



**Strategic Policing and Crime Board**

**19 March 2019**

**Police and Crime Plan Priority:** *Standing Up for Young People*

**Title:** *Cadets, Apprenticeships, Work Experience, Princes Trust*

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**Purpose of paper**

1. The purpose of this paper is to provide an update to the Strategic Police and Crime Board on the Force's progress on the following programmes: Apprenticeships, Graduate Entry, Cadets, Industrial Placements, College/University Engagement and Prince's Trust.

**Background**

2. The West Midlands has a higher proportion of people aged 25 and under compared with the rest of the country and Birmingham is the youngest major city in Europe. The force therefore seeks opportunities to engage with young people in the region through a variety of channels and regularly reports on progress in this area to the Strategic Police and Crime Board under the "Standing up for Young People" section of the Police and Crime Plan.

**Apprenticeships**

3. From July 2019, the first cohort of 350 Police Constable Degree Apprentices will join the force following the introduction of the Policing Education Qualifications Framework (PEQF), detailed later in this paper.

4. Whilst the force will exhaust our contributions to the Apprenticeship Levy funding with the PCDA programme, the force is committed to making progress with police staff apprenticeships at different qualification levels.
5. There are currently 53 police staff apprenticeships in progress or agreed, as detailed below, and plans for a further 2 for vehicle technicians in Fleet Services:
  - 43 – PCSOs – Level 3 (*A' Level Equivalent*) Customer Service
  - 3 – Custody – Level 3 Custodial Care
  - 1 – Workforce Planning\* - HR Level 5 (*HND / Certificate Level*)
  - 1 – Local Policing\* -- Leadership & Management level 5
  - 3 – Forensics – Laboratory Science level 3
  - 2 – IT & Digital – IT level 2 (*GCSE Equivalent*)
6. The apprenticeships are provided by South & City College and Newcastle under Lyme College and CSR (Scientific). In addition to the existing Police Staff apprenticeships described above, discussions are taking place regarding the possibility of running a force wide centrally funded business focused apprenticeship programme.

### **Student Placements**

7. The force works with six local universities to offer paid and volunteer placement opportunities: Aston, University of Birmingham (UoB), Birmingham City University (BCU), Coventry, Newman and Wolverhampton.
8. There are ten paid placements for students who are in their 'industry year' at university. Eight of the placements are with students from Aston University with seven in Intelligence, and one in Force CID. There are two students in People & Organisational Development (POD); one from the UoB and the other from BCU.
9. In addition to paid long term placements, the force have offered a range of volunteer short term, part time and placement opportunities. There are currently four placements of this nature running with students from BCU (in the Economic Crime Unit and in Forensics) and from Newman (in the Public Protection Unit). There are a further ten students who are currently awaiting vetting clearance for short term placements.

10. The force also has an international student volunteer placement from Belgium, who is based in the Regional Organised Crime Unit (ROCU), with a specific interest in modern day slavery and human trafficking.
11. There has been positive feedback about the quality of the student placements from host departments in the force, the students and the universities and continue to explore new opportunities for student placements. We are strengthening relationships with local universities by engaging in careers events and liaising with their careers departments
12. The success of this engagement with universities is well demonstrated by the current 'Blueline' Specials programme (detailed later in the paper).

### **Work Experience**

13. Work experience currently takes three forms in the force including: locally arranged work experience; a week long "Force Experience" programme and a one day "Force Insight" programme. These options provide a broader range of work experience offerings than many other forces.
14. The work experience portal was recently launched on the intranet to allow internal colleagues to self-manage local work experience placements. The portal provides guidance on vetting requirements, risk assessments, medical and parental consent.
15. Since October 2018, there have been 17 locally managed placements in teams across the force including: Response, Intelligence, Force Contact, Ops L&D, Holmes team, and Dudley Neighbourhood Policing Unit (NPU).
16. Two week long Force Experience programmes have been run (in October 2018 and February 2019), where we have hosted 14 students, in a number of different teams across the force. At the end of the week long programme, students present a summary of their learning and provide feedback to senior colleagues from the force. A summary of the feedback from the October Force Experience students is shown in Annex 1 to this report.

