



STRATEGIC POLICING AND CRIME BOARD 5th December 2017

BUILDING A MODERN WORKFORCE

PURPOSE OF REPORT

1. 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.

BACKGROUND

2. People & Organisation Development (POD) was launched in May 2017 to ensure West Midlands Police (WMP) can deliver the People Deal, Leadership Promise and Ambition Plan, thus supporting the PCC's Police & Crime Plan. This report provides an update on POD and progress of the People Agenda within WMP in an inclusive and transparent way.

POD DIRECTORATE

3. Between May and October over 30 new people joined POD in new roles to bring specialist Human Resource (HR) skills and experience into the organisation and upskilling them in the areas where the most modernisation and transformation of WMP was required. New roles included 5 HR Business Partners who are aligned to members of portfolio Senior Leadership Teams (Enabling Functions, Operations, Security, Local Policing and Crime), Heads of Wellbeing, Reward and Development & Performance. We are currently recruiting for a Head of Diversity & Inclusion, which will complete the required Human Resource skills uplift.
4. There are approximately 425 people in POD across 3 functions; Shared Services, Business Partnering and Organisation & Learning Development. The below table describes how these resources are distributed.

Department	Shared Services (240 People)	Organisation Learning & Development (150 People)	Business Partnering (35 People)
Head of Service	Dean Sweet Assistant Director	Rebecca Davis Assistant Director	Chris Thurley Assistant Director
Deliverables	<ul style="list-style-type: none"> • Helpdesk • Duty Management • Payroll & Pensions • Recruitment & On boarding • During Employment • Occupational Health & safety • Purchase to Pay • Local Service Delivery (Includes Secretaries) • Data 	<ul style="list-style-type: none"> • Reward & Benefits • Wellbeing • Diversity & Inclusion • Positive Action • Employee Engagement (incl. Staff Network relationship) • Leadership Development & Performance • Operational Learning Multi-faith Chaplaincy 	<ul style="list-style-type: none"> • 5 HR Business Partners aligned to each ACC and the DCC • Employee Relations (incl. TU / FED relationship) • Case management • Resourcing (incl Apprenticeships, cadets etc.) • Workforce Planning, Reporting and Analytics

ACTIVITY TAKING PLACE TO BUILD A MODERN WORKFORCE

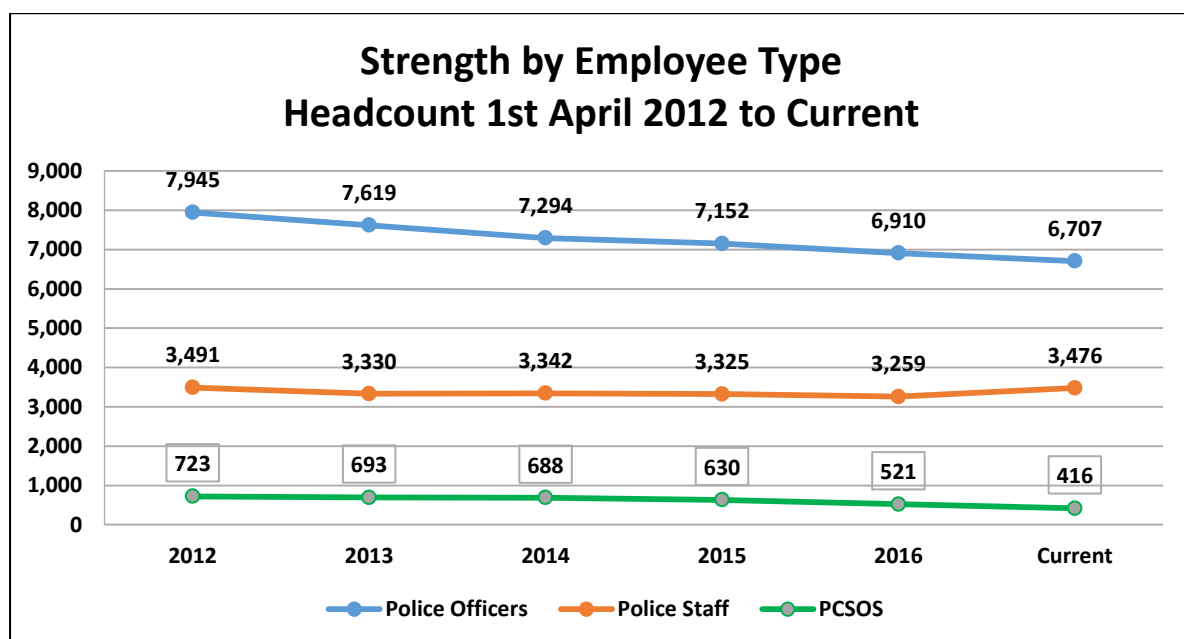
5. The POD Strategy clearly sets out the deliverables for the year aligned to each section of the People Deal: My Force, My Job, My Career and My Rewards. Two additional segments were added to cover the full cycle of employment with us: My First Contact and My Next Step. (See Appendix 1 for diagram).
6. All the deliverables in the strategy link back to specific Ambition Plan, People Deal, Leadership Promise, HMIC or College of Policing requirements. By delivering the elements of the strategy POD will modernise the workforce over the next 2 – 3 years. Progress against the strategy deliverables for financial year 17/18 is shown in detail in Appendix 2.
7. POD monitor all risks in their relevant portfolios through specific projects and new Governance Boards (currently being established) and will raise significant risks to the Force risk register.
8. The POD strategy deliverables will be updated in the New Year to include requirements for the Professional Educational Development Framework (PEQF) and the Policing Vision 2025.

