



STRATEGIC POLICING AND CRIME BOARD
6th October 2015

HR UPDATE

PURPOSE OF REPORT

1. To report to the Board on progress in delivering the 2015/16 PCC HR Delivery Plan.

BACKGROUND

2. At the beginning of the financial year the PCC approved a series of Delivery Plans produced by Functions within the Resources Directorate. These, including the one developed by HR, are designed to support the Force in delivering its vision of “serving our communities and protecting them from harm” The Delivery Plan for HR is split into five themes. These are:
 - a) Pride in our Police
 - b) Stronger, safer, more prosperous communities
 - c) Making better use of our people and resources
 - d) Creating a new era in Policing
 - e) Responding to national threats
3. Delivery of the plan is supported by a set of strategic actions which cross cut the above themes. A summary of the plan is shown in the appendix, key headlines from the Plan are in relation to:
4. **Workforce Planning/Resourcing**
 - a) Workforce Planning Model

Work on developing a long term workforce plan, linked to the 2020 Blueprint, focusing on skills, needs and productivity improvement is being tested within the Force CID. Once tested, the plan at force level will provide an accurate picture of future workforce requirements, so that the Force can plan more effectively on how to meet these.

b) Workforce mix/Apprenticeships

For the 2015/16 Financial Year approval has been given for the creation of 83 new police staff posts, which will release Officers to operational roles. These include Contact Centre Supervisor, Resource Allocator Dispatcher and Traffic Process Officer. To date 27 officer posts have been converted to Police Staff roles. The remainder will provide opportunities for staff at risk of redundancy, as a result of the change programme. Potential growth in CT resources may provide further opportunities, linked to development of the CTU workforce Plan. In addition a small Apprentice intake (c.2/3) is being progressed across the Forensic Services and Fleet Functions, which recognises an increasing requirement for specialist capability within these activities.

a) Police Officer Recruitment

The Board will know that this year's workforce plan includes provision for Police Officer recruitment, which to date has enabled the Force to recruit 233 new officers, with further intakes planned for this year and into 2016. The overall quality of candidates continues to be of a high standard, with assessment scores significantly exceeding national recruitment standards.

The next intake is in November when 20 recruits are due to commence with the force. Selection is based on the highest performing applicants from Wave Two with a further five candidates outstanding from Wave One.

The timing and numbers of future intakes within the overall programme are being reviewed in order to allow police staff who may be affected by the 2020 Change Programme to apply. The process itself and recruitment standards are unchanged.

In addition to the current recruitment process the Force is studying the feasibility of participating in the "Police Now" Programme being run by the MPS. The initiative is aimed at attracting high performing graduates into policing. It provides the opportunity for individuals to experience front-line policing for two years with a view to subsequently making an informed career choice.

The Force is currently working with the MPS and c.7 other police forces to develop a Service-wide approach to implementing Police Now. Approximately 10 individuals could be recruited onto the Programme, which would run for 2 years.

b) Diversity/Equalities

Based on learning from the first phase of the Police recruitment process a number of developments have been implemented to increase interest from within under represented communities. These include:

- Use of web analytics to direct positive action messages to specifically under-represented sections of the community
- Development of an on-line candidate self-assessment tool to assist potential candidates with their career choices.
- Establishing a Facebook community of BME candidates to support each other during the recruitment process.

- Awareness days to highlight the competitive nature of the process, discouraging candidates unlikely to be successful from applying.
- Awareness days held at a wider variety of venues, often resulting from relationships established through community involvement in the first wave of recruitment.
- Greater emphasis on explaining national vetting requirements at pre-application stage.
- Introducing 'buddies' at a much earlier stage of selection (experienced police officers who share the same protected characteristics who can support candidates).

The above activity has resulted in a significant increase in applications from BME communities and a general improvement in the standard of all candidates, evidenced at national assessment centre stage. During Wave one of recruitment, 22.5% of applications were from BME candidates dropping to 19.0% of candidates progressing to national assessment. The current wave of recruitment has seen 30.6% of applications from BME candidates with the proportion stable at 30.8% of candidates progressing to national assessment.

