



STRATEGIC POLICING AND CRIME BOARD 1 July 2014

HR Update

PURPOSE OF REPORT

1. To update the Strategic Policing and Crime Board on the current work of the HR function.

BACKGROUND

2. The Strategic Policing and Crime Board receive regular updates on the key HR activities. This report focuses on a number of workforce strategy issues with an additional update on the implementation of the Winsor recommendations.

POLICE OFFICER RECRUITMENT

3. This process is running to time and it is expected that the first batch of recruits will be appointed by October 2014. At this point c340 candidates have completed the national selection process known as SEARCH with results due during July 2014. A recap on the process to date follows.
4. The announcement of plans to recruit attracted over 21,000 registrations of interest. This resulted in c7000 application forms initiated of which 4,178 were completed and submitted. 21% of applicants were from a BME background and 30% of applicants were female.
5. The process has been designed to reiterate entry requirements at early and salient points in the application stage both to manage the expectations of applicants and encourage de-selection where these requirements are clearly not met. Dip sampling of applicants who failed to submit a completed form would suggest this objective has been met with two reasons most commonly cited:
 - For an early view of the form with an intention to apply in the future
 - To check on eligibility
6. Candidates were required to complete a Situational Judgement Test relating to typical policing situations. Candidates were asked to identify both effective and ineffective responses to gain an understanding of their decision making abilities. The tests were designed by occupational psychologists working alongside police officers and police staff of all ranks and roles to gain the broadest possible perspective of policing. Professional Standards Department were instrumental in producing the tests ensuring that focus is given to areas of business where we

have experienced significant organisational learning in recent years such as Operation Sentinel.

7. Using industry standard methodology the tests were robustly examined for evidence of adverse impact or bias in respect of any protected characteristic. A high degree of confidence exists in respect of the fairness and relevance of the testing process. 1390 candidates scored above the minimum pass mark to progress. 18% of successful candidates were from a BME background and 27% of successful candidates were female.
8. Candidates scoring in the higher range proceeded to telephone interview with the highest scoring candidates being interviewed first. A total of 926 telephone interviews were conducted testing competency areas of serving the public, motivation and communication. For 'Fast track' candidates leadership potential was also tested. The remaining 464 candidates will be interviewed in the coming months. 493 candidates were successful at interview, 21% of whom were from a BME background and 30% were female.
9. Throughout this process we have invited close scrutiny from 'Community Partners' who are people with strong links to the West Midlands and represent a breadth of perspective consistent with the diversity of the conurbation. The objectives of Community Partners are as follows:
 - To critically appraise the application of recruitment policies, practices and procedures throughout the process;
 - To make active contributions at the local interview stage in the form of a panel participant;
 - To make observations and provide feedback on the National Assessment Centre.

PCSO AND SPECIAL CONSTABLE RECRUITMENT

10. 57 Special Constables have commenced training in 2014 across four courses. 38 have now been deployed to their allocated LPU. In addition to this, 6 Special Constables have been recruited in collaboration with British Transport Police.
11. 63 PCSOs have commenced training in 2014 including the final cohort of 19 who finish their training on 4 July 2014.

L&D – TRAINING OF NEW RECRUITS

12. The training programme is currently being planned and designed to ensure compliance with College of Policing requirements and to reflect changes from the previous programme. An extensive exercise of mapping all of the components of the College of Policing Initial Police Learning and Development Curriculum has been completed, as has the identification of potential supporting NCALT e-learning components. The new curriculum has expanded to include public protection and cybercrime for example.
13. A process of engagement and co-creation is underway to ensure that the scope and focus of the design also includes elements specifically relevant to West Midlands Police. Initial engagement of Commanders, subject matter leads, and diversity groups has begun.
14. The previous course was 24 weeks long however this will be reduced to 18 weeks in order to deliver to the overall Recruitment Programme time line. A key challenge will be to create a programme which complies with expanded College of Policing

curriculum requirements and additional specific WMP requirements whilst incorporating modern programme design and delivery methodologies within the shorter programme. Consideration will also be given to personalising elements of the design in order to expose individuals to specialisms relevant to individual talents and aptitudes at an early stage for example.

15. Ethics and values underpinning the new College of Policing Curriculum and WMP will be reflected in the programme design and assessment methodology in stand alone components and as golden thread throughout. Innovative training methodology will be integral to the overall design and the course will be subject to an Equality Impact Assessment and will operate within a robust quality assurance and control framework. Specialist or guest speakers, including community representatives, will be engaged in delivery and the diverse experience and knowledge which new recruits bring will be an important part of the learning dynamic. Blended learning including class teaching, e-learning, workbooks, hydra (immersive learning exercises) and possible external placements are being incorporated into the programme. Formative and summative assessment is being integrated into the design drawing upon College of Policing validated tools where these exist. Consideration will be given to ensure that all students can perform their best in what will be a challenging training programme. This will include a degree of additional group or individual coaching if required.
16. The intention is to include elements of community engagement, which is currently subject to consultation with LPU commanders. Consideration is also being given as to whether a diploma is a preferred outcome for WMP students and proportionate in terms of potential cost and resource requirements. This is currently set at level 3 by the College of Policing with plans to make this a level 4 qualification in 2015.
17. All trainers delivering the programme meet College of Policing requirements. The majority have also completed a DTLL (Diploma in Teaching in the Lifelong Learning Sector) or a Certificate in Education. All have completed a 'train the trainer' course and those who have joined the Department more recently will have completed a new in house version which has been recognised by the College of Policing. A number of current trainers were involved in past constable recruitment training, and since then have continued to design and deliver training across a wide range of subjects. All have undertaken mandatory College of Policing diversity inputs which will be augmented through the process of co-design and delivery outlined above. Specialist trainers will be designing and delivering areas relevant to their specialism – a departure from the previous approach which saw the same generalist trainers deliver all components. Whilst the immediate focus is on the 18 week course component, planning will shortly begin for the post course elements.
18. Initial scoping of capacity requirements for the 18 week training period and development phase leading up to this has taken place. It is envisaged that a significant proportion can be accommodated within existing establishment. However, some additional key roles and resources will be required subject to relevant business cases. It is expected that any additional resource requirements can be met from existing devolved budgets.