CURRENT NUMBERS OF STAFF

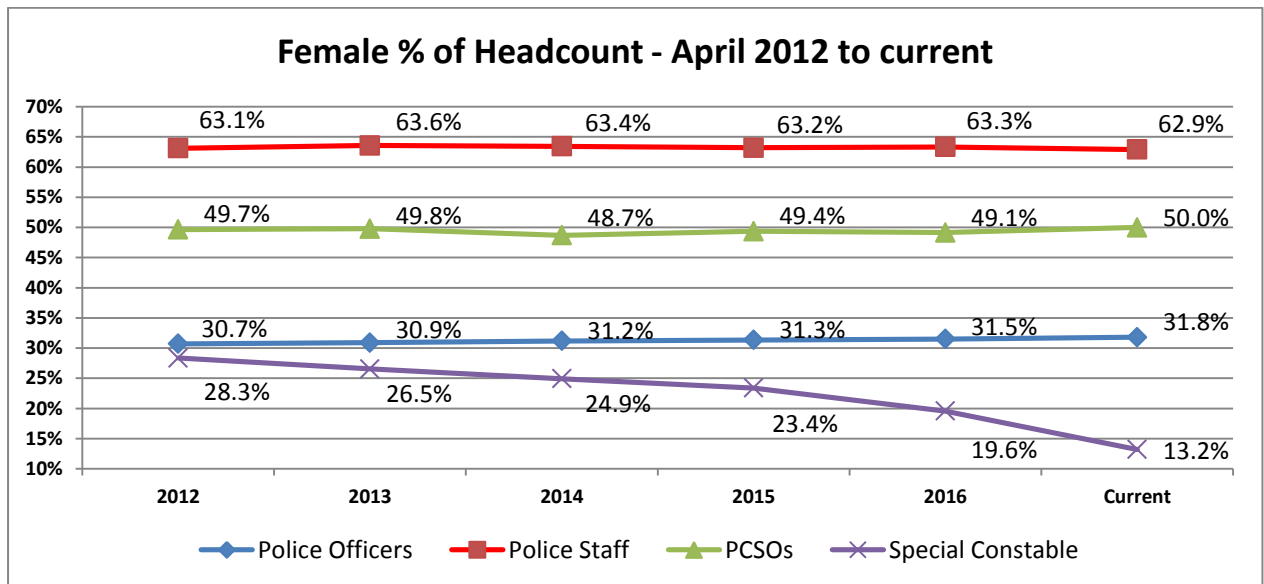
9. Police Officer numbers have declined in line with national trends, however we have firm plans to meet our target of 800 additional officers by 2020. In addition, we have delivered 30 and identified an additional 176 roles against the target of 200 police officer roles to convert to police staff roles, releasing officers to the front line. We are addressing the PCSO numbers as part of the recent recruitment exercise and plan to meet our target of 465 by 2020.
10. The below tables show current numbers of Staff, Police Officers, PCSOs and Specials with a comparison to previous five years (including Diversity Analysis).