From experience this should produce c.30% intake for the November cohort. The team are now in the process of reviewing and learning from Phase 2 positive action initiatives including feedback taken from candidates who have been part of the process.

In addition work on developing the BME Progression Plan is progressing to support officers/staff in pursuing progression through development days and action learning sets. A number of candidates have secured successful secondments to the IIP projects as a result of the positive action. A programme of positive action support has also been put in place to support candidates seeking development and progression.

5. 2020 Blueprint

a) Change Programmes

Quarter 3/4 of the current year will see a significant uplift in the level of support needed across the 2020 Change Programmes. To help meet this requirement a number of early actions have been taken forward, including:

- The attachment of HR staff into the Business Transformation Team to support workforce planning and interdependencies across programmes
- HR Managers have been identified to provide dedicated support to the larger, more complex change programmes (eg) Next Generation Enabling Services
- "Change Readiness" assessments are being carried out to ensure that HR processes are "fit for purpose", given the potential force wide impact of the Blueprint. This has included updating of the Force Career Transition Website to support staff who may be moving to new careers/other opportunities within or external to the Force
- A series of development workshops are being run for HR staff to ensure they are up to date on best practice in relation to change programmes. (eg

developing business cases, consultancy and coaching skills, redundancy/career transition support).

b) People Framework

Colleagues in HR are supporting work to implement a new Performance Management Framework and an updated workforce offer (Employee Value Proposition - EVP), taking into account societal changes and changes in employee expectations. Both pieces of work form part of the development of a detailed business case for a "People Framework", which will also address organisational culture and leadership, which is being led by L&D. The business case will be finalised later in October, prior to consideration by the Organisational Change Board.

Proposals for a new Performance Management Framework will involve a different approach to appraisal, which is more on-going, encourages wider feedback sources, with stronger links with talent management. The focus of a new EVP will be how the organisation going forward can attract and retain officers and staff and what a future "new deal" would need to include in order to achieve that, given the financial options open to the Force are extremely limited.

6. HR Transformation

The HR Transformation Programme, launched earlier this year, is nearing completion of its first phase. The programme, which is jointly led by Corporate HR and the Shared Service Centre has as its objective to improve day to day business delivery to LPUs and Departments. This has involved:

- Providing improved access to HR policies and procedures
- Improving workforce data quality
- Providing single entry points to HR services to improve the customer journey
- Delivering faster turn round times for transactional services
- Being more responsive to service demands
- Achieving more engagement within the function and culture change

Based on these commitments a series of initiatives have been taken forward, including:

- Introduction of an upgraded website with improved search capability and re formatted policies/procedures has been introduced
- An SLT data "dash board" has been developed, with information updated on a real-time basis to support SLT decision making. Additional support through the SSC to enable more rapid updating of workforce data (intra Dept/LPU moves etc) has been put in place
- A series of data cleanse initiatives has been undertaken to improve data confidence
- Single contact number/e mail address has been established so managers and staff can quickly be directed to the support/guidance they need
- Process times for key transactional services (eg) recruitment, have been reduced to improve service
- A new joint tasking process introduced for Corporate HR & Shared Services, held fortnightly which allows issues to be raised by LPUs/Depts and corporately to address emerging issues. This is linked to force performance and workforce resilience information to better inform the process

The programme of work has been informed by a number of customer feedback workshops, involving line managers, staff associations etc and input from a senior leader reference group, which has acted as a critical friend to support the changes being made. Work on culture and across a certain service areas (eg) Occupational Health continues.

Based on the first phase of the Programme the next stage will involve changes to the deployment of HR staff, so that the function is better placed to support the demands of 2020 and align to future organisation changes delivered as part of the Next Generation of Enabling Services (NGES) Programme

7. Business As Usual Delivery

A focus for “Business as Usual” delivery is to maximise workforce resilience and performance, which will remain a key requirement as Force moves towards implementation of the 2020 Blueprint. In that context attendance levels are under particular scrutiny.

