



Police and Crime Plan Priority: Developing a Modern Workforce

Title: Recruitment and Wellbeing

Presented by: *Ali Layne-Smith*

Purpose of paper

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.

Background

2. The People & Organisation Development (POD) directorate 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 relating to:

- Leadership and Wellbeing
- Recruitment
- Diversity and Inclusion
- Pay and Reward
- Supporting Young People

Leadership and Wellbeing

Deliver a renewed focus on organisational development, specifically leadership culture and values

3. The Development and Performance Team in POD have developed the WMP Leadership Promise which has six core principles on which all leadership behaviours are predicated.

- Service Improver
- Trust Builder
- Inspirational role model
- People Developer

- Organisational advocate
 - Performance Manager
4. The Leadership Promise underpins all learning and development activity including recruitment, development, and promotions. As leadership occurs at all levels of the force, all of our programmes and learning and development interventions work at three levels and is applicable to Police Staff Officers:
- **Leading Self** – We can all through the adoption of personal leadership behaviours positively impact on others
 - **Leading Others** – When we are leading others, our own leadership style and behaviours should be supporting others to be and give of their best at work
 - **Leading the business** – As senior leaders, they are tasked with the delivery of our force mission, vision and values through others whilst demonstrating the leadership behaviours that will drive performance
5. The following is an overview of some of the leadership programmes and interventions that have run this year to date:

Leadership Activity	Participants
Leadership workshops for existing leaders (3 Workshops)	900
Leadership workshops for future leaders	2,695
Executive Leaders workshops (2 workshops)	100
Internal Coach Programme (ILM Level 5 Accredited)	80
Reverse Mentoring partnerships	17 Mentors, 17 Mentees
ASPIRE leadership acceleration programme for BAME colleagues	42
Pre-promotion “Am I Ready” workshops (4 sessions)	1,786
Post-promotion leadership workshops	269
Leadership Promise Development Programme Pilot	44
Personal Development Programme	84

Leadership Performance

6. We launched WMP Conversations which is our new approach to Performance Management, in April 2018. We are phasing the roll out over 3 years and have started with our most senior leaders (which encompasses both Officers and Police Staff from Force Executive to Chief Inspector and equivalent), to ensure we role model good behaviours from the top.
7. Over 80% of the 380 senior leaders in scope have now agreed objectives with their line managers and are participating in regular performance conversations to track their progress against their objectives. There is no longer a “PDR” or Appraisal form to complete but there is an intranet portal that colleagues use to record their objectives and to capture progress and notes from the conversations that take place.
8. From January 2019 they will take part in 360 degree feedback exercise to inform their overall performance review which will take place in March 2019. Ratings will be assigned based on their achievement of their objectives (The “WHAT”) and their behaviours (the “HOW”).

Review approach to workforce design including demand, representation (covered later in this paper) , reward & recognition, and change

Workforce Planning

9. The force approach to workforce planning takes a 'top down' and 'bottom up' approach to ensure our planning and activities take into account the national, regional and force drivers alongside specific functional or departmental requirements.
10. Our draft workforce strategy which is currently under review by the POD Governance Board, sets out the top down approach, reflecting on the demographic, employment, policing and societal factors affecting our approach to employment. Activities are recorded under six headings:
 - Reflecting our communities
 - Working with partners
 - Effective recruitment
 - Engaging the public
 - Improving wellbeing
 - Developing talent
11. Alongside, colleagues in POD are rolling out a departmental (bottom up) workforce planning approach working with local command teams to understand their future operational and people demand, their supply of staff, skills and capabilities and conducting a gap analysis to identify future requirements.
12. In addition, the team are undertaking a spans of control analysis, looking at appropriate management ratios to inform future structure or resourcing considerations. This was used to good effect in informing the change project in Criminal Justice, creating a saving of two posts in the new structure.
13. POD have also led on a number of significant shift pattern changes to improve the efficiency and effectiveness of the organisation. For example, the portfolio HR Business Partner and Workforce Planning Team played a major role in the development and implementation of the banded shift model for Force Response, which matches resources to demand for service.

