



STRATEGIC POLICING AND CRIME BOARD July 2013

Human Resources Department Update

PURPOSE OF REPORT

1. To provide information for the Strategic Policing and Crime Board on the structure, and activities of the Corporate HR function.

THE HR FUNCTION

2. The HR function consists of 66 fte posts and is organised into five portfolios, as outlined below:
 - **Workforce Strategy** - This portfolio provides planning and forecasting advice to ensure the workforce remains resilient, options in relation to workforce mix, supervisory structures, police officer deployment and police promotion processes.
 - **Reward and Productivity** - This portfolio has responsibility for pay and rewards systems, job grading procedures, employment legislation, implementation of the Winsor Review, case management advice to line managers on capability and attendance cases, resolutions and police staff misconduct.
 - **Organisational Development and Equalities** - This portfolio has responsibility for work in relation to talent management, initiatives to improve workforce engagement, the provision of strategic HR support to local managers and equalities issues.
 - **Occupational Health and Safety** – This portfolio has responsibility for Health and Safety prevention and education initiatives as well as policy development and advice to staff. In addition clinical case management is provided by Occupational Health nurses and advisers, led by the Force Occupational Health Physician.
 - **Support to Change Programmes (interim portfolio)** - This interim portfolio provides dedicated HR support to the main Force organisational change programmes and ensures legal compliance with workforce reduction procedures.

3. Along with other Force Headquarters Departments, the HR Department is awaiting the outcome of the Senior Management Review to determine the managerial and leadership arrangements of the Department. This may have an impact on the portfolio arrangements described above.
4. Furthermore, the Head of HR has taken the lead in approaching West Midlands Fire Service and Birmingham City Council to explore the opportunity to work collaboratively to increase the availability of resources and share and develop HR expertise. This work is in the early stages of development and updates will be provided as necessary.
5. The HR Department has a strong working relationship with staff associations and recently reviewed the resources provided to the Trade Unions, Police Federation and Superintendents Association. The outcome of the review was a reduction in the establishment of police officers deployed to full time Federation duties to nine, and a temporary increase to six police staff Trade Union posts to enable full engagement in working with the Force on the Organisational Change programmes.

CURRENT WORKFORCE

6. The table below sets out the current establishment and strength as at May 2013.

	Established posts (fte)	Funded Externally (fte)	Total (fte)	Strength May 2013 (fte)	Difference (fte)
Police Officer	7,571.0	62.0	7,633.0	7,442.0	191.0
Police Staff	3,019.1	212.0	3,231.1	3,029.0	202.1
PCSO	786.5	0.0	786.5	676.0	110.5
Total	11,376.6	274.0	11,650.6	11,147.0	503.6