11. Strength comparison (Headcount)

Employee Type	2012	2013	2014	2015	2016	Current
Police Officers	7945	7619	7294	7152	6910	6707
Police Staff	3486	3324	3340	3324	3258	3476
PCSOs	725	697	688	630	521	416
Special Constable	568	505	417	355	286	174
Total	12724	12145	11739	11461	10975	10773
Yearly Change (%)						
Police Officers		- 4.1%	- 4.3%	- 1.9%	- 3.4%	-2.9%
Yearly Change (%)						
Workforce		-4.6%	-3.3%	-2.4%	-4.2%	- 1.8%

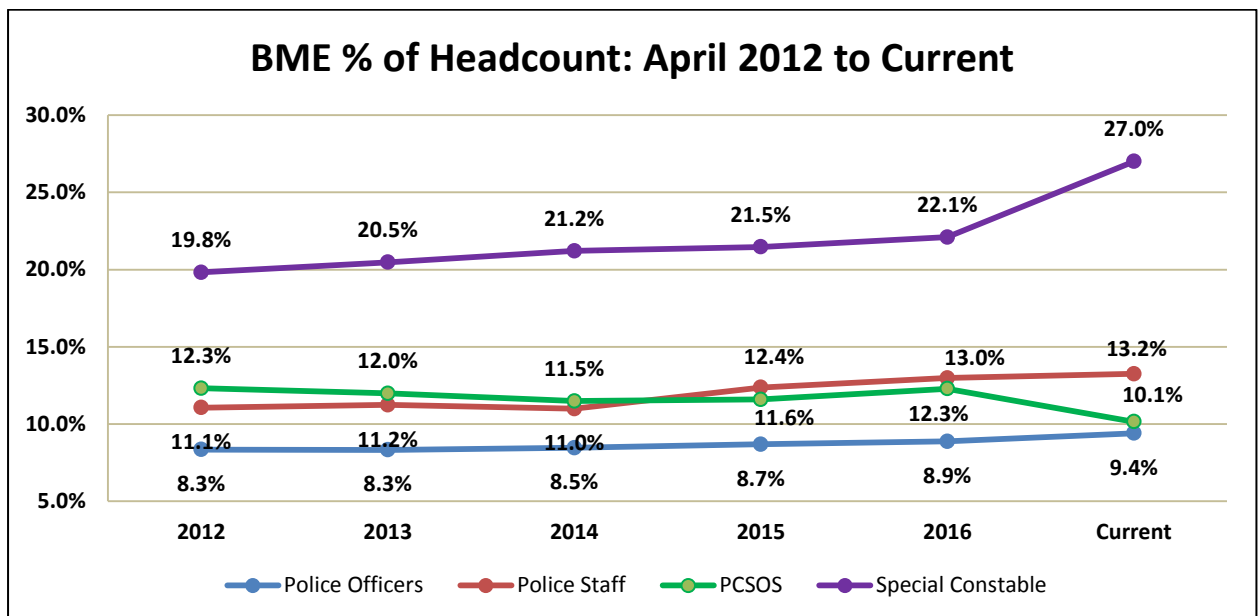


12. Diversity Comparison – Female



13. While female representation within our Special Constabulary has reduced due to overall decline in Specials numbers, there has been no specific increase in the proportion of females leaving. The overall percentage is impacted more due to lower numbers.

14. Diversity Comparison – BME



Overall BME representation in the force is currently 11%.

RECRUITMENT

15. Year to date we have been successful in recruiting towards the targets for the year. So far we have hired 896 people in the following areas:

- **Student Officers** – To date 223 Student Officers have been recruited and an attraction strategy for next round is currently being planned.
- **PCSOs** – Currently we have 56 PCSOs recruited with a further cohort of 80 due to start in January 2018, which will bring WMP close to target of 140 for 2017/18.
- **Police Staff** – 485 Police Staff have been recruited supported by targeted campaigns for Force Contact and workforce mix.
- **Transferees (Police Officers)** – Currently recruited 54 transferees at various ranks.
- **Specials** – 60 “Blue Light” Specials will start in September 2018. Blue Light Specials are university students who join as full time specials during the industrial placement year of their degree.
- **Apprenticeships** – Includes 50 PCSOs, a Cyber PCSO, Vehicle and Laboratory Technicians.
- **Cadets** – Currently have launched 3 units (67 cadets), with further 2 to follow.

16. There has been a significant effort to address longstanding resilience issues in our Force Contact department with the recruitment of 193 new members of staff (establishment for Force Contact is 915.11). Recruitment is ongoing on a regular monthly cycle and an action plan is in place to address sickness absence, which has consistently been at 10%. Early indication is that this is now down to 8%.