Improve Health and Wellbeing of workforce through higher attendance

14. We have implemented a new Attendance policy and a revised approach to attendance management. Changes have been well received and line managers appreciate the effective support they receive from the HR Advisor team. Some of the key changes include:
 - The removal of the Bradford Factor and the introduction of a 97% attendance target by 2020 and use of sickness absence triggers. Feedback from stakeholders was that the Bradford Score was complex for individuals and managers to calculate and therefore this led to disparity of approach and perceived unfairness;
 - The introduction of a revised attendance management process to manage both short term and long term absence, set expectations and provide a supportive, tailored approach. Police Staff are managed in line with the attendance policy in its entirety. Police Officers are managed within the informal stage of the policy, then referred into Unsatisfactory Attendance Procedure as appropriate.

- Attendance Support Meetings now take place to focus on discussing reasons for absence, identifying causes for absences/continued absence, objectives, actions, support and interventions to improve absence or facilitate a return to work after long term sickness.
15. Bespoke attendance management processes have been developed for departments such as Force Contact who traditionally experience high levels of sickness absence. Sickness absence and attendance is monitored and reported on a monthly basis.



Attendance.pptx

16. Year to date 2,595 Police Officers, 1,353 Police Staff and 155 PCSOs have had no sickness absence in the last 12 months. POD are in the process of identifying how best to recognise and acknowledge this achievement.

Become a learning organisation and specifically around procedural justice

17. Operational Learning & Development sits within POD and is central to ensuring WMP is a learning organisation, taking learning from a range of sources, to drive changes to the way it develops people. To achieve this we ensure Op's L&D staff are represented at various force strategic governance structures where organisational learning is identified and shared. Op's L&D are active participants in forums such as, The Deputy's Organisational Risk and Learning Board; Resilience Board; Detective Training Board; Driver Standards Board; Use of Force Gold; Stop and Search Gold. Any learning or suggestions for improving service delivery are documented and recorded in these forums. The L&D representative ensures any learning is passed to the relevant team and incorporated into the relevant lesson plan. This governance structure was recognised as good practice to promote learning in WMP by the HMICFRS Inspectors.
18. The Fairness in Policing (FIP) team have been directed by the Chief Constable to assist colleagues across the force to embed the principles of Procedural Justice (PJ) into everything WMP does. The FIP team will transfer to the Diversity & Inclusion (D&I) team within POD in January 2019 recognising the alignment of this work to wider D&I Strategy. Areas of focus so far have included, Professional Standards, Learning and Development, POD, Body Worn Video, force policies, Force Contact, Operations, and some NPU's. Large numbers of staff have received training in how to apply PJ including new recruits, newly promoted leaders (Sgts, Inspectors and CI's), all L&D trainers/staff, force coaches/mentors, HRBP's, new recruits in Contact, leaders within POD, and leaders in the Special Constabulary. The training of staff will continue for the next twelve months, with a focus on frontline operational staff.
19. Procedural Justice Principles are now the heartbeat of everything that happens within Op's L&D. The vast majority of the 150 L&D staff have received PJ training to ensure that their behaviours and training delivery are aligned to the principles. The trainers have commenced a process to review and amend all lesson plans within the L&D function, specifically Personal Safety Training, Public Order, Taser and the new recruit student training programme.

Develop volunteer initiatives

20. The Citizens in Policing (CIP) team have continued the focus on the maintenance, expansion and sustainability of the Cadet scheme. Progress of our cadet scheme is covered later in this paper.
21. The CIP team are also responsible for creating a force infrastructure and consistent offer for all of our volunteers. This is a long term piece of work to establish the appropriate mechanisms and support (e.g. re recruitment, expenses, personal development). Currently, they are working with existing volunteers and volunteer managers to improve the level of engagement and support for volunteers. There are currently around 700 volunteers across the force in a variety of roles, including our multi-faith chaplaincy team, force museum and “Lock-up” and supporting our dog section and breeding scheme.
22. In the last 12 months we have offered a number of new volunteering opportunities - as cadet leaders, in our Economic Crime Unit, volunteering in a restorative justice project and in NPU community teams. We will continue to build our volunteer force in preparation for Coventry City of Culture in 2019 and the Commonwealth Games in 2022.