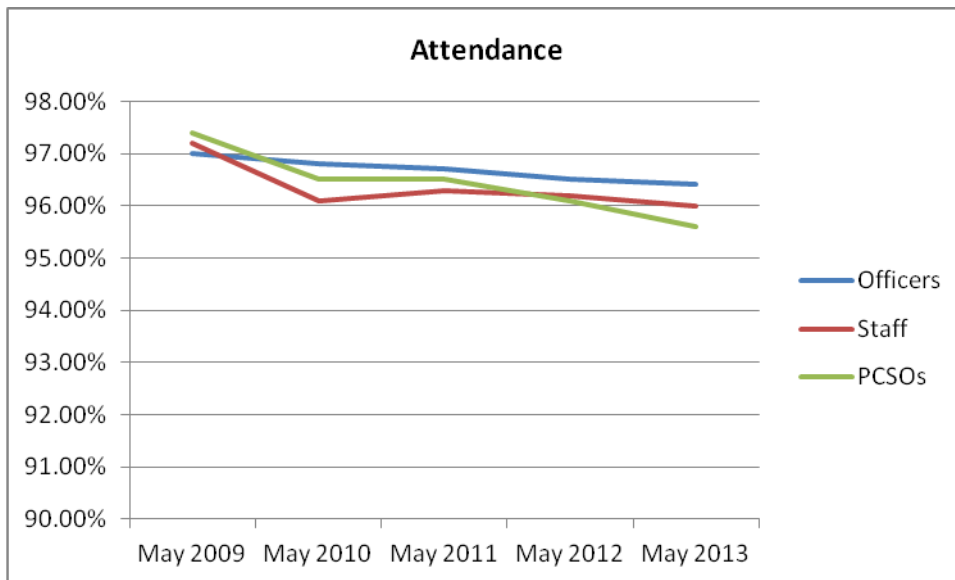
7. The Force is committed to providing equality of opportunity to police officers, staff and special constables and all applicants to these posts. To support this commitment it is important to effectively monitor the protective characteristics and understand any variances in trends. The key headlines are summarised below with full details given in appendix 1.
 - 39.5% of the Force is female, split between 29.7% of police officers, 61.5% of police staff and 48.5% of PCSO.
 - 9.4% of the Force is BME, split between 8.4% of police officers, 11.2% of police staff and 12.0% of PCSO.
 - 1.7% of the Force is declared disabled, split between 0.9% of police officers, 4.0% of police staff and 0.6% of PCSO.
8. The age profile of the Force is the area experiencing the most change. This is predominately due to the restriction on recruitment and use of A19 which is having the effect of concentrating the police officer workforce into a narrow age range. Nearly 80% of the police officer workforce is in the 31-50 age range, with around 16% less than 30 and 6% over 50 (police staff workforce is 17% less than 30 and 30% over 50). In workforce planning terms this will start to impact on both how the workforce reflects the communities it serves as well as the diversity and talent pool of future promotion processes.

WORKFORCE RESOURCING

9. As part of the 2013/14 budget it was agreed to recruit 50 PCSOs and 50 Specials. A project team has been established to manage the recruitment to these posts and it is anticipated that Special Constable training will commence in November 2013 and PCSO training in January 2014. All PCSOs should have completed their training and be deployed by March 2014 and the Special Constables will be deployed in three groups during March, April and June 2014.
10. The advertising of these posts is being actively managed to control numbers, expectations and attract applicants from hard to reach communities and demographics. This will be developed through liaison with KIN, and staff associations. Some parts of the process, i.e. shortlisting, will be undertaken by an external provider and the resource intensive assessment centre approach is being replaced by a more efficient on-line testing approach.
11. In addition, to maximise the use of the skills and warranted powers of police officers it was agreed to convert 100 police posts into police staff posts. Work is now progressing to recruit police staff into these roles and it is planned that around 50% of the posts will be filled by September, and around 80% filled by the end of December. All roles are scheduled to be filled before the end of the financial year.

ATTENDANCE DATA

12. The Force has an attendance target for all occupational groups of 97%. This means that staff are expected to attend for 221 out of the 228 days available for work. The chart below shows the performance against this target.



13. The chart shows that current performance is below target for all three occupational groups. Actions being taken to address this position include:

- Identification of individuals with poor attendance records (in terms of frequency of absence and length of absence);
- Provision of information to SLTs to enable local decision making and management (i.e. local trends and hotspots);
- Development of local action plans managed by the SLT;

- Dedicated Line Manager Adviser identified who will support line managers in taking cases forward and who will liaise with Occupational Health;
- Coaching of line managers by HR Managers and provision of leadership training on performance issues (including attendance management);
- Liaison with partner agencies to improve health and well being services, i.e. Remploy and Police Mutual;
- Communication strategy to inform colleagues of attendance target and expectations of the Force;
- Development of options to recognise excellent attendance.

