



**Standing Up for Young People through WMP workforce strategy**

**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 the *standing up for young people* theme.

**BACKGROUND**

Birmingham is the youngest city in Europe, with under 25's accounting for nearly 40% of its population. As a Force we are committed to being representative of our communities and the development of our approach and strategy for engaging with young people is central to this.

Our approach builds on two key areas;

- Communicating effectively and more importantly building trust of young people and their interest and appreciation of policing and their communities.
- Ensuring representation and promoting a career in policing from a young age, be that in a uniformed or non-uniformed role. Our approach offers the ability to showcase some of those opportunities and to understand how the addition of young people across all areas of policing will build on the talent and innovation that already exists.

**Update on progress made by the resourcing team in People & OD.**

The resourcing team have established a structure in which each member of the team has a nominated responsibility for oversight for different areas of resourcing (uniform, non-uniform, leadership, and young people). The resourcing lead for young people is Jayne McCracken

While this structure has been established, the reality of the last six months operation of the resourcing team in relation to wider People & OD deliverables has meant that there has been more pressing focus on other areas of work (promotions, police officer, PCSO recruitment)

However, there has been some good progress and some excellent pilots that have provided proof of concept for some initiatives and interventions aimed at young people;

- Student placements – within Force Contact, FCID, Intel with some excellent feedback from line managers on the contribution that students are making in their areas of work.

- Force Experience week long placement
- Apprenticeships – CAM, Forensics, IT&D
- University engagement

**Update on the following programmes: Apprenticeships, Graduate Entry, Cadets, Industrial Placements and College/University Engagement**

***Apprenticeships.***

The force is running an innovative and forward thinking approach to apprenticeships with the most recent cohorts of PCSOs. Ahead of the introduction of the PEQF requirements in 2019, the force have worked with a local training provider to develop a level 3 apprenticeship qualification that is open to new PCSOs. There are 54 colleagues currently signed up to the apprenticeship, where 19 are under the age of 25, with 34 aged between 25-50 and 1 aged 50+. A further 39 of the most recent cohort interested in signing up. In addition, a further cohort of 40 PCSOs starting in March 2018 will also have the chance to opt into the programme. This has been an excellent opportunity for the force to run a work based apprenticeship programme for operational staff ahead of the PEQF launch that we will be able to learn from.

In addition to the PCSO apprenticeships, colleagues in People & OD have been working with departments to identify apprenticeship opportunities. These opportunities do not attract any additional central funding, which means that departments convert an established and existing post into an apprenticeship role. This context has limited the number of apprentice roles created, however there have been some significant successes, for example in IT&D and Forensics. The roles in Forensics attracted over 2000 applicants. There are currently 7 apprentices (see table below), 5 of the apprentices are aged 20 or under, with the remaining 2 aged over 25.

Row Labels	White - British		White - British Total	Chinese Female	Chinese Total	Grand Total
	Male	Female				
Forensic Services	2	1	3	1	1	4
IT and DIGITAL	1	1	2			2
Police and Crime Commissioner	1		1			1
<b>Grand Total</b>	<b>4</b>	<b>2</b>	<b>6</b>	<b>1</b>	<b>1</b>	<b>7</b>

***Police Education Qualifications Framework (PEQF)***

This framework notably increases the future level of education requirement for Constables to Level 6 (degree). This includes a new higher level apprenticeship as a route of entry for new Constables. It also introduces a Level 6 apprenticeship for Sergeants (on promotion PC-Sergeant) and an apprenticeship for Superintendents (Level 7 – Masters), however the senior qualifications aspects are currently out for further consultation.

The increase in qualification levels is to enable the service to meet its changing and future demands (Policing Visions 2025). These police apprenticeships will be developed at various stages but must be implemented by January 2020.

West Midlands Police are currently working with our other regional Forces to provide a business case to the respective Chief Constables/PCCs on the proposal to implement the PEQF on a regional basis. Once agreement has been obtained we will be able to start the formal

procurement aspects as it will be a requirement to partner with Higher Educational Institutions (HEIs) in order to develop and deliver the new training programmes. There will be three entry points into policing in the future, these are:

- **Pre-join** (3 year practiced based Degree in Professional Policing) Achieved by individuals prior to individual joining service (Aligned to Special Constabulary Status) Level 6
- **Degree-holder** (Accreditation of their current degree (2 year programme with Force/HEI) – 2 year probation L6
- **PCDA** – Police Constable Degree Apprenticeship - 3 year study with HEI (Apprenticeship Levy L6).