Recruitment

Increase recruitment by 1,000 officers between 2017 and 2020

23. The force applies the workforce planning approach outlined above to the recruitment of police officers (alongside PCSOs), which involves planning recruitment against predicted turnover so that the force strength stays as close to budgeted establishment as practically possible. Actual and planned recruitment is shown below;

Year	Forecast	Actual	Comments
2017	N/A	282	Inclusive of 47 transferees and 20 Police Now graduates
2018	353	341 to date	Inclusive of 89 transferees and 14 Police Now graduates
2019	422		Inclusive of 44 transferees and 15 Police Now
2020	468		Inclusive of 48 transferees

24. Our forecast total is 1,525 which exceeds the 1,000 target and will ensure we match strength to budget. This recruitment forecast reflects both planned turnover for the period which is approximately 1,200, and the uplift in funding since the announcement of the Firearms and CTU uplifts.

Recruit to specialist posts to increase digital capabilities such as cyber crime

25. The force continues to invest in new technology as part of our WMP2020 change programme, we also ensure we recruit the appropriate colleagues to support this capability, for example, we have recruited three Data Scientists, 3 Senior Data Engineers, one Visual and DI Developer and a Data Engineer to work in our DDI (data driven insights) team.

26. POD are also working with local command teams to ensure that the force's digital and investigative capability is maximised and these roles are appropriately resourced.

Ensure no compulsory redundancies of PCSOs and deliver annual recruitment process to maintain numbers

27. PCSOs remain an integral part of the force's workforce planning and recruitment activity. The approach adopted is consistent with our approach to workforce planning for police officers, whereby the recruitment activity aims to maintain strength at budgeted establishment. The recruitment plan for 2019 includes the recruitment of in excess of 100 PCSOs.
28. This autumn we brought together all PCSOs from across our Force for a series of World Café style conferences. This was an opportunity to reflect on 15 years of history of PCSOs in West Midlands Police, and in particular the recent investment in training and development to professionalise the PCSO role. We wanted to hear from every PCSO about their future personal and professional development aspirations as we set out to invest more time and resource in PCSO learning and development through co-ordinated continuous professional development sessions.
29. Sessions covered inputs on:
- Prevent
 - Cybercrime / Fraud
 - County Lines
 - Social Media
 - ParkSafe / TopDeck

Increase number of special constables – retention, recruitment (from retiring officers) and progression (to PC)

30. We are working to a long term plan to reach a target of 650 specials by 2022. The plan is phased over a number of years in order to allow the organisation to accommodate the significant increase and scale up the infrastructure, leadership and management and support for the special constabulary. The current recruitment plan seeks to deliver 100 new specials each year. As part of the additional 100, we are also exploring the potential to build and strengthen relationships with local universities through student only cohorts, developing the “Blue Line” specials trials we have run with full time student specials in their year in industry.
31. We have changed our approach to specials recruitment so the opportunity is nearly always live. Our next focus for Specials is a poster campaign across Midlands Train networks, alongside some social media messaging to support this. We have identified some links with HSBC and their desire to encourage their workforce to volunteer with us as Specials. Another initiative we have is linking in with local Universities who are planning to run the new PC Degree.
32. Over the last couple of years we have seen the number of specials decline to around 150, however the number of hours they contribute has remained consistent or increased. This is as a result of work the team have done alongside the Special Constabulary to ensure that the records were up to date and that the number reflected those colleagues who were actively and regularly giving their time to volunteer. It is also a positive reflection of the high level of engagement across the existing specials and their commitment to their volunteering role. This does mean that there are only one existing special who applied for the internal police officer campaign.