APPRENTICESHIPS

19. The Apprenticeship Scheme is a work-based training programme which provides individuals with workplace coaching and learning supported by a classroom based vocational development programme and qualification.

20. Apprentices are employed for a minimum of 30 hours a week with an additional day per week (paid) spent attending a tailored off the job training programme with an external training provider. Apprenticeships are available at three levels; Intermediate (NVQ Level 2), Advanced (NVQ Level 3) and Higher (NVQ Level 4/5) and vary in length dependent upon the course from one to three years. The initial Apprenticeship Scheme will be run as a pilot and will provide opportunities for 10-12 apprenticeships focussed predominately on the 16-18 age group.
21. Potential opportunities for apprenticeships have been identified across the Force and the following five functions have confirmed their interest in participating in the Scheme.
- Force Contact
 - Shared Services
 - Forensic Services
 - Fleet Services
 - Intelligence
22. Community representation will also be taken into account to ensure that the pool of potential apprenticeships is representative of the West Midlands community in terms of the seven strands of diversity. The Scheme will begin in early 2015 to enable time to select frameworks and providers and to complete the recruitment process. The Scheme will be monitored throughout the apprenticeship term with an evaluation taking place at the end of the first year.
23. Under the terms of the national apprenticeship scheme the Government provides full/part grant funding to support the cost of training dependent upon the age of the apprentice and the size of the organisation. Apprentices aged 16-18 are classed as a high priority by the Government and therefore all training costs are fully funded. For apprentices aged 19-24, based on the size of West Midlands Police, 25% of training costs will be funded by the grant with the Force responsible for the remaining 75% of the training cost. Exact training costs for the force are still to be confirmed as these are based upon the apprenticeship frameworks, age of the apprentices and the training provider(s) chosen. The Government grant funding does not cover the employment costs of the apprentice, therefore the force will need to fund the employment cost of the Apprenticeship Scheme from existing vacancies.

WORKFORCE PLANNING – STRENGTH AND ESTABLISHMENT

24. Police Officer strength at the start of the financial year was 7,118 against a budgeted establishment position of 7,187. Police Staff strength at the start of the financial year was 3,057 against a budgeted establishment of 3,113. PCSO strength at the start of the financial year was 669 officers against a budgeted establishment of 690 posts. Subsequent to the start of the financial year a final new intake of PCSOs has increased the PCSO strength to 684 officers.
25. The force also had 417 Special Constables at the start of the financial year following the recruitment of 40 Specials in 2014/15 with a further 23 Specials recruited in Q1 2014/15.

A19

26. The Board will be aware that the Employment Tribunal found in favour of the claimants in the test cases involving West Midlands Police and four other Forces in relation to the implementation of Regulation A19. This judgement is being

appealed at the Employment Tribunal (EAT) which will be heard later this year. The remedy hearing for the claimants has been deferred until after the EAT has considered the appeal.

WINSOR REVIEW

Health MOT

27. The Board will be aware that a number of Winsor recommendations were approved for implementation by the Home Secretary. These included the implementation of a fitness test for all officers who undergo personal safety training. The Force has decided to use the Chester Step test to assess officer fitness. This test takes the form of a Health MOT and combines the Step test with a blood pressure check, an eyesight test (where appropriate) and general health advice.
28. Full implementation is required by 1 September 2014, and the Force has been operating the Health MOT on a pilot basis since April. Since that date, over 600 officers have undergone the Health MOT, with no failures. Evaluation of the process has taken place with a high level of satisfaction being experienced particularly on the professionalism of the Health and Fitness Advisers conducting the Health MOT.
29. The Unsatisfactory Performance Procedures (UPP) will be used to deal with those officers who have failed the test three or more times. National guidance is awaited from the PNB. Following receipt of this guidance, consultation with stakeholders (including Superintendents Association, Federation, Occupational Health, Women in Policing) will take place and the policy for implementation agreed.

Restricted officers

30. A further Winsor recommendation concerns the management and deployment of restricted officers. Guidance is currently being developed for discussion at the Police Negotiating Board on 9 July 2014. Colleagues from West Midlands have been involved in a working group to give practitioner views on the proposed guidance. It is expected that the guidance will contain clear definitions to enable clarity on issues such as the different levels of restriction that will be applied to an officer; what constitutes injury on duty and how the reduction in pay for restricted officers will be applied. Following publication of the guidance, consultation will take place with stakeholders regarding implementation.
31. The table below shows that the number of restricted officers has almost halved from 249 in May 2010 to 139 currently.

Year	2010	2011	2012	2013	2014
No	249	247	194	182	139
%	2.9%	3.0%	2.6%	2.4%	1.9%

Fast Track (Inspector rank)

32. Winsor also recommended the implementation of a Fast Track procedure for the rank of Inspector. Three places have been made available to West Midlands and seven candidates have undertaken the national assessment process. Successful applicants will go through a selection board on 24 and 25 June 2014.

FINANCIAL IMPLICATIONS

- 33. There are no financial implications arising directly from this report. Any costs arising in relation to the activity included in the report will be met from existing devolved budgets.

LEGAL IMPLICATIONS

- 34. Legal Services are taking the lead in the A19 Employment Appeal Tribunal

RECOMMENDATION

- 35. The Board is asked to note the contents of the report

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