17. A workforce mix exercise has commenced in PPU and FCID where we have introduced the new role of Police Staff Investigator (PSI). We have recruited and trained 24 new staff members into these areas enabling warranted officers to be deployed elsewhere in the Force. PSIs are trained and warranted police staff, who form part of investigative teams and support the Forces aim of ensuring police officer colleagues are deployed to roles appropriate to their powers and authority.

18. Further PSI recruitment is planned through the remainder of this financial year increasing the number of PSIs within the Force to around 70.

Diversity Analysis (to include BME, gender, sexual orientation and age)

19. Over the last 12 months 50% of new starters were female, 13.8% from a BME background with 7.3% Female BME. This has increased the overall representation of the Workforce to 42% Female, 11% BME of which 4.9% are Female BME.

20. Increasing representation of our workforce continues to be a key element of our attraction and recruitment strategies and the current transferee, Sergeant and Chief Superintendents’

processes have been designed to increase the numbers of officers in underrepresented groups.

21. Our PCSOs and Specials contain a higher percentage of people from underrepresented groups and we have identified success factors there (e.g. flexible hours, community focus) that we seek to emulate in the Police Officer and Staff cadres.

22. Whilst we continue to recruit through national initiatives like Direct Entry it is imperative that we are able to choose from a pool of candidates that reflect the community we serve. To date there has been limited opportunities to hire diverse candidates through this route and we are engaging with the College of Policing to see what can be done to address this.

23. A breakdown of recruits by gender, ethnicity, age and sexual orientation is detailed below.

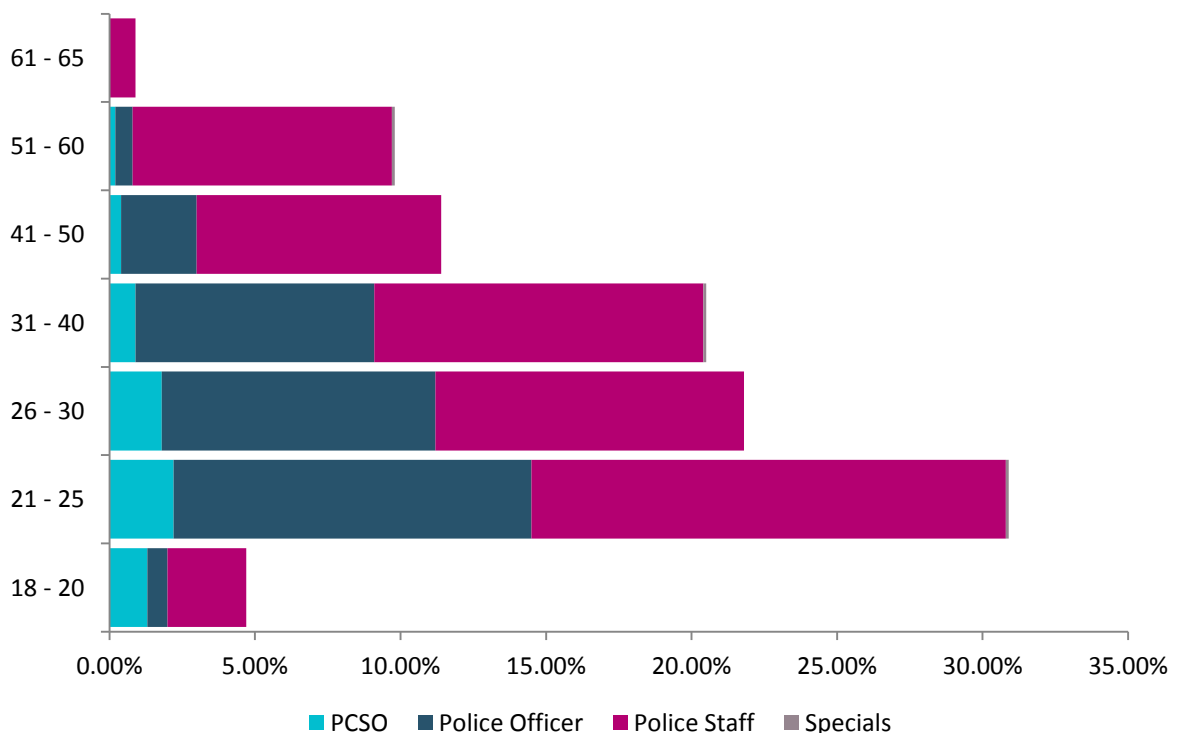
Person Type	Female			Male			Total
	BME	Non BME	Not Stated	BME	Non BME	Not Stated	
Police Officers	7	47	43	27	90	63	277
Police Staff	52	182	65	24	126	36	485
PCSO	1	3	14	2	2	34	56
Specials					2	1	3
Total	60	232	122	53	220	134	821

