



STRATEGIC POLICING AND CRIME BOARD March 2017

Developing a Modern Workforce

Purpose of report

This report is to provide an update to the Strategic Police and Crime Board on the work undertaken to fulfil the sections of the Police and Crime Plan concerned with developing a modern workforce and supporting our staff.

The report should also include any future concerns facing this service, including any potential future challenges of which the Board should be made aware.

The report should focus on key risks and concerns facing the HR and people resources functions, including any potential future challenges of which the Board should be made aware.

Developing a modern workforce

- 1. Development of the new strategic function to merge HR and Learning and Development*

Work to develop and establish the new People and Organisation Development directorate (POD) is progressing well. All members of the senior leadership team are now in place, the Director, Ali Layne-Smith, was the final member of the SLT to join in January 2017.

The People and OD team brings together what were formally three distinct areas of work – shared services, learning and development and Corporate HR – the attached organisation chart provides an overview of the functions and teams within the newly combined function.

28 existing staff, mostly in the former Corporate HR function, have been through a consultation exercise relating to the disestablishment of their existing roles and creation of new roles. Alongside internal recruitment, there are a number of roles in POD that are also being advertised externally. This recruitment activity will bring the team up to full strength. It is anticipated that this recruitment, including the appropriate pre-employment checks and colleagues starting, should be completed by the end of summer 2017.

- 2. Current numbers of staff, police officers, PCSOs and specials, with a comparison to the previous five years. This should also include a diversity analysis.*