33. Information is included in the pre-retirement information for officers about options available for them to retain their engagement in the organisation, for example how to apply to be a Special, become a volunteer or join the specialist talent bank.
34. With the introduction of the PEQF the College of Policing is reviewing the curriculum implications for Specials.

Examine the merits of Direct Entry, and the expansion of Police Now

35. The Force has been working closely with the College of Policing this year following disappointing results in terms of the lack of diverse Direct Entry candidates progressing through the national selection process. As a result, for 2019 the initial stages of this selection process will be coming back into force for us to manage selection for the national assessment centre. This gives us the opportunity to deliver some significant Positive Action activity to increase the number of applications from BAME and female candidates. We are working in collaboration with the MET, GMP and West Yorkshire forces to create a new attraction and recruitment “front end”.
36. The 2018 campaign resulted in three really strong candidates (two male and one female) who joined us on the 19th November. They have started an intensive period of training with the College of Policing which will see them spend time understanding and performing the roles of PC, Sergeant and Inspector before finally being confirmed as substantive Inspectors after 18 months.
37. Our relationship with the Police Now scheme continues to grow with a further 15 graduates due to join us as police officers during 2019. The scheme led by Police Now is designed to make an impact on local policing by bringing in graduates that may offer different ways of thinking and innovative problem solving skills, on a two year placement. Since the programme start in 2016 we have taken a total of 47 Police Now graduates with 11 of those choosing to stay with us as Police Officers when their two year programme came to an end.
38. With the introduction of the PEQF’s 3 new entry routes to policing which include the Police Constable Degree Apprenticeship (PCDA) and the Degree Holder Entry Programme (DHEP) it is not known at this stage if there will be any changes to the Police Now offering.

39. Workforce numbers as at October 2018 are:

Role Type	Budgeted Establishment	Strength FTE
Police Officer	6,569	6,520.7
Police Staff	3,518	3,380.8
PCSO	464	449.2
Specials	N/A	162 (not included in FTE)

Diversity and Inclusion (including Representation)

Increase diversity at all levels – all roles reflect the community it serves

Workforce Representation

40. A focus on diversity and inclusion runs through all of the work of the POD team, in terms of how we support and develop colleagues, create a culture of inclusive leadership and how we bring people into and move them through the organisation.
41. Whilst no targets have been formally set, the new Diversity & Inclusion Strategy for WMP 'From the Outside In' has a clear focus on increasing representation at WMP to reflect our community - around 50% female and 30% BAME in the West Midlands. Over the past 12 months and as a result of the focus provided by the newly created D&I Team, BAME diversity has increased in both male and female colleagues. Force BAME representation now stands at 11.9% up from 11% twelve months ago. Gender representation remains static at 42.3%, predominantly driven by Police Officers.
42. Following a recent internal campaign by the Shared Services team in POD, 69% of colleagues have updated their personal details and demographic information and we have seen a notable reduction in the "not stated" categories relating to ethnicity and gender.

	BAME Colleagues (Number)	BAME %age of category	Female Colleagues (Number)	Female %age of category
Police Officers	696	10.4%	2,132	32%
Police Staff	493	13.6%	2,236	61.7%
PCSO	63	13.5%	222	47.4%
Specials	43	26.5%	25	15.4%
Force Total	1,295	11.9%	4,615	42.3%

43. In relation to police officer recruitment, we have undertaken a significant amount of Positive Action activity focused on increasing the diversity of our applicants. This has involved a range of community activities, community TV and radio shows, discovery days and community publications. For the current 2018 police officer recruitment campaign, we had 33% female and 32% BME applicants.