14. However, it should be noted that over 6,600 officers and staff have achieved 100% attendance (54% of workforce).

WORKFORCE REDUCTIONS

15. The use of Regulation A19 has been a fundamental part of our financial strategy and the number of officers projected to be affected in 2013/14 is 152 and 101 in 2014/15. It is normal for the annual figure to vary depending upon a number of factors, including for example, normal occurring turnover, ill health retirement, etc.

16. Police staff reductions have been delivered principally through the 3 phases of the Priority Based Budgeting process together with the voluntary redundancy scheme that was effect in 2011. Over the last three years 708 staff have left the Force on voluntary redundancy with a further 80 leaving on compulsory redundancy.

STANDARDS AND PERFORMANCE

17. Police staff are subject to the Disciplinary Procedure that has been negotiated with the Trade Unions in accordance with the ACAS Code of Practice on Discipline and Grievance and meets legislative requirements.

18. There is no national capturing of police staff misconduct data and therefore it is not possible to compare West Midlands force data with that of other forces. Over the last year there has been more publicity within the Force regarding standards of behaviour particularly with reference to the use of social media and also misuse of force systems and disclosure of information. In addition to this, all 1st and 2nd line managers have been mandated to attend training on managing the performance of staff. The table below shows key data on police staff misconduct.

	2011/12	2012/13
Disciplinary Hearings		
Dismissals	5	1
Written warning	12	1
Management advice	0	1
	17	3
Other		
No further action	20	10
Management advice	20	10
Resigned during process	9	6
In progress	1	7
	50	33
Total	67	36
Appeals	5	1
Appeals upheld	1	1
Suspended staff	11	2

19. The table shows that the number of police staff being subject to disciplinary processes in 2012/13 was significantly lower than in 2011/12 (36 compared to 67). The main areas of misconduct are:

- Misuse of force systems
- Disclosure of information
- Criminal offences
- Inappropriate comments on social media
- Inappropriate comments to members of the public and colleagues

20. Due to the closer working relationship that has developed between HR and Professional Standards Department, it had become clear that the sanctions being applied to police officers and police staff for misconduct matters varied. This was particularly evident in matters involving misuse of force systems, where it appeared that police staff were being treated more severely. These matters tended to be regarded as gross misconduct for police staff and misconduct for officers. Both HR and PSD now regard this type of misconduct as a significant risk to the Force and it is regarded as gross misconduct across the board. Clearly, the final decision taken by the Disciplinary Panel regarding the application of sanction will take account of the circumstances of the case and what mitigation is offered.

WINSOR

21. All of the police regulations that were introduced following the Winsor part 1 report have been implemented in Force, apart from the implementation of the voluntary severance scheme for police officers.

22. The Winsor Part 2 report contains 121 recommendations which are due for implementation during the period 2013 – 2018 and include issues that will have a direct impact on the Force (i.e. new pay scales, fitness testing, direct entry, etc.) and

also issues that have a national dimension (i.e. establishment of the College of Policing, abolishment of the PNB, etc).

23. The recommendations can be grouped into the following areas:

- Recruitment and severance
- PDR, performance and skills
- Talent management, promotion and direct entry
- Fitness and restricted officers
- Pay and allowances
- National negotiation

24. A Winsor Project team has been established to implement those recommendations that were approved by the Police Arbitration Panel and Home Secretary. These are shown in appendix 2. A further number of recommendations required additional time for negotiation and are due to be reported to the Home Secretary by the end of July 2013. These are also shown in appendix 2.