17. In addition to the Force Experience work offer, a new Force Insight Programme<sup>1</sup> is being introduced where schools visit Lloyd House and participate in interactive sessions with speakers from around the force. The first session with 15 students will run on 25<sup>th</sup> March and then every 2 weeks.
18. We are working with colleagues in the Positive Action and Citizens in Policing teams to identify and proactively target schools from hard to reach communities or with particularly diverse students to participate in the work experience programmes.

### **Cadets**

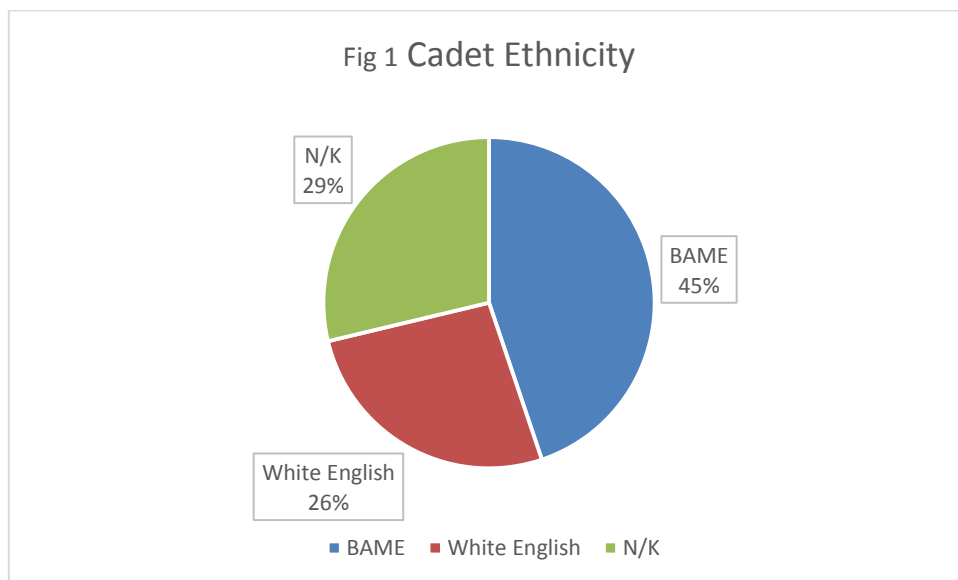
19. As discussed in the December SPCB update, the focus of the Citizens in Policing team in relation to Cadets, is to strengthen the existing units and work on improving their resilience and sustainability while also progressing plans for further expansion into the remaining NPUs.
20. There are currently five units open and operational: Birmingham East, Birmingham West, Coventry, Dudley and Sandwell. There are plans to open an additional three units in the remaining NPUs (Wolverhampton, Solihull, Walsall) in March 2019.
21. In relation to the additional two units (to achieve the PCC's ambition to open 10 units), we are continuing with the agreed approach to focus activity on the areas of the scheme that are most successful and resilient. Discussions are taking place with a number of other schools who are interested in hosting a cadet unit. Given the challenges around cadet leader recruitment, the possibility for schools to have a more active role in running the units, is currently being explored.
22. Additional cadets will also be recruited to the existing units to ensure that they are all operating at their maximum safe level. One option being considered is expanding existing units either in the existing session or by running another session on a different night.
23. By the end of the spring term (May 2019) we will have recruited to cadet unit capacity in line with the safeguarding policy, as detailed in table 1 (page 7). The host schools or appropriate locations in which to launch the additional two units will also have been identified. The additional units will go live in Autumn term 2019.