Eliminate bias in recruitment, promotion, and HR processes to ensure equality of opportunity

Deliver targeted recruitment and Positive Action activities, and consider approaches to recruiting locally

44. The Resourcing team have been working hard on ensuring a much more consistent approach to assessment in all areas of selection. We have trained in excess of 300 colleagues as assessors. Training includes the basics of assessment practice including a focus on unconscious bias. Assessors are also required to undertake an unconscious bias e-learning package prior to taking part in selection practice. We are working to ensure that all assessments are now marked individually and moderated between panel members before deciding on final scores and our assessment panels in the majority are designed to ensure diversity and representation across all areas of assessment. During the next few months we will be upgrading our approach to quality

assurance in assessment practice to introduce elements of random sampling and reviewing assessor grading.

45. We have provided Positive Action development support to colleagues from underrepresented groups as well as taking a bold step to ensuring entry to the promotions process was at least as representative of the diversity of the workforce. This has had a positive effect, where 26% of promotion entrants are female and 12.9% are BME.
46. BAME and female colleagues have outperformed representation at all ranks up to Superintendent within promotion processes over the last twelve months. Female colleagues in particular are over achieving consistently compared to representation. Details of which are shown below.

Gender

Rank	Force Representation	Process Representation
Supt to Ch Supt	30.8%	14.3%
Ch Insp to Supt	28.1%	32.1%
Insp to Ch Insp	31.5%	37.7%
Sgt to Insp	26.6%	28.6%
PC to Sgt	32.9%	22.1%
Grand Total	31.9%	26.0%

Ethnicity

Rank	Force Representation	Process Representation
Supt to Ch Supt	6.1%	7.1%
Ch Insp to Supt	5.3%	7.1%
Insp to Ch Insp	11.5%	20.3%
Sgt to Insp	12.1%	13.7%
PC to Sgt	11.1%	12.8%
Grand Total	11.1%	13.7%

Pay and Reward

Consider Winsor recommendations for Police Officer pay and conditions

47. WMP are part of the National Pay Working Group on Police Officer Pay and Conditions. We are represented by Head of Reward and Benefits who provides consultation and feedback into the working group. Where elements of the change are discretionary these are being worked through to make sure the available options fit best with the WMP approach and are affordable within the cost parameters.

Implement the Living Wage

48. WMP continues to be a Living Wage employer and will implement the new Foundation Living Wage in April 2019. This has increased to £9.00 per hour and 180 staff will receive an increase in line with this at that time.

Deliver 200 apprenticeships using national apprenticeship levy

49. With the introduction of the PEQF (Police Education Qualification Framework), we are on target to deliver in excess of 200 apprenticeships. Predicted police officer recruitment is detailed earlier in the report. The force is still working with the selected HEI to finalise details of the degree apprenticeship and diploma courses. Early information from the current police officer recruitment campaign suggests that around half of applicants do not have a degree and a high proportion of those candidates with a degree do not have one that is likely to qualify for accredited prior learning.
50. Our Police Staff apprenticeship numbers continue to grow with a number of departments considering the benefits of employing apprentices to support diversity and succession planning. We currently have 61 police staff apprentices in a range of different roles and are in the process of exploring central funding to increase those numbers further. Our approach will also focus on giving apprentices the opportunity to work in a rotational way within departments to experience a broader element of work, for example a placement within POD may have the opportunity to work within recruitment, learning and development and employee relations.

Improve flexible working by responding to demand while supporting officers and staff.

51. A revised Flexible Working policy was published in April 2018 to clearly set out entitlement, expectations and process. This includes a commitment to respond to Flexible Working requests within 3 months (from initial submission to appeal outcome), a more robust approach by management and an independent appeal mechanism.
52. During change programmes, a bespoke approach has been adopted in order to consider all applications fairly and appropriately. For example the recent changes in Criminal Justice resulted in only 1 formal appeal with all other Flexible Working appeal applications resolved locally.
53. Each department is currently completing a Diversity & Inclusion plan which will outline their D&I approach for the next year. Each department is required to review the number of flexible working patterns they have in place and seek opportunities to support more colleagues who indicate they wish to work more flexibly.