Headcount

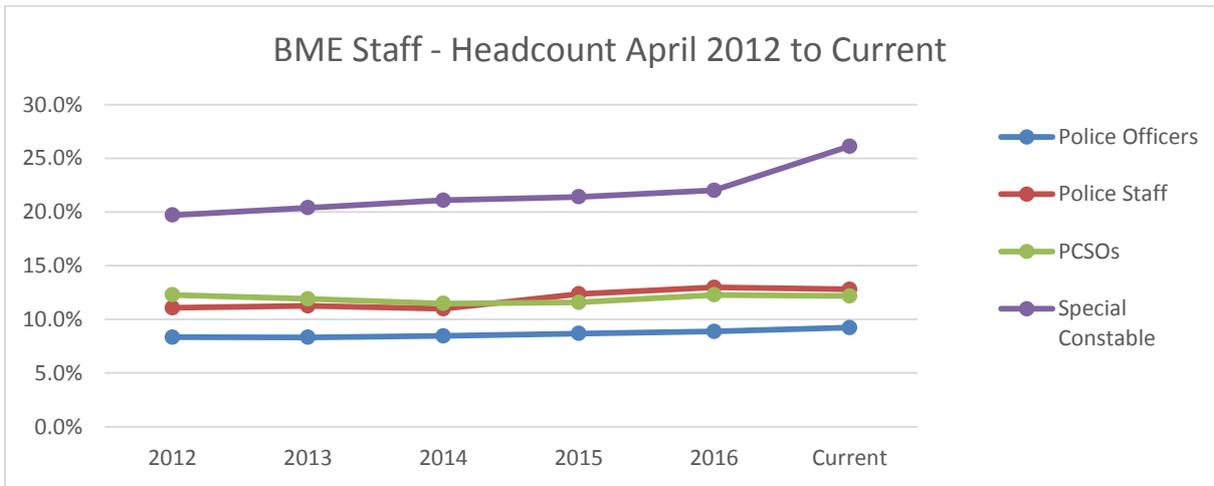
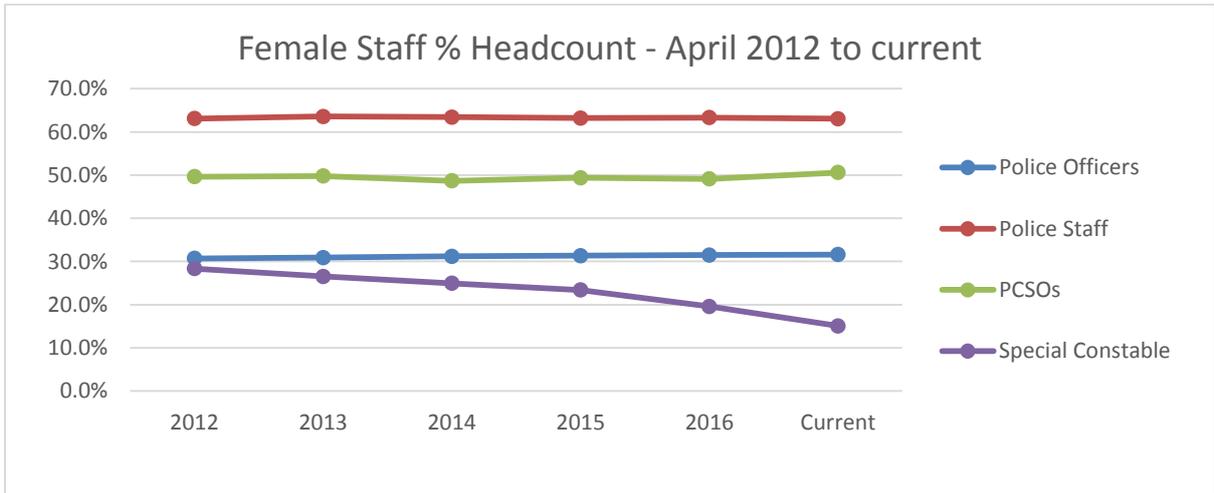
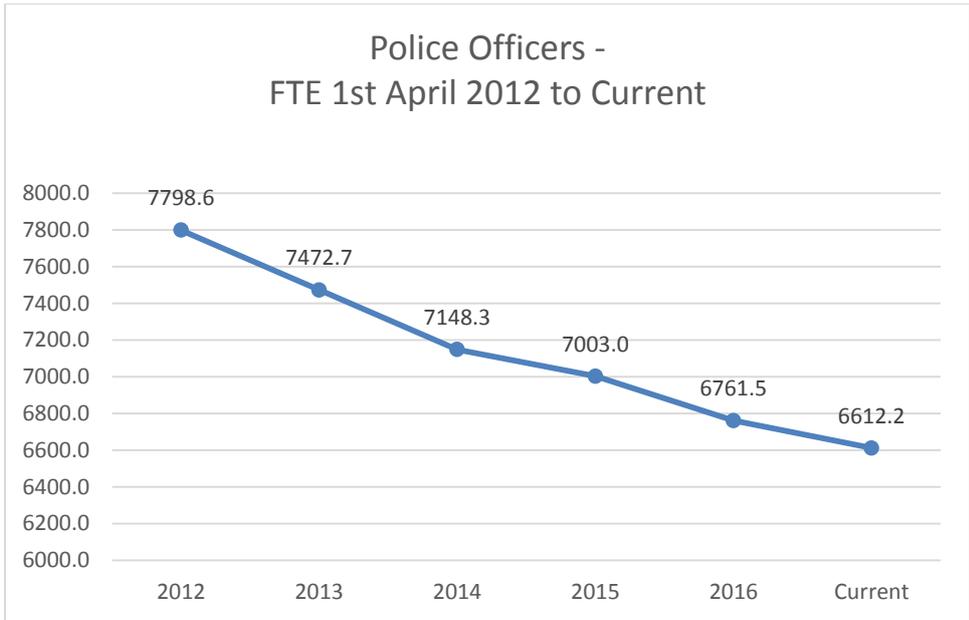
	2012	2013	2014	2015	2016	Current
Police Officers	7945	7619	7294	7152	6910	6760
Police Staff	3486	3324	3340	3324	3258	3203
PCSOs	725	697	688	630	521	427
Special Constable	568	505	417	355	286	199
Total	12724	12145	11739	11461	10975	10589
Yearly Change (%)		4.1%	4.3%	1.9%	3.4%	2.2%

FTE

	2012	2013	2014	2015	2016	Current
Police Officers	7798.6	7472.7	7148.3	7003.0	6761.5	6612.2
Police Staff	3192.5	3053.4	3077.8	3070.4	3014.2	2972.5
PCSOs	707.1	676.9	669.3	605.8	496.7	407.1
Special Constable	0.0	0.0	0.0	0.0	0.0	0.0
Total	11698.1	11203.1	10895.4	10679.2	10272.4	9991.8