Through the WMP Organisational Learning Review (OLR) a request for additional resources was taken to the Design Authority (DA) and Organisational Change Board (OCB). The report sought the approval of three key decisions in order to move this work forward.

1. WMP to implement the Police Constable Degree Apprenticeship (PCDA) to become employer providers for Police specific apprenticeships.
2. Operational Learning and Development will work in partnership with Universities and will outsource the academic elements of the programme (through Force Procurement).
3. To co-ordinate all non-police specific apprenticeships, such as Business Administration/IT/HR.
4. Further work is required to understanding the full financial impact of the Police Education Qualification Framework (PEQF).

Subject to agreement with Regional Chief Constables/PCCs the formation of a formal regional project structure to support the development, progression and implementation of PEQF on a regional basis will be sought. Subject to approval and procurement considerations it is intended that we start to implement the PEQF in April 2019.

### **Apprentice Levy**

The Government has introduced the apprenticeship levy to help fund three million new apprenticeships by 2020. The levy came into effect in April 2017 at a rate of 0.5% of the employers wage bill, where the overall bill is above 3m. This will apply to all Forces in the West Midlands Region.

The levy money will go into a digital account on a monthly basis which the organisation then has up to 24 month in which it can spend on approved apprenticeship schemes. WMP Apprenticeship Levy Pot is currently £2.4Million

The government has made some key changes to apprenticeship schemes. These include:

- No upper age limit (previously for 16-24 year age group)
- New apprenticeship to be based on employer led 'Standards' (*to replace 'Frameworks'*)
- Creation of new Register of Apprenticeship Training Providers (ROATP)
- Increase funding bands – 1.5K to 27k
- Introduction of Higher Level Apprenticeship (to Level 6 Degree level)
- Levy can now be used for people even if they hold a higher level qualification – if acquiring 'substantive new skills' e.g. new occupational area

- If an organisation Levy fund spent Government will co-invest on Apprenticeships at rate of 90% government & 10% employer

West Midlands Police applied to be on the Register of Apprenticeship Provider (RoATP) and were recently successful in its application process. This means that we are now able to consider other apprenticeship programmes and work with apprenticeship providers, however we will be subject to Ofsted Inspections as part of this process. We are currently working with Department of Education and Skills Funding Agency to ensure that all aspects of apprenticeships and the Levy are considered. Through a Force PEQF/Apprenticeship Steering Group we will monitor the delivery of apprenticeships programs going forward.

### ***Graduate entry.***

The force's involvement in the national Police Now scheme has continued successfully. In 2016 we took 13 Police Now graduates, who have spent the last two years making a real difference in our Neighbourhood teams. They are now coming towards the end of their time with us, and the majority have already indicated that they would like to stay with us and continue their full time career in Policing. In 2017 we took 20 Police Now graduates who are progressing well and will be presenting an overview some of their neighbourhood projects and achievements at the National Police Now 100 day impact event in Manchester on 23<sup>rd</sup> February. We are now planning for the introduction of 15 more graduates in July this year.

### ***Industrial placements.***

We have worked with colleagues in Force Contact, FCID and Intelligence to develop a series of 48 week industrial placement opportunities that we have been able to offer to students from Aston University. There are 19 students working across these three departments. Feedback to date has been positive about the attitude and approach the students have taken.

### ***Work experience.***

We have run a pilot 'force experience' programme, which saw a cohort of 8 students from Earls High School come into the force for a week's work experience. 3 of the 8 pupils were female and 3 were BME. They spent time with a variety of teams during this week and presented back on their experience to the Chief. There are some photos of the students at Appendix 2.