Person Type	Female			Male			Total
	BME	Non BME	Not Stated	BME	Non BME	Not Stated	
Police Officers	0.9%	5.7%	5.2%	3.3%	11.0%	7.7%	33.7%
Police Staff	6.3%	22.2%	7.9%	2.9%	15.3%	4.4%	59.1%
PCSO	0.1%	0.4%	1.7%	0.2%	0.2%	4.1%	6.8%
Specials	0.0%	0.0%	0.0%	0.0%	0.2%	0.1%	0.4%
Total	7.3%	28.3%	14.9%	6.5%	26.8%	16.3%	100.0%

Person Type	Age Range							Grand Total
	18 - 20	21 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 65	
PCSO	11	18	15	7	3	2		56
Police Officer	6	101	77	67	21	5		277
Police Staff	22	134	87	93	69	73	7	485
Specials		1		1		1		3
Grand Total	39	254	179	168	93	81	7	821

Person Type	Age Range							Grand Total
	18 - 20	21 - 25	26 - 30	31 - 40	41 - 50	51 - 60	61 - 65	
PCSO	1.3%	2.2%	1.8%	0.9%	0.4%	0.2%	0.0%	6.8%
Police Officer	0.7%	12.3%	9.4%	8.2%	2.6%	0.6%	0.0%	33.7%
Police Staff	2.7%	16.3%	10.6%	11.3%	8.4%	8.9%	0.9%	59.1%
Specials	0.0%	0.1%	0.0%	0.1%	0.0%	0.1%	0.0%	0.4%
Grand Total	4.8%	30.9%	21.8%	20.5%	11.3%	9.9%	0.9%	100.0%

% of Total Force



Person Type	Sexual Orientation						Grand Total
	Bisexual	Gay Female	Gay Male	Heterosexual	Other (Prefer not to Say)	Not Stated	
PCSO				7		49	56
Police Officer		3		51	2	221	277
Police Staff	1	1	1	81	16	385	485
Specials						3	3
Grand Total	1	4	1	139	18	658	821

Person Type	Sexual Orientation						Grand Total
	Bisexual	Gay Female	Gay Male	Heterosexual	Other (Prefer not to Say)	Not Stated	
PCSO	0.0%	0.0%	0.0%	0.9%	0.0%	6.0%	6.8%
Police Officer	0.0%	0.4%	0.0%	6.2%	0.2%	26.9%	33.7%
Police Staff	0.1%	0.1%	0.1%	9.9%	1.9%	46.9%	59.1%
Specials	0.0%	0.0%	0.0%	0.0%	0.0%	0.4%	0.4%
Grand Total	0.1%	0.5%	0.1%	16.9%	2.2%	80.1%	100.0%

% of Total Force

PROMOTION PROCESSES

24. Following the publication of an independent review into promotion processes in May we have completely overhauled our approach to promotions for police officers and moved to an assessment centre approach. All employees were able to participate in the consultation on the structure of the new promotions process with the staff networks and Federation playing key roles in ensuring that the new processes are fair, transparent and accessible to all. The new process creates 3 pools of candidates:
- **Promotion Pool** – Candidates pass all aspects of the assessment centre and are promoted as soon as a role is available.
 - **Talent Pool** – Candidates pass most elements of the assessment process but have a few gaps. This pool is provided with tailored development feedback and have up to 12 months to evidence they have addressed those gaps through an independent CPD assessment.
 - **Development pool** – Candidates do not pass the assessment centre as they have significant gaps. Candidates in this pool have access to a development portal where they can access online support for addressing their development needs. They may re-apply for promotion once they feel ready.
25. “Am I ready” preparation sessions were available for all applicants beforehand, and leadership and technical skills updates will be provided for all those appointed before they start their new roles.
26. All candidates receive written feedback and the calendar for promotion processes at all ranks has been published for the next 18-months. To date we have run one PC to Sergeant process; results have just been published and one Superintendent to Chief Superintendent process. The next process will be Sergeant to Inspector in February 2018 preceded by Development sessions from mid-January to early February.
27. A breakdown of the PC to Sergeant process results is in Appendix 3. This new approach has seen a 1/3 of the 290 applicants coming from underrepresented groups. This group performed slightly better than the total population as can be seen in Appendix 3.
28. A breakdown of the Superintendent to Chief Superintendent process results is in Appendix 4.