Yearly
Change (%) -
FTE
(Specials =
Headcount)

		2013	2014	2015	2016	Current
Police Officers		-4.2%	-4.3%	-2.0%	-3.4%	-2.2%
Police Staff		-4.4%	0.8%	-0.2%	-1.8%	-1.4%
PCSOs		-4.3%	-1.1%	-9.5%	-18.0%	-18.0%
Special Constable		-11.1%	-17.4%	-14.9%	-19.4%	-30.4%



3. An update on implementation of the People Deal, including progress on work experience, taster programmes, apprenticeship and volunteer schemes.

Delivery of the People Deal and fulfilling the Force's vision, values, ambition and Leadership Promise is an integral part of the People and OD strategy. We are currently recruiting into the new P&OD structure which has been designed to deliver the promises set out in the People Deal.

Progress is being made in some areas of delivery, highlights include;

- Procurement of an Employee Assistance Programme is currently in progress. We have received a number of bids that are being reviewed with a view to establishing an appropriate next step
- Review of the Force's employment policies is underway, with an ambition to rationalise the number and complexity of the existing documentation and to make them more fit for a modern workforce, more intuitive and more reflective of our wider approach and ambitions
- We are working with colleagues and Accenture to review and improve the staff survey (change tracker) to ensure all staff have an opportunity to have their views heard and contribute their ideas. The next survey starts in March 2017.
- We are commissioning a review of operational learning to identify existing good practice and propose improvements, with a view to establishing Force wide governance and learning and embedding the principles of a 70/20/10 approach to learning
- We have undertaken an independent review of the promotion process for police officers which will be presented to Force Executive in the next month. Following this report, we will be reviewing and redesigning our approach to promotions.
- We have launched WMP Extras, the online staff benefits portal

4. Overview of Force recruitment including a diversity analysis.

Police Constable Recruitment

We are recruiting to a target of 800 new Police Constables over three years, with a specific target of 250 in 2017. This target is being addressed in a number of ways;

- Wave 2 Campaign: There are 13 candidates still in progress largely as a consequence of occupational health or vetting issues which are still being resolved.
- Wave 3 Campaign: There were 60 successful internal candidates at the assessment centres that ran in January who will now progress to final interview. It is anticipated that they will commence Force training in May. Telephone interviews are now complete for wave 3 external candidates and we are anticipating progressing a total of 740 candidates to assessment centres which will run from late February until May.

Plans are also in place to transfer a number of pre-assessed/vetted applicants from West Mercia which will further increase our candidate numbers.

We are on target to have circa 300 candidates available for training by the end of this year. This is being co-ordinated carefully with colleagues in operational learning to ensure we are able to deliver effectively.

Police Constable Applicants and Progression to Telephone Interview (TIV)

Gender	All Applicants	%	Progressing to TIV	%
Female	970	30%	384	27%
Male	2311	70%	1020	73%
Grand Total	3281		1404	

Ethnicity	All Applicants	%	Progressing to TIV	%
BME	1093	33%	405	29%
White	2188	67%	999	71%
Grand Total	3281		1404	

PCSO Recruitment

Applications from the most recent recruitment activity closed on Monday 13th February. We received 1014 applications in total (including 16 internal applicants). Overall BME representation is just below 30%. We will be taking approximately 620 candidates to the telephone interview stage.

Throughout the campaign, we have been working closely with Job Centre Plus on supporting candidates with applications to the PCSO role. We have 13 candidates whom we have supported via this route who have been guaranteed access to the telephone interview stage.

We are developing a new innovative approach to training the new cohorts of PCSO recruits, starting later this year.

Gender	All Applicants	%
Female	393	39%
Male	621	61%
Grand Total	1014	

Ethnicity	All Applicants	%
BME	300	30%
White	714	70%
Grand Total	1014	

- 5. Apprenticeship plans – including the force response to the College of Policing proposals which were published in December 2016 to change the ways in which police officers are promoted, qualified and enter the service*

There is a significant amount of work in progress relating to apprenticeships and young people, which is summarised below. This will be a key focus of one of the resourcing team as the structure is established over the next year.