### **Update on the implementation of the cadet scheme.**

The Cadet scheme launched in October 2017 after a 20 year absence of Cadets in West Midlands Police. This scheme is based on the Voluntary Police Cadets model and is aimed at 13 to 17 year olds. The focus of the scheme here is on supporting young people with their confidence and self-development, encouraging them to become responsible and active citizens, and developing links in the community. While some of the Cadets have aspirations to join the force at some point in the future, the approach to recruitment has sought to ensure a broad and diverse intake.

There are 70 Cadets in the initial cohort of three units. The gender breakdown is around 60% male, 40% female and ethnicity breakdown is around 80% BME. There are 30 Cadet Leaders for the three units currently running. They are made up of a mix of police officer, staff and specials from a wide range of disciplines and with a wide variety of backgrounds and experience.

*Successes.* One term into the scheme, the anecdotal evidence around scheme success has been significant. The feedback from Cadets, their parents, the Cadet Leaders and colleagues

from around the force who have interacted with Cadets has been extremely positive and encouraging. Of note are the comments from Cadets and the Leaders about increasing confidence and improvements in behaviour and attitude, including towards the police. The attrition rate is also relatively low, with 80% of the original cohort still regularly attending sessions.

Also of note is the success around encouraging members of our organisation to volunteer their time. We have 30 Cadet Leaders who give their time for training and running Cadets sessions on top of very demanding day jobs and other personal commitments. The role of Cadet Leader is not an easy one as some of the Cadets can be challenging. Despite this, our Leaders give up their limited free time to perform their roles. This is a very promising first step into the world of volunteering for our organisation, and would suggest that the vision and substance of this scheme is getting it right.

*Challenges.* The challenges experienced to date are teething problems or learning as a result of the newness of the scheme. As the scheme develops, the Cadet Leaders gain confidence and experience, and the organisation and co-ordination becomes more effective. The challenges have mostly related to logistics and organisation of events or activities.

Discipline issues have also been a challenge due to the cohort of Cadets recruited; some Cadets are particularly disruptive, whilst others may be very reserved due to low esteem, as the Leaders have become more assertive and confident in their roles, and the Cadets have settled in, those issues are beginning to fade.

*Cadet Leaders.* As discussed, Cadet Leaders operate on a voluntary basis, including any training they must undertake. As a result, it has been important to keep training to a minimum time commitment. On the whole, Cadet Leaders have picked up the roles well. However, it would have been very helpful to have support with training days for things such as drill-training and the bespoke Police Cadet Leader training day offered by the Volunteer Police Cadets organisation. As it is, such training has only been undertaken by a small number of Cadet Leaders which has limited the ability to pass on some of this knowledge to the Cadets. We have worked hard to recruit sufficient Cadet Leaders. Most of our Leaders are on shift patterns which limit their availability at the same time each week. As a result, we have to have around 10 Leaders assigned to each group, on a roster that reflects their availabilities. This has meant that the time taken for Cadets and Leaders to get to know each other has been longer than ideal.

*Schools and Partners.* There are three cadet units currently established, with an additional two starting in the spring term. The three units are in Aston (Birmingham West), Hodge Hill (Birmingham East), and Smethwick (Sandwell). The units have been established in close partnership with local schools, utilising their facilities and working closely with teachers around, for example, Cadet recruitment.

The schools we are working with for the existing three Units are Holte School, Aston Manor Academy, Broadway Academy, Shireland Collegiate Academy, Holly Lodge School, Washwood Heath Academy, and Saltley School.

We have made some steps in identifying and working with commercial partners. Of particular note is the relationship we have been able to develop with Babcock International who have agreed to fund an excellence award event in June 2018. As the scheme becomes more public-facing and embedded, it is very likely that more partnerships will be achievable.

*Logistics and operation.* As the scheme develops, ownership of day to day management of the Cadet units is being devolved to locally appointed unit commanders. However, there continues to be central coordination around rosters, curriculum and force events.

*Future plans.* The spring term will see the launch of two new Cadet units, one in Coventry (based at Barrs Hill School and partnering with President Kennedy School, Blue Coat School,

and Sidney Stringer) and one in Dudley (based at Holly Hall Academy, and partnering with Castle High, Hill Crest and High Arcal).