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<sup>1</sup> <https://west-midlands.police.uk/services/work-experience>

24. The 2020 vision for the cadet scheme, delivered by March 2020, is as follows;
1. To have recruited a stable, productive and engaged cohort of 100 cadet leaders that reflect the diversity and experience of our internal workforce and represent the communities we serve (this will include cadets aged 18 who progress to becoming cadet leaders)
  2. To have strong and supportive cadet unit commanders who are clear about their responsibilities and drive the development of the scheme, who retain and support leaders, and ensure cadet capacity is increased and maintained
  3. To have at least 250 regularly attending, active cadets attending the units, delivering regular high impact community volunteering activity
  4. To maintain and build on a high level of policy compliance and safeguarding, with a focus on becoming a beacon of best practice nationally
  5. To have a performance dashboard which provides accurate and up to date information on all elements of WMP Cadets accessible to POD, SLTs, Cadet Unit Commanders and the OPCC
  6. To have an impactful internal and external facing communications strategy which supports WMP vision
  7. To have (and have delivered) a range of activities during school holiday periods to ensure continued engagement and increased volunteering by cadets
  8. To have cadets leading social action volunteering within their local community on a termly basis
25. The list below provides a selection of recent successes with the scheme:
- Diversity of the cadets – The cadet scheme continues to reflect the diverse areas in which our units are based and includes a number of cadets from vulnerable backgrounds. Figure 1 overleaf reflects the diversity of the cadets cohort.
  - Force Executive Team have agreed that NPUs can support the smooth running of the scheme during duty time.
  - The scheme continues to support the personal development of cadets and receive positive feedback from parents, guardians and school representatives.
  - A wide range of sessions from guest speakers from across the force and external organisations has taken place including the Royal Navy, HSBC Life Skills, British Red Cross, Crimestoppers and StreetsDoctors.
  - In partnership with NPU colleagues, there has been an increase in the number of community events the Cadets are now taking part in, for example, volunteering in care homes and hospital visits.

- As the units become more established and have more consistent leaders, improvements are being seen in the discipline of cadets, through reminders about the code of conduct, awareness raising for cadet leaders and close working with schools.
- Progress is being made in recruiting new internal and external cadet leaders (there are currently 3 active external cadet leaders, with 3 additional external cadet leaders expected to join end of March 19). By Summer, the number of cadet leaders will have increased to at least 55.
- The Citizens in Policing team have established a strong relationship with the VPC and have received positive feedback about the pace of the scheme, our diversity and our approach to safeguarding and building sustainability.
- WMP is one of the only forces to actively bring all units together from around the force on a regular basis, an example being the event in March for international puppy day, where we are collaborating with the Dogs Unit for an awareness and education session.
- A senior operational colleague, Chief Superintendent Mike O'Hara, has been identified as force lead for Cadets. Mike has been instrumental in supporting cadet integration into NPU activity, regional representation and development of a performance framework



*Figure 1 – Details of Cadet Ethnicity*

26. Progress has been made in addressing the challenges of the scheme, as detailed below:

- There was significant cadet leader attrition after year one and actions outlined above to increase leader numbers will mitigate this for the future.
- There was a lack of consistency with support from host schools, which is being addressed on a regular basis.
- Given the voluntary nature of the cadet leader role, it has been challenging on occasion to achieve consistency in their responsibilities but cadet leadership development is now in place.
- The diversity of the scheme means that we have experienced a greater number and wider variety of pastoral support needs and safeguarding concerns than other schemes. While this is a challenge, it is a positive reflection of the scheme being aligned with the force values and original inclusive aspirations for cadets.

27. Table 1 below provides the details for each of the existing units, including the host school, current active cadets and cadet leaders, with an indication of cadet capacity based on safeguarding protocols.

Unit	School	Cadets	Capacity in line with safeguarding policy	Cadet leaders
Birmingham East	Washwood Heath Academy	24	30	5
Birmingham West	Holte Secondary School	17	20	9
Coventry	Barr's Hill School	15	20	3
Sandwell	George Salter Academy	14	20	5
Dudley	Pegasus Academy	15	20	5
<b>Total</b>		<b>85</b>	<b>110</b>	<b>27</b>