Apprenticeships / Young Peoples Agenda

- Current PCSO recruitment is being run as a pilot apprenticeship programme, which will be reviewed before a decision is made by the Executive Team on whether the programme is to be rolled out to existing PCSO staff.
- The resourcing team are meeting with West Midlands Fire Service on 2nd March to see how we can develop a collaborative approach to our young people's agenda and in particular, a joint approach to Apprenticeships.
- Discussions are underway with Aston University and it is likely that the Force will employ 20-30 work experience graduates from summer 2017. These are likely to be in the areas of Contact, FCID & Cyber Crime.

- Plans to develop apprenticeships across a range of force departments have been launched as part of the WMP Youth Strategy, starting with 2 new apprenticeship opportunities within WMP's IT Department. The recruitment campaign to fill these posts began on 16 February 2017.
- Further apprenticeship opportunities will be identified across force departments in order to create a 'business as usual' approach to the inclusion of Apprenticeships within the organisation.
- At national level, the Trail Blazer group for the Police Officer level 6 Apprenticeship is moving towards completion of the new qualification standard for this programme. (see further detail below*)
- It is expected that the new standard will launch in the new financial year, with many forces anticipating uptake in early 2018.
- Other Trail Blazer groups have been created to develop standards specifically for Force Contact and PCSO Apprenticeships, where it is anticipated that these new standards will launch in 2018 onwards.

Force Experience Programme

- The resourcing team have been working with our Birmingham Youth Officer Sgt Tom Dobrovic and have identified one of our inner city Birmingham schools, George Dixon, to develop a pilot programme for a Force Experience programme aimed at year 11 pupils. The school has been chosen as one of the more challenging schools that offers significant links into the local community. The aim is to provide a rich and engaging work experience programme that provides an insight into working for West Midlands Police.

Policing Education Qualifications Framework*

The College of Policing have introduced the Policing Education Qualifications Framework intended to support the development of policing as a profession through the provision of a coherent national approach to recognising and raising educational standards in policing. West Midlands Police are very supportive of the emphasis on professionalising our service and recognise that operational policing is a skilled role but despite extensive training, few qualifications are accredited by educational providers. The shift to setting a clear qualifications framework will see police officers acknowledged for the skills they acquire during their service and reinforce minimum standards of professional competency that will be refreshed throughout their careers.

While policing will remain a vocational calling, it is important that the increasingly complex activities undertaken by people working in policing are properly recognised and that consistent and high standards of service are provided for the public.

From April 2018, in order to become a police officer, a candidate will need to hold a level 3 qualification plus a level 2 functional qualification in English and mathematics. They will then complete a policing apprenticeship culminating in the award of a degree.

The degree apprenticeship offers new entrants to policing the opportunity to earn a wage while becoming a police constable, with successful candidates acquiring a degree qualification at the end of the learning programme.

This will be reflected in the approach to promotions where on appointment to each rank, there will be a requirement to obtain an educational qualification relevant to the rank in order to be confirmed as substantive in rank.

Sergeant – 12-month higher-level apprenticeship with a professional level 6 leadership and management-focused accredited qualification embedded.
Inspector - Post-graduate certificate (level 7) qualification which has a core focus on leadership and management.
Superintendents will complete a master's apprenticeship (level 7) in order to be confirmed in post.

The timescale for implementation has not yet been agreed by the College of Policing and although initially proposed for implementation by 2020, this will be negotiated on a phased basis with forces from April 2018. Officers completing apprenticeships following promotion will have protected learning time incorporated into the programme.

West Midlands Police will continue to work closely with the College of Policing to implement this programme of change.