Next steps for growth of the Cadets scheme is to open in Solihull, Walsall and Wolverhampton; this would ensure cross-force representation of the Cadets scheme and a presence in each NPU area. It is important that existing units are properly embedded, fully operational and resilient before new Units are opened.

*On-going Cadet management.* Colleagues in People & OD are currently in conversation with the Force Executive in relation to the on-going management and governance of the Cadet scheme. The high level plan is to subsume the central coordination and management of the cadet scheme into a central, expanded team in People & OD with responsibility for volunteers.

### **Update on engagement with Universities**

We are starting to develop meaningful and beneficial relationships with a number of universities in the local area. We have offered placements to students from University of Birmingham, Birmingham City University, Aston, Coventry and Wolverhampton Universities and have run sessions around fairness in policing and diversity and inclusion with criminology students at UoB. We are currently working with Aston University around developing modules for their Professional and Financial services Degree, with the aim of ensuring that their skills are aligned to the requirements of Policing and Cyber Crime in particular.

Working with Birmingham City University, Coventry University and Wolverhampton University, we are running the 'Blue Line' Specials scheme aimed at students in their Industrial placement year. The scheme offers the chance for students to become a full time Special Constable with the benefits of training and development and a wealth of operational policing experience.

### **FINANCIAL IMPLICATIONS**

There are no immediate financial implications associated with this report, however we are exploring long term funding opportunities for the Cadet scheme with the Force Executive, OPCC, partner organisations and charities.

### **LEGAL IMPLICATIONS**

None currently.

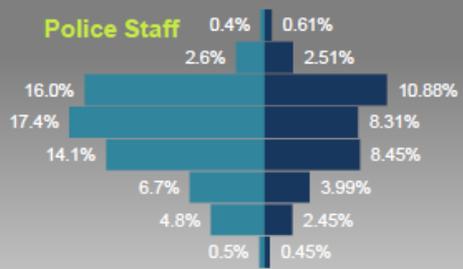
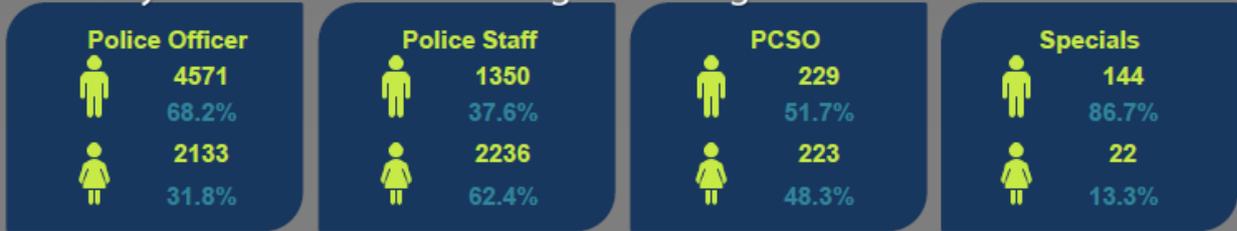
### **RECOMMENDATIONS**

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

**Ali Layne-Smith**  
**Director of People & Organisation Development**

**(Appendix 1) Workforce Demographics**

**Diversity – Force Gender and Age Banding**

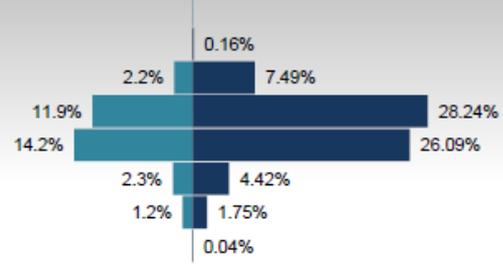


Over 65  
61 - 65  
51 - 60  
41 - 50  
31 - 40  
26 - 30  
21 - 25  
18 - 20

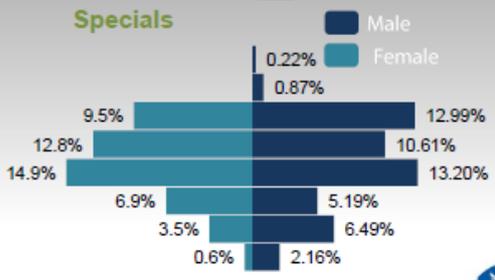


PCSO

Police Officer



Over 65  
61 - 65  
51 - 60  
41 - 50  
31 - 40  
26 - 30  
21 - 25  
18 - 20



Specials

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**(Appendix 2) Force Experience Programme**





## 3 Months In: A Cadets Update

### WMP Cadets

As our new Cadets scheme enters its second quarter, it is a good opportunity to reflect on the achievements and status of the project so far.