*Table 1 – Cadet Unit breakdown*

28. There are an additional 28 internal and external cadet leaders in the process of being recruited and inducted, who are yet to be allocated to units.
29. Partner schools in the additional three NPUs have been identified; Grace Academy in Solihull, Kings School in Wolverhampton and Blue Coat Academy in Walsall.
30. As described earlier, the force has been successful in partnering with a range of external organisations to add to and improve the cadet scheme and the experience our cadets receive. We have also been actively collaborating with the National VPC, for example in sharing good practice and driving regional collaboration.
31. The force recently received £3,500 from the Midlands Business Community Charity Awards (MBCCA), raised at their awards evening in November 2018. These funds will be used to pay for summer activity for the scheme.
32. The cadet curriculum continues to be based on the VPC objectives and national curriculum however, following feedback from the cadets and leaders, the Citizens in Policing team are also driving improvements to the activities the cadets undertake to establish a more engaging and diverse curriculum.
33. There is a termly planner that the team have created with sets out which VPC lesson plans, guest speakers and community activities are taking place each week. The team are also meeting on a termly basis with Unit Commanders to discuss cadet progress and development during the term. The central coordination of rotas, registers and force events still remains with the Citizens in Policing team, however, unit commanders are being supported and encouraged to take greater ownership for unit development.

### **Specials**

34. In 2018, just over 150 specials completed almost 30,000 duty hours, approximately 2500 each month. Analysis of activity, value and interest has shown that Specials are deployed more effectively when posted to more Specialist Departments such as: Response, CMPG, Airport Unit and an Events teams. The Events team was piloted as an approach at Coventry Wasp's rugby club enabling a policing presence at lower risk features to be provided by Special Constables. The approach was extended to fixtures at the Arena Birmingham. The concept proved successful with event organisers and was well supported by Specials. As a result, a dedicated team of Specials has been established to police assessed events under the management of Operations.



35. WMP has seen the first Special Constable posted to the Public Protection Unit and work is currently underway with the Crime & Security portfolios to consider the skills requirements needed by those departments and consideration is being given to setting up a Specials Detective Academy.
36. The ambition is to increase the number of Specials to 650 in time for the Commonwealth Games, which will necessitate recruiting and training 150 Specials each year. This has led to the need to review the management structure of the Special Constabulary. At present, the Special Constabulary structure does not reflect the force configuration, for example a Specials Inspector manages both Response and Neighbourhood Special resource, making coordination and liaison more difficult to achieve. A new leadership structure has been developed that will see the introduction of a Chief Inspector rank enabling better relationships to be formed between Specials and the senior leadership in departments. The new structure will be implemented in line with recruitment which over time will be refined with the aim to fill priority departments first.
37. During 2018 four joined WMP Specials as transferees from other forces, there was one re-joiner and 14 were recruited as Blue Line Specials from Birmingham City University, University of Birmingham, Wolverhampton University and Coventry University. Recruitment is on track to fill the next cohort that commences in March with 24 Specials.
38. Blue Line Specials is a collaboration with the universities which sees students on relevant degree course provided with an opportunity to apply to become a full time Special constable during their industrial placement year.
39. Blue Line Specials undergo similar training to regular officers and on successful completion, have moved on to NPUs working within their local university geography. On completion of their year working full time as a Special, it is expected that on return to study, the students will revert to the normal requirement of a Special of 16 hours duty time per month
40. This is the first programme of its kind in the UK and provides a unique insight into policing for the students and an uplift in resourcing for the teams in which they are deployed. The outcomes of this programme will be reviewed and any necessary changes made for a revised Blue line Specials collaboration with universities in the Autumn.

41. When posting Specials, there is a balance to be struck between priority operational areas and the roles/locations that are of interest to those volunteering to give their time as a Special Constable. The January Cohort received a presentation about Birmingham NPU and a newly formed City Centre Specials team and as a result, over 50% of the cohort have expressed a preference to work in either Birmingham West or East NPUs.
42. WMP are exploring opportunities to work with Business Improvement Districts (BIDs) to encourage their employees to participate in the Special Constabulary and on potential income generation arrangements, which would enable more rapid expansion of the Special Constabulary. WMP has established the cost of a Special constable and is currently seeking legal advice on how funding contributions could be utilised in order to draw together a meaningful proposal for interested BID's.

**Diversity**

43. As at 1<sup>st</sup> February 2019, there are 159 Specials. The diversity breakdown for Specials is positive in relation to ethnicity, however there is a significant gender imbalance, with a