Current attendance levels are:

- Police Officers 95.5% (average 10.5 days per officer)
- Police Staff 95.6% (average 10.2 days per police staff member)
- PCSOs 95.1% (average 11.4 days per PCSO)

Police Officer and Police Staff attendance for the period Apr-August 2015 is comparable to the same period in 2014 with PCSO attendance significantly worse than in 2014. The main causes of absence across all three groups are Psychological Disorders and Muscular-Skeletal injuries with mental conditions and back conditions making up approximately a third of absences so far this financial year.

A number of measures have been put in place to improve attendance. These include:

- Monthly briefings and analysis of attendance levels for each department & LPU by local HR Managers
- Regular Force compliance audits to ensure reporting/return to work procedures are being followed and cases requiring attention are identified at an early stage
- Targeted case management to address chronic attendance cases, including cross referencing of data with other data sets and with performance levels
- Support for officers and staff dealing with traumatic incidents has been established through implementation of TRIM methodology

On a proactive basis the Force continues to provide a programme of mobile “well persons” clinics, provided at no cost to the Force, through PMAS and operates a “wellbeing zone” website, providing workforce advice and signposting support. Development of the workforce offer (EVP) will also contain a significant element on employee wellbeing and health, with a number of preventative measures, which will support improved attendance. As part of this process a bid has been submitted to the MacMillan Cancer Care to provide support for officers and staff in terms of general awareness raising, particularly for Line Managers.

To further address the position attendance panels are being introduced in the autumn, chaired by the Director Resources/Head of HR at which those functions with the most

significant attendance challenges will be asked to attend to identify what actions can be taken to improve performance.

FINANCIAL IMPLICATIONS

8. There are no financial implications arising from this report.

LEGAL IMPLICATIONS

9. *Insert*

RECOMMENDATION

10. The Board are asked to note the contents of this report

David Wilkin
Director of Resources

FORCE DELIVERABLES	HOW	RAG
HR will show improved satisfaction with service	HR will increase staff and customer satisfaction by working with Key Stakeholders and obtaining ethical feedback and reviewing current processes and systems	G
	HR will improve Standards for answering and responding to requests for service	G
HR will continue to support economic development	HR will explore the potential for West Midlands Police to become a Living Wage Employer	G
	HR will continue to explore opportunities for apprenticeships to support young people into work	G
HR will developing a workforce that meets future needs	HR will develop a long term workforce plan so officers and staff have the right skills to meet the requirements of the 2020 Blueprint	G
	HR will identify opportunities to release police officers to concentrate on roles that require police powers	G
	HR will continue recruitment for police officers, special constables, police community support officers and police staff to the extent possible within funding constraints	G
	HR will develop a strategy and framework that will support recruitment and internal progression to increase diversity across the Force to better reflect the varied community it serves	A
	HR with L&D will continue to develop Force Succession and talent management frameworks	G
	HR will embed the new approach to managing internally raised resolutions, with the focus on early local intervention to 'nip issues in the bud'.	G
	HR, will review current Force management & organisation, specifically at supervisory structures and Force hierarchies	G
	HR will create new opportunities for people to enter the police workforce through work experience, taster programmes, apprenticeship schemes and volunteer initiatives	G
	HR will develop options to provide greater flexibility around pay and benefits and will make sure that people understand these benefits.	A
	Maximise workforce resilience through improved attendance, best utilisation of skills of restricted officers through effective deployment and ensuring alignment of flexible working arrangements with business requirements.	A
	HR will develop a performance management framework, linked to the Leadership, pay/ benefits and talent management strategies, based on rewarding contribution and addressing unsatisfactory performance	A
	Ensure that necessary Health & Safety and duty of care procedures are in place to support the workforce	A
Establish a programme of health education/prevention to provide individuals with the information they need to manage their own health and well being	A	
HR will support New Ways of Working	HR will support the development of a HR dashboard that provides informative decision making user friendly real time data	G
	HR will develop change capability and capacity to effectively support 2020 blueprint programmes of work	A
Strategic Policing Requirement	HR will work with LPU & Dept. SLTS to ensure that WMP contribution, to the response to national threats, is properly resourced.	G