WMP Cadets is the first scheme of its kind for our force in nearly twenty years, and has a very different programme from its predecessor. This scheme aims to engage young people as active citizens, teach them about policing, encourage a spirit of adventure, build their confidence and leadership skills, and equip them to chase whatever aspirations they may have for their future.



Unlike the previous Cadets scheme which ended in the mid-1990s, our Cadets are younger (13-17 years old) and mostly disinterested in policing careers. Some even initially stated that they do not like the police, and were undecided about whether they wanted to be Cadets! However, thanks to hard work from our dedicated volunteer Cadet Leaders, and some interesting sessions on everything from the phonetic alphabet to rope-training with the Firearms Unit, our newest “colleagues” are already doing us proud.

Rank Structure  
Active Citizenship  
Property Marking  
Phonetic Alphabet  
Ropework Training  
Leadership Cadet Leaders  
Crime Scene Investigation  
Fearless Training Force Contact  
Firearms Unit  
Roll-Call Lost & Found  
Missing Persons CrimeStoppers

### The Story So Far

A Cadet’s journey starts with learning the basics – who we are, who they are, and how to work together. Cadets will soon start to venture out into their communities as representatives of WMP and to help volunteer in the coming weeks, now that they have begun to understand their roles and work together. Yet despite not practicing their full roles until this point, they have already achieved an impressive amount. They have learned lessons from the national Cadets Curriculum, visited WMP departments for

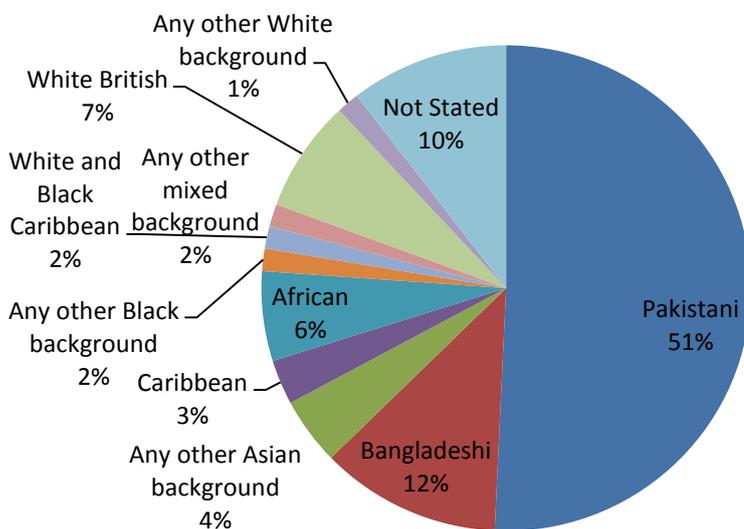
training, interacted with specialists at workshops such as Street Doctors, and helped us to engage with communities on important matters such as reporting knife-crime and reducing risk of burglary. Our Cadets' first term was busy! WMP Cadets will also become a useful consultation group of young people going forward. Every Unit completes a set of questionnaires at the end of each 12 week term to document a range of information. This enables monitoring and evaluation of the scheme, but also links into the Fairness in Policing agenda by including questions on whether they have been subject to any police contact, whether those experiences felt fair and just, and what they think of policing practices in their area. Results are currently being analysed and so cannot be described here.



### Who are the Cadets?

Our first Cadets Units were launched in Aston (Birmingham West), Hodge Hill (Birmingham East), Smethwick (Sandwell) in October 2017. In February 2018, Units will also launch in Coventry and Dudley. The Cadets are chosen with the help of a number of partnered schools approached on the advice of NPU Commanders, Partnerships and Neighbourhood teams. The Cadets Units consist of aspiring, vulnerable and challenging young people drawn largely from those schools. Our initial cohort of Cadets numbered approximately **70**. We had an attrition rate of **10%** of the original cohort in the first term. This was within expected parameters.