PAY AWARDS

Foundation Living Wage (FLW)

29. The West Midlands Police & Crime Plan 2016-2020 includes the Force’s ambition to become a Living Wage Foundation Employer during 2017. This landmark was reached on 1st April with approximately 185 staff receiving an uplift in pay to £8.45 per hour as a result. The FLW increased to £8.75 per hour in November providing an uplift in pay for 217 people. The uplift removes spinal column points 6 and 7 from the pay structure with a related cost of £126,000.

Police Officer Pay Award 2017-18

30. In September the Public Sector pay cap was lifted and as a result Police Officers were awarded a 1% non-consolidated increase paid monthly, alongside a 1% consolidated increase.
31. This non-consolidated element is not included in the Medium Term Financial Plan. The £1.7m in 2017/18 is the part year effect (September 17-March 18) of the additional non-consolidated element of the officer pay award with an annual cost (September 17 – August 18) of £3m.
32. It may also be useful to note that in the medium term financial plan report presented to the SPCB on 5 September 17 we reference in there that every additional 1% increase in pay will cost £2.98m for Police officers and £1.06m for Police staff and PCSOs.

Police Staff Pay Award 2017-18

33. The Police Staff Pay Council have made a recommendation that Police staff should receive a pay increase of 1% consolidated and 1% non-consolidated pay. The PCC made a statement about the pay award in October. The national pay offer is with unions for consultation.
34. The trade unions are consulting on this offer and may ballot their members.
35. The financial impact of this decision will be £0.6m for part year 2017/18 assuming this will be backdated to September 2017 with an annual cost (September 17 – August 18) of £1m.

IMPLEMENTATION OF PEOPLE DEAL

36. In July we ran our first “Force Experience” programme with 8 school children participating for one full week. Participants followed a structured programme around the Force including visits to Forensics and the Dog Unit and presented their thoughts on the experience at an event with the Chief Constable at Lloyd House. The feedback on the programme was very encouraging.
37. This Autumn 50 of the 75 PCSOs who joined WMP have elected to complete a Level 3 NVQ in Customer Services provided by South and City College. The programme will be offered to the new PCSO cohort in January 2018 and existing PCSOs.
38. A new Level 4 policing NVQ will be available from September 2018 which all PCSOs will need to complete.
39. From 2020 all Police Officers will require a degree as part of the PEQF mentioned above. We are currently working in conjunction with regional Forces to secure a Higher Education Provider (University) to support delivery of the qualification. Cost of the delivery of the programme and the level 3 & 4 PCSO apprenticeships will be offset against the apprenticeship levy.

40. Building on the success of a pilot at Coventry NPU we launched an innovative “Blue Line Special” programme where 60 students from Universities across the West Midlands will work for us on a full time basis, as Special Constables during their placement year. The first cohort will join us in September 2018. This provides an excellent opportunity for us to build stronger links with the university and our communities and provide a further pipeline of new Officers should they wish to transfer to become Police Officers when they have completed their courses.

DIRECT ENTRY AND POLICE NOW PROGRAMME

41. We intend to recruit up to 6 Direct Entry Inspectors for next year.

42. The Police Now programme continues to be a success for us and this year provided us with 21 new Constables who will be working in Neighbourhood Policing at locations across the West Midlands. Police Now follows the Teach Now model and is a fixed two year contract aimed specifically at Graduates. We have agreed to continue the programme into 2018 with a further 15 officers planned to join us next year.

FAST TRACK

43. The Fast Track for 2018 is currently open for application to officers across the Force with the target of recruiting 12-15 students. The scheme is open to existing Police Constables with the aim of providing a fast track route to Inspector level.

44. We currently have 7 participants on the final cohort of the internal high potential development scheme (HPDS) programme which comes to an end in December 2018.

SPECIAL CONSTABULARY

45. There are currently 174 Specials in the Force and numbers have declined over time. Specials play an important role in policing and require appropriate level of focus and resource to attract and retain them in the Force. To that end POD team members are working with ACC Boycott on creating a volunteers’ strategy for the organisation in the New Year. This will be built into the POD deliverables for financial year 18/19 and our approach to recruiting and developing Specials will be outlined in more detail in that plan.

46. Recruitment and retention of Specials will be built into our “Volunteer Force” strategy which will be launched next year.