Develop options around flexibility for pay and benefits

54. The Pay and Conditions review is currently underway. The team are working through 50 benchmark jobs to ascertain the best scheme to use going forward. This work is being undertaken jointly with the Trades Unions and is the first stage in a project which will look at job evaluation, grading structures and other allowances, in an approach to modernisation which will see changes to Police Staff pay and conditions for the first time since 2008.

Supporting young people/Local recruiting/Deliver youth employment Initiatives

55. The introduction of the PEQF has encouraged us to strengthen our relationships with local schools, colleges and HEIs. The “Blue Line” Specials programme features 14 students from Coventry, Wolverhampton, Birmingham and Birmingham City universities. Our Cadet programmes, whilst not focussed on recruitment provide us with links into local schools. Last year we hosted a range of students on placement from colleges and universities.

Develop a programme of Work Experience and Taster Programmes

56. Our approach to work experience is developing well. Our force experience programme focusses on building relationships with specific schools to bring groups of school children into force to experience the work of a range of departments such as our dogs unit, force contact, firearms and forensics. In identifying which schools we work with we look for schools which are rich in diversity and those that have pupils which may be more challenging than most. We have hosted over 80 work experience students from local schools.
57. While we are keen to encourage school children to consider policing as a future career choice the programme is just as much about building trust and uncovering the wider role that policing has in ensuring the protection and safety of our local communities.
58. To enter the programme we give pupils the full recruitment experience in terms of application and interview, while these elements are in no way formal they give school children the opportunity to experience how to apply for a job and what to expect when taking part in an interview. The work experience placement concludes with students getting the opportunity to meet senior officers and staff and to present back their experience of their time with us during the week.
59. We now have a work experience portal which supports line managers in bringing in individual work experience placements, the portal contains advice and guidance as well as all of the documentation required to set up the placement. In addition to this we have attended a number of careers fairs at local schools and recently spent three days at the world skills show in Birmingham to highlight the opportunities that working in policing has to offer.

Progress against the development of the cadets scheme since September 2018 update

60. The SPCB paper from September 2018 set out our ambitions for creating a resilient and sustainable cadet scheme alongside plans for expansion. The team have been working with colleagues from the oPCC to ensure they are updated and informed about progress, including the challenges that have arisen over the last couple of months.

61. There are currently four of the original five units up and running (Dudley, Coventry, Birmingham West and Birmingham East) with plans to re-open Sandwell in January 2019, following a change of host school. The team are working closely with NPU colleagues in relation to opening units in the remaining three NPUs (Solihull, Walsall and Wolverhampton). The identification of schools is close to being finalised and recruitment for cadet leaders is underway.
62. There are around 85 current cadets in the four active units, approximately 60% of the cadets are from BME backgrounds. There is a large waiting list for cadets and existing relationships with host schools that will be used to recruit additional cadets.
63. Current focus of the team is around establishing a more resilient and stable cadre of cadet leaders. There have been a number of existing cadet leaders who did not return after the summer break or have recently resigned from Cadet leadership. The team are recruiting for internal and external cadet leaders and also focusing on the support and development of the existing leaders.
64. As part of the wider Citizens in Policing governance, a cadet governance board has been established, which is chaired by Chief Superintendent Mike O'Hara. This arrangement is supporting a greater degree of alignment between the cadet schemes and work of the NPUs, specifically around the role of cadets in the community.
65. The team are actively engaging with the national volunteer police cadets organisation and other force cadet schemes to seek opportunities for continuous improvement and learning. In addition to the weekly cadet sessions, we are also working with colleagues across the force to explore opportunities for cadets to attend a range of events (for example, there was a cadet presence at the Dudley Remembrance Sunday). The cadet scheme is also the recipient of some of the money raised from the Midlands Business, Community and Charity Awards, which will be used to fund extra curricular and summer activities for the scheme.

Next Steps

The board is asked to note the above updates.

Author(s): Ali Layne-Smith

Job Title: Director of People & Organisation Development