### WMP Cadets 2017: Demographics



There is a **60-40** gender split favouring male Cadets. The number of BME Cadets is high, due both to positive engagement, and the areas and schools with which we are engaged. (Note: With the influx of Dudley and Coventry Cadets in the next few weeks, these figures will likely change.)

### The Cadet Leaders

Our adult volunteer Cadet Leaders supervise the Cadets. They represent many of the teams and departments that make up our organisation. We have

officers from the rank of Constable to Superintendent, police staff, PCSOs, and members of the Special Constabulary. They hail from Contact, Forensics, CDT, CTU, Response, CJS, L&D, POD, Neighbourhood, Intelligence, OSU, and PPU, and each bring unique experiences and knowledge to the table.

Time commitment for a Cadet Leader varies depending on what time they are free to give, but we estimate that after 3 months, over **200** volunteer hours for necessary training and over **350**

volunteer hours for Cadets activities have gone into the three Birmingham and Sandwell Units! By the end of the first year (Summer 2018) and including the new Dudley and Coventry Units, that estimate rises to **350** volunteer training hours and **1100** hours for Cadets activities. We have over 30 Cadet Leaders at present, rising to more than 50 with the launch of our new Units. Here is what some of them had to say about their experiences so far:

*“Being a Cadet Leader is challenging and often a real pull on my time...I’m mad busy already. When I get there and see the impact that our input has, I’m re-energised; it’s when a young person finds their voice, sits up a little straighter and someone values their opinion...makes the hours I’ve given up worthwhile.”* – **Elaine Clough, Birmingham West Cadet Leader.**

*“I met the group on their second week. They were loud, boisterous, and bordering on rude. They had the same life stories I hear from my Prince’s Trust students, the difference being that my students didn’t have a programme where they could go to change their lives at a younger age, so ended up committing crime. A few weeks in and our Cadets are more confident, helping each other, and they look like a team. They are full of ideas of how to help their community and who to help, and are eager to be let loose in the local area. Each Cadet Leader has given up their own time to assist these young people – and the expert help and advice they have provided is rubbing off on the Cadets already.”* – **Gareth Sankey, Birmingham East Cadet Unit Commander.**

*“Already the Cadets are interacting with each other and including people that are from other schools. There are no “us” and “them” cliques, and all the cadets try to involve everyone in the group activities. I have seen such a positive change in some of the cadets already, for example, Mohammed H. In just one term he has gone from a rowdy class joker with little respect to one of the most engaging and well-behaved cadets.”* – **Alicia Baker, Sandwell Cadet Leader.**

*“A Cadet today is the socially aware responsible adult of tomorrow. As a Volunteer Police Cadet Leader that is my payment, my reward and is worth the effort on my part. In a few short sessions I’ve seen young people begin to shine due to the influence of some excellent Cadet Leaders. Positive future benefits are beginning already.”* - **Mike Hall, Sandwell Cadet Unit Commander.**

## Cadet & Family Testimonies



“I like being a Cadet because it’s fun and I learn different things I didn’t know before.”

- **Suwayne, Sandwell (Pictured Left)**

“I like being a Cadet because of new experiences and meeting interesting people, I also like the trips because I get to learn new things and understand more.”

- **Alise, Sandwell (Pictured Right)**



“Every lesson I learn something new. It makes me feel part of the police family.”

**Mohammed, Sandwell (Pictured Left)**



“My son is enjoying Cadets tremendously and it has given him such a burst of enthusiasm and focus in a short space of time. All of his friends at school are

envious of what he has been up to and I usually get a rundown of what he has been up to (in forensic detail) when I collect him.” – **Parent of a Birmingham West Cadet**

“It has made me feel more responsible as a person” – **Uzma, Birmingham East Cadet**

“I have more respect and discipline now” – **Abbas, Sandwell Cadet**



“I feel like I can trust the police much more now I have understood the way they work” – **Najma, Birmingham East Cadet**

“Being a Cadet has made me feel more confident” – **Kebjana, Sandwell Cadet**