6. Update of Force position on direct entry to the service, including an update on the work of 'Police Now'.

Police Now

Police Now continues to grow in profile and scale with almost 5000 applications for the 2017 cohort. The award of funding through the Police Transformation Fund allows for the recruitment nationally of some 250 graduate student constables. They will commence training in July 2017 in London and graduate towards the end of the summer. Building on the impact made by the West Midlands' 2016 pilot cohort, WMP have committed to take a further 15 graduate student constables under the Police Now scheme who will be operationally deployed on independent patrol in local neighbourhoods by September 2017.

In support of the scheme West Midlands Police have selected two officers who at the rank of sergeant will lead syndicates drawn from the 19 member forces of the Police Now collaboration. They will be based in London during the summer period and will lead teams both in a classroom environment and operationally on the streets of the capital, where they will see oversee their students consolidate and apply the class room based learning.

Direct Entry Inspectors

West Midlands Police have committed to appoint up to six direct entry inspectors from the national programme and are working closely with the College of Policing on marketing the programme.

This will be the first time that West Midlands Police have opened initial police officer recruitment above constable rank and offers exceptionally talented members of our communities an exciting opportunity to lead the police service at a critical level of command and influence.

The West Midlands Police positive action team are working closely with the College of Policing to increase BME interest in the programme.
The application window is currently open and a marketing event sponsored by the College held in Birmingham during January which was supported by our officers attracted a reasonable amount of interest.

The applications window closes on 10th March and successful applicants are expected to commence training towards the end of June 2017.

7. *Special Constabulary – overview of the Specials including:*
- *Current numbers allocated to each NPU/department*
 - *Numbers recruited over past five years and numbers who have left*
 - *Details of the re-launch of the Specials*
 - *Training and development of specials*
 - *How specials are integrated and supported at NPU level*

Special Constabulary by NPU / Dept @ 1st Feb '17

NPU / Dept	Specials (Headcount)
Birmingham East NPU	11
Birmingham West NPU	19
Coventry NPU	13
Dudley NPU	5
Force Executive Team	2
Force Response	66
Motorway Policing	21
Operations	26
Sandwell NPU	12
Solihull NPU	15
Walsall NPU	3
Wolverhampton NPU	6
	199

Specials - Joiners & Leavers

	Recruited	Left
2012	7	94
2013	6	123
2014	71	80
2015	10	86
2016	2	78
	96	461

ACC Larmour is the lead for the re-launch of Specials with Force Commandant Mike Rogers.

We undertook a preferencing exercise that replicated new structure for police officers, which included a survey of preferred location and type of team (e.g. Response/NPU) and also covered what training requirements they had, whether they planning on resigning and whether they had any skills they are prepared to utilise (e.g. training skills).

ACC Larmour went out to do briefings to explain TS1 so Specials felt included and part of the change.

We carried out a data cleanse exercise, so we were clear about the number of active Specials and we processed a number of resignations for officers that no longer were wishing to continue. As part of this exercise we also gained up to date contact details and occupations.

We have worked with L&D to develop a training plan for Specials including leadership and assessment skills for Sergeants and Inspectors and an e-portfolio that replicates the student officer portfolio to assess what competency level our Specials are at and to encourage regular reviews with all officers. This exercise enabled us to manage the risk of training deficit (around first aid and PST) and put a plan in place to rectify it.

We introduced a new SLA that incorporated the number of hours required to work each month and what mandatory training is required, which were re-issued to all Specials.

We have developed an intranet web page for Specials which includes all info relevant to them, have a communications strategy around good news stories and have encouraged reward and recognition approaches to be replicated for Specials.

Specials have been part of the technology roll out, so will receive all of the equipment that regulars are having such as hand held devices so they are integrated and can feel valued and part of the team.

Commanders have been communicated to on all of the changes so they are aware of the impact these changes could have on their Specials.

We have invested in a resourcing tool that now enables Operations to deploy Specials more effectively, this has never been available before and enables the force to direct and plan events and resourcing much more effectively.

The resourcing team are working with Chief Inspector Rowe to scope and finalise an approach to recruiting new Specials. This is being done in liaison with colleagues in Operational Learning with a view to starting recruitment activity around June so that new colleagues are available to start in January 2017.

We will be undertaking a follow up survey to measure the outcomes and to see how things could still be improved further for Specials.

D Thompson
Chief Constable