details of any planned changes to recruitment or training processes in next 12–24 months. – **No information held.**

The following exemptions have been applied:

In accordance with Section 17(1) of the Freedom of Information Act, this letter represents a refusal notice for parts of this particular request.

- Section 21(1) - Information reasonably accessible by other means.

Section 21 is an absolute, class-based exemption and as such there is no requirement to quantify the harm that may arise from the disclosure, nor is there a requirement to perform a Public Interest Test.

- Section 40(2) Personal Information

Section 40(2) is an absolute exemption which means that there is no need to quantify the harm that may arise from the disclosure; neither is it subject to a public interest test.

To release personal or third-party information held by Staffordshire Police, would breach the data protection principles; namely –

- Data is lawfully and fairly processed.
- Processed in line with an individual's rights.
- Data is secure.

Personal and third-party information cannot be released under the Freedom of Information Act.

Disclosure under Freedom of Information is a release of information to the world in general and not an individual applicant.



STAFFORDSHIRE
POLICE

Advice and assistance

In order to comply with our obligations under Section 16 of the Act, the obligation to provide advice and assistance, please find below links to the information requested.

- <https://www.staffordshire.police.uk/police-forces/staffordshire-police/areas/staffordshire-police/au/about-us/organisation/>
- <https://www.staffordshire.police.uk/SysSiteAssets/foi-media/staffordshire/2025-published-foi-requests/october/foi-21895-police-staff-pay-scales---01.09.2024.xlsx>

Please be advised that all Freedom of Information request responses are published on the Staffordshire Police website although personal details are not included.

Freedom of Information Request Appeals Procedure

1. Who Can Ask for a Review

Any person who has requested information from Staffordshire Police, which has been dealt with under the Freedom of Information Act, is entitled to complain and request an internal review, if they are dissatisfied with the response they received.

2. How to Request a Review

Requests for review of a Freedom of Information request must be made in writing within two months of the date of receipt of this email, and should be addressed to:

IAT@staffordshire.police.uk

Or by Post to:

Information Access Team
Staffordshire Police HQ
PO Box 3167
Stafford
ST16 9JZ

The reference number, date of the request and details of why the review is being requested must be included. Requests for review should be brought to the attention of the Information Access Team within two months of the Force's response to the original FOI request.

3. Review Procedure

Receipt of a request for review will be acknowledged in writing. The review will be conducted by a Supervisor who is independent from the original Decision Maker. The Information Access Team will set a target date for a response. The response will be made as soon as is practicable with the intention to complete the review within 20 working days. In more complex cases the review may take up to 40 working days.



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The independent Supervisor will conduct a review of the handling of the request for information and of decisions taken, including decisions taken about where the public interest lies in respect of exempt information where applicable. The review enables a re-evaluation of the case, taking into account the matters raised by the complaint.

4. Conclusion of the Appeal

On completion of the review the Independent Supervisor will reply to the appellant with the result of the review. If the appellant is still dissatisfied following the review they should contact the Information Commissioner to make an appeal. The Information Commissioner can be contacted via the following link:
<https://ico.org.uk/make-a-complaint/foi-and-eir-complaints/foi-and-eir-complaints/>

Freedom of Information
Information Access Team