FINANCIAL IMPLICATIONS

47. There are some national projects such as PEQF which we need to respond to in the next 12 months. These are not budgeted for under business as usual and will have impact on the resources available within POD to support other organisational requirements.

48. We have started to access the apprenticeship levy and this needs to form a larger part of our thinking going forward.

LEGAL IMPLICATIONS

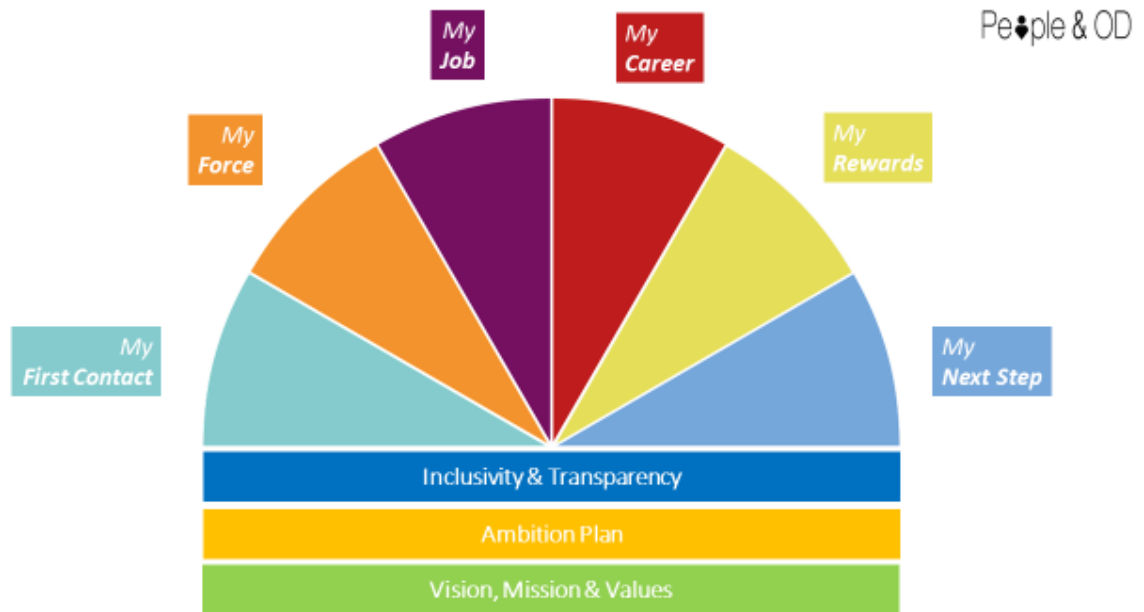
49. None currently. By working closely with PSD and training our line managers we aim to see a reduction in Employment Tribunals and to address poor attendance and performance consistently.

