



**STRATEGIC POLICING AND CRIME BOARD**  
**1<sup>st</sup> April 2014**

**HR Update**

**PURPOSE OF REPORT**

1. To update the Board on the current work of the HR Function

**BACKGROUND**

2. The Strategic Policing and Crime Board receives regular updates on key HR activities. This report focuses on a number of workforce strategy and resourcing issues, with an additional update on work taking place with regard to the HR Function organisation and delivery.

Police Officer Recruitment

3. The Board received a detailed update at its last meeting on 4 March. Since then further progress has been made with regard to the targeted marketing and recruitment campaign. Over the course of March a programme of “Discovery Days” aimed at underrepresented communities have taken place. These events are designed to help familiarise candidates with the recruitment process as well as the role and responsibilities of Police Officers. To date over 1200 individuals have either booked on or attended this programme of events. In addition the work of the local LPU Ambassadors has continued to develop with over 70 local events taking place across the month of March. Local TV, radio and other media outlets have been engaged, along with partnership activities being run with Birmingham City Council and the Fire Service. An external Reference Group, chaired by Chief Superintendent Moore has met on a number of occasions to inform the activities taking place.
4. To date over 18,500 Registrations of Interest from individuals interested in becoming Police Constables have been received, of these approximately 21% are from BME Communities and c.75% are from individuals aged under 30. Over 70% come from within the West Midlands region.

5. Throughout March work on the design of the on-line elements of the selection process have been progressing, specifically the Eligibility Criteria and Situational Judgement Tests modules and application form. The structure of the telephone interview element is also being finalised.

#### PCSO and Specials Recruitment

6. The Board will be aware that the recruitment of an intake of Specials and PCSOs is nearing completion. As at the end of March 34 Specials are in training, with further courses due to commence on 4 April and in June, bringing total recruitment up to c.65 Specials. This is over the initial planned intake of c.50, but reflects future turnover projections and the posting of a small number of existing Specials to FCID.
7. To date three intakes of PCSOs have commenced training with the Force, with a further intake scheduled to commence in May. This will bring the total number recruited to c.60, which again reflects workforce turnover projections.

#### Workforce Mix

8. Approval was given for a budget to recruit c.100 new police staff posts for the 2013/14 financial year, with the objective of releasing Officers to operational warranted roles. The posts included Crime Services Officers, Licensing & Planning Officers and e-Forensic Examiners. As at 31 March 90 posts have been released, with the remainder due to be released through the early part of 2014/15.
9. Approval has been given for recruitment to a further 100 posts for 2014/15. These additional police staff roles support the Service Transformation build and include Investigation, Training and Case management roles. Role profiles are in the process of being completed and evaluated so that recruitment can commence early in 2014/15.

#### Senior Management Review

10. The Senior Management Review of senior police staff roles is now largely complete, with a number of appointments now made to those roles subject to review. These include Head of Legal Services, Head of Asset Management and Head of Change Portfolio and Relationship Manager. Police Officer changes were discussed with the Chief Constable in December and the position will be reviewed again over the next few weeks to assess the impact of Service Transformation / PPU and A19. A close down report will be provided for Command Team at the next meeting following consultation with the Supt's Association.

#### Strategic Recruitment Review

11. A process review of all recruitment processes is taking place to ensure that they are timely and streamlined and are properly aligned to Force requirements and organisation. The review and any process improvements should will be implemented over the coming months.

#### Medium/Long Term Workforce Strategy

12. The Board will be aware of the financial position, as projected for the Force over the next c.5/6 year period. Work on understanding the workforce impact of further

budget reductions is taking place. This is against the position c.80% of Force budgets are people based.

13. The recruitment of 450 Officers will stabilise Police Officer strength over the next 2 years, although beyond this period both it and the police establishment will need to reduce to reflect lower budget settlements. A similar position is forecast with regard to Police Staff with reductions in the establishment, required over the later period of the current CSR (2016/17). Work developed through the IIP Partner will be focused on establishing a new operating model, which reflects the resources available over the medium and longer term.

#### Winsor Review

14. The Board may be aware that earlier this year the Police Arbitration Tribunal published findings in respect of a number of Winsor Review recommendations. These included the management and deployment of restricted officers. The tribunal found that those officers who could not perform 'the full range of duties of a constable' should have their pay reduced by approximately £3k pa, (excluding officers injured in the line of duty). The Police Negotiating Board are now working through how this should be implemented, including relevant definitions. The Force have started work on understanding which roles would be suitable for restricted officers, and how the recommendation may impact on those currently restricted; the Board may be aware that the Force currently has c.160 restricted officers (2.1% of total police strength) of which the majority are deployed to corporate functions.
15. A further Winsor recommendation concerned the implementation of a Fitness Test for all officers undergoing personal safety training. The Force has decided to utilise the Chester Step Test to assess the fitness of officers. This will be approached on the basis of a Health MOT which will include eye sight test and health advice. Final preparations are being made for Health MOT's to go live from 1 April 2014. Videos and support materials are available to officers preparing for their Health MOT, and there is a communications plan accompanying the launch. LPUs and departments are engaged and supportive in delivering the Health MOT locally, and feedback from the pilot testing sessions has been overwhelmingly positive. The College of Policing have sought advice from WMP on the implementation of alternative tests and the Force now participates in the National Working Group set up to review the operation of Fitness Test assessments.

#### A19

16. Notification was received in February that the Employment Tribunal had found in favour of the claimants in the test case involving West Midlands Police and four other Forces, concerning the application of Regulation A19. Following Counsel's advice all five Forces have decided to appeal the judgement, which is scheduled to be heard later this year at the Employment Appeal Tribunal (EAT).
17. Following publication of the judgement a further c.430 claims have been received from retired WMP Officers, across all ranks. These claims will fall if the ET decision is overturned. The Force is seeking to defer the remedy hearing for the original 22 West Midlands claimants until after the EAT has considered the appeal. A decision on this point will be made at a hearing on the 9 May.

## HR Transformation Programme

18. Work on the HR organisation and delivery has been progressing for some time, with particular emphasis on reviewing future Force business requirements so that the Function can build its capability accordingly. To that end a number of specific pieces of work have been taken forward:

- A schedule of HR Services (“Products”) has been developed, following stakeholder engagement
- These have been assigned priorities, subject to further consultation and placed into 3 HR Portfolios, (Workforce Strategy, HR Operations and Reward and Productivity) around which a new organisational structure can be established.
- Assigning of resources to each of the portfolios will take place, once the consultation process is complete, along with drafting of role profiles and finalising of the structure

19. This delivery model will enable the function in future to more effectively prioritise and allocate resources. A further update will be provided to the Board prior to final implementation of the new organisation.

### **FINANCIAL IMPLICATIONS**

20. There are no financial implications apparent at this stage.

### **LEGAL IMPLICATIONS**

21. Legal Services are taking the lead in the A19 employment appeal tribunal.

### **RECOMMENDATIONS**

22. The Board is asked to note the report

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