25. The Key issues for the Force in relation to Winsor Part 2 are summarised below:

- **Annual fitness test** - A significant issue for the Force is the introduction of a fitness test which is due to commence later in 2013, subject to further national negotiations. The recommendation is that all officers who undertake PST are required to pass a fitness test, undertaken as a shuttle run. Due to the space required to undertake the run, there are logistical problems of finding suitable venues within the Force estate. There are also concerns regarding the suitability of the shuttle run for those officers with restrictions. Another issue is whether the test is required annually; within the Force PST is undertaken at various intervals dependent upon the role and not necessarily on an annual basis. The Project Team is currently examining alternatives that are more flexible in terms of administering the test; utilising other types of equipment and venues for testing. At the time of writing no guidance has been provided to forces about the implementation of this recommendation.
- **Pay scale for new entrants** - The report recommended a new pay scale for constables which involves an immediate changes for new entrants, and a graduated move to the new scale for serving officers. The starting salary for new recruits has been lowered and point 0 starts at £19k with a maximum of £21,999 (actual salary is at the discretion of the Chief Constable, after consultation with local policing body, based on local recruitment needs.) Entrants with relevant police service or a policing qualification may be appointed at point 1 of the scale (£22k) and this point is also available on a discretionary basis. Those appointed on point 0 would move to point 1 on completion of initial training. Of note, many forces have been quoted in the media as intending to appoint *all* entrants at point 1 of the scale, including West Mercia/Warwickshire, which would need to be considered when recruitment into West Midlands is required.
- **Direct Entry** - Direct entry proposals are still being reviewed nationally following a consultation process, through which concerns were raised around the Russell Group of universities being targeted as this may undermine the objective of widening diversity within the service. Chief Constables have discretion regarding the introduction of direct entry for Superintendents. National feedback is that the Superintendent Scheme has not been widely viewed as overall beneficial or cost effective and is unlikely to be in high demand given that it is a

discretionary recommendation. The College of Policing are expecting to design the Inspectors scheme in Autumn 2013 anticipating roll out in Spring 2014.

- **Compulsory Severance for police officers and ill-health retirements for permanently restricted officers** - The issue of compulsory severance for police officers and retirement for permanently restricted officers are still the subject of national discussion by the Police Negotiating Board. These are clearly contentious areas and will require careful handling in Force.

26. The Police Staff Council has not engaged in national negotiations and has therefore not agreed any of the recommendations that apply to police staff from either Winsor Part 1 or Part 2 reports.

FINANCIAL IMPLICATIONS

27. There are no financial implications arising directly from this report.

LEGAL IMPLICATIONS

28. There are no specific legal implications arising from this report.

RECOMMENDATION

29. The Board is asked to note the contents of this report.

David Wilkin
Director of Resources

Appendix 1

Table 1 - gender

Gender	Police Officers		Police Staff		PCSOs		Force Total	
	FTE	%	FTE	%	FTE	%	FTE	%
Male	5234	70.3%	1165	38.5%	348	51.5%	6747	60.5%
Female	2208	29.7%	1864	61.5%	328	48.5%	4401	39.5%
Grand Total	7442		3029		676		11148	

Table 2 - ethnicity

Ethnicity	Police Officers		Police Staff		PCSOs		Force Total	
	FTE	%	FTE	%	FTE	%	FTE	%
White or White British	6789	91.2%	2659	87.8%	591	87.4%	10038	90.0%
Asian or Asian British	365	4.9%	215	7.1%	52	7.7%	632	5.7%
Black or Black British	114	1.5%	83	2.7%	12	1.8%	209	1.9%
Mixed	138	1.9%	34	1.1%	16	2.4%	188	1.7%
Chinese	3	0.0%	4	0.1%		0.0%	7	0.1%
Any Other	6	0.1%	4	0.1%	1	0.1%	11	0.1%
Not Stated	28	0.4%	31	1.0%	4	0.6%	63	0.6%
Grand Total	7442		3029		676		11148	

Table 3 – disability

Declared Disability	Police Officers		Police Staff		PCSOs		Force Total	
	FTE	%	FTE	%	FTE	%	FTE	%
N	7375	99.1%	2908	96.0%	672	99.4%	10955	98.3%
Y	67	0.9%	121	4.0%	4	0.6%	192	1.7%
Grand Total	7442		3029		676		11148	

Table 4 – age banding

Age Banding	Police Officers		Police Staff		PCSOs		Force Total	
	FTE	%	FTE	%	FTE	%	FTE	%
18 - 20		0.0%	3	0.1%		0.0%	3	0.0%
21 - 25	144	1.9%	141	4.7%	102	15.1%	387	3.5%
26 - 30	1068	14.3%	361	11.9%	155	23.0%	1583	14.2%
31 - 40	3086	41.5%	668	22.0%	174	25.8%	3929	35.2%
41 - 50	2729	36.7%	956	31.5%	167	24.7%	3851	34.5%
51 - 60	410	5.5%	790	26.1%	73	10.8%	1273	11.4%
61 - 65	6	0.1%	96	3.2%	3	0.4%	105	0.9%
Over 65		0.0%	16	0.5%	1	0.1%	17	0.1%
Grand Total	7442		3029		676		11148	

Table 5- sexual orientation

Sexual Orientation	Police Officers		Police Staff		PCSOs		Force Total	
	FTE	%	FTE	%	FTE	%	FTE	%
Bi-sexual	30	0.4%	7	0.2%	1	0.1%	38	0.3%
Gay / Lesbian	120	1.6%	28	0.9%	13	1.9%	160	1.4%
Heterosexual	4218	56.7%	1512	49.9%	271	40.1%	6001	53.8%
Prefer not to say	935	12.6%	346	11.4%	48	7.1%	1329	11.9%
Not Stated	2140	28.8%	1136	37.5%	343	50.7%	3618	32.5%
Other		0.0%	1	0.0%		0.0%	1	0.0%
Grand Total	7442		3029		676		11148	

Table 6 – religion/belief

Religion / Belief	Police Officers		Police Staff		PCSOs		Force Total	
	FTE	%	FTE	%	FTE	%	FTE	%
Buddhist	30	0.4%	5	0.2%		0.0%	35	0.3%
Christian	2872	38.6%	1103	36.4%	183	27.0%	4158	37.3%
Hindu	28	0.4%	28	0.9%	1	0.1%	57	0.5%
Jain	18	0.2%	3	0.1%		0.0%	21	0.2%
Jewish	9	0.1%		0.0%		0.0%	9	0.1%
Muslim	86	1.2%	29	0.9%	14	2.1%	129	1.2%
No Religion	1062	14.3%	348	11.5%	81	12.0%	1491	13.4%
Not Stated	2141	28.8%	1127	37.2%	345	51.0%	3613	32.4%
Other	261	3.5%	85	2.8%	15	2.2%	360	3.2%
Prefer not to say	808	10.9%	242	8.0%	25	3.7%	1075	9.6%
Rastafarian	4	0.1%		0.0%		0.0%	4	0.0%
Shinto	3	0.0%		0.0%		0.0%	3	0.0%
Sikh	116	1.6%	59	1.9%	13	1.9%	187	1.7%
Taoist	2	0.0%		0.0%		0.0%	2	0.0%
Zoroastrian	3	0.0%		0.0%		0.0%	3	0.0%
Grand Total	7442		3029		676		11148	

Approved recommendations from Winsor Part 2

- Recommendation 33 – the introduction of a national fitness test for officers who undertake personal safety training
- Recommendation 54 – a revised pay scale for new entrants
- Recommendation 83 – the graduated abolition of CRTPs
- Recommendation 112 – the introduction of national on call allowance
- Recommendation 8 – 13 and 19 – 22 – the introduction of a direct entry scheme at Inspector and Superintendent ranks

Recommendations undergoing further negotiation

- Recommendation 39 – a reduction in pay and subsequent ill-health retirement of police officers who are permanently restricted and unable to complete a role requiring police powers
- Recommendations 46 – 48 – a scheme for compulsory severance for police officers
- Recommendations 95 – 99 – skills threshold tests at foundation level for constables, and for specialist roles at every rank up to Chief Superintendent, prior to accessing final pay point
- Recommendation 101 – the introduction of a public order allowance