RECOMMENDATIONS

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

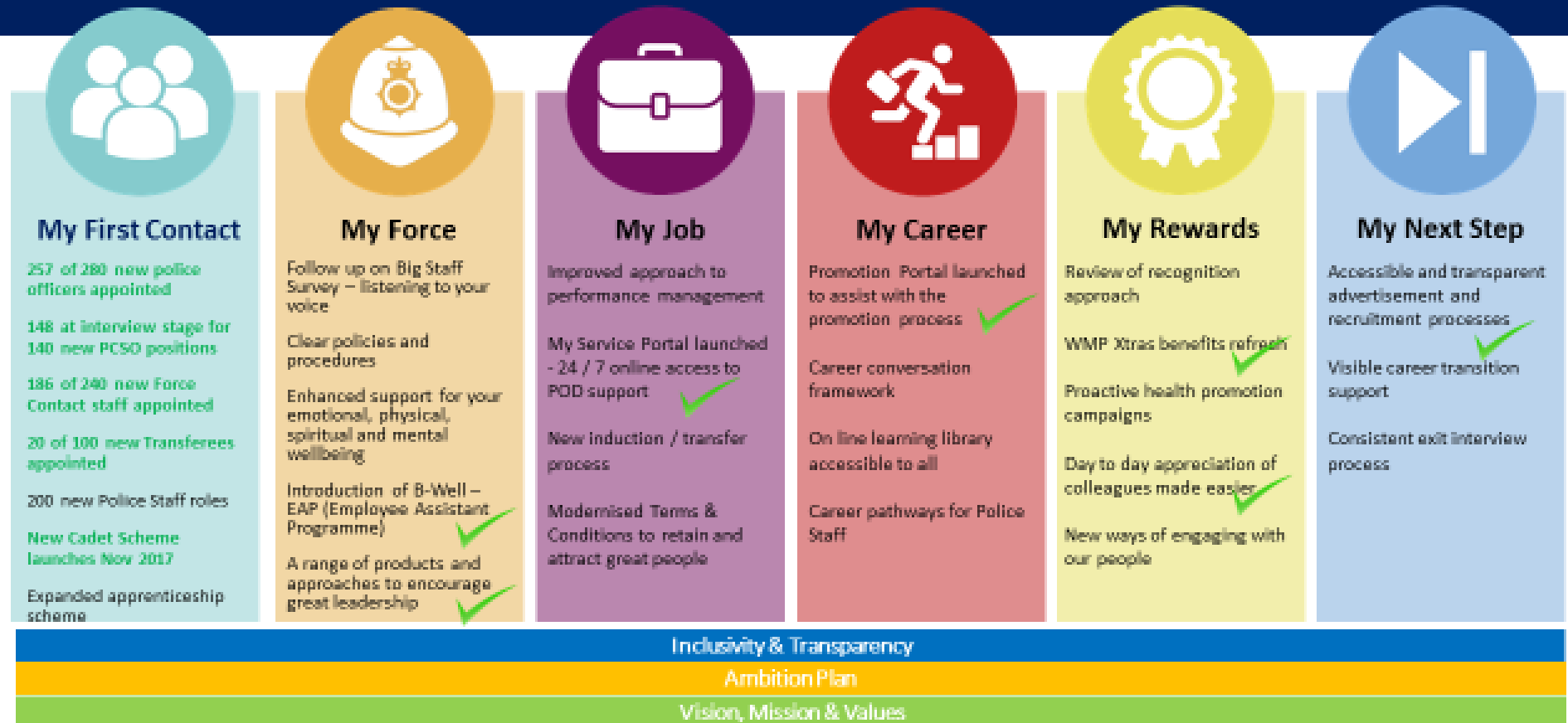
Ali Layne-Smith
Director of People & Organisation Development

Appendix 1 – Revised People Deal



Appendix 2 – Progress Against POD Strategy Deliverables FY17/18 as at November 2017

People & Organisational Development is a directorate created and designed to enable the Force to deliver the People Deal, Leadership Promise and Ambition Plan in an inclusive and transparent way.



Key:

Appendix 3 – PC to Sergeant Promotion Pool Breakdown

	Assessed at assessment centre		Promotion Pool			Talent Pool			Development Pool		
	Number	% of total candidates assessed	Number	% of total candidates assessed	% of total candidates within each of the individual groups highlighted in blue	Number	% of total candidates assessed	% of total candidates within each of the individual groups highlighted in blue	Number	% of total candidates assessed	% of total candidates within each of the individual groups highlighted in blue
Total Number of Candidates	290	96.3%	98	33.8%		68	23.4%		124	42.8%	
BAME	34	11.7%	13	4.5%	38.2%	8	2.8%	23.5%	13	4.5%	38.2%
Female	64	22.1%	25	8.6%	39.1%	20	6.9%	31.3%	19	6.6%	29.7%
LGBT	15	5.2%	5	1.7%	33.3%	4	1.4%	26.7%	6	2.1%	40.0%
Disabled	3	1.0%	2	0.7%	66.7%	0	0.0%	0.0%	1	0.3%	33.3%
Other	194	66.9%	63	21.7%	32.5%	39	13.4%	20.1%	92	31.7%	47.4%
Total of candidates from under represented groups (candidates may have more than one protected characteristic, hence why the total here may not match the breakdown above)	96	33.1%	35	12.1%		29	10.0%		32	11.0%	
			35.7% of candidates within this pool are from under represented groups			42.6% of candidates within this pool are from under represented groups			25.8% of candidates within this pool are from under represented groups		
	153 out of 290 total candidates are Temporary Sergeants		62 out of 98 candidates in the Promotion Pool are Temporary Sergeants			34 out of 68 candidates in the Talent Pool are Temporary Sergeants			57 out of 124 candidates in the Development Pool are Temporary Sergeants		

Appendix 4

Breakdown of the Superintendent to Chief Superintendent Process Results

	Assessed		Promotion Pool		Talent Pool		Development Pool	
Total Number	14		6	43%	3	21%	5	36%
Female	2	14%		0%		0%	2	100%
BAME	1	7%	1	100%		0%		0%
Other	11	79%	5	46%	3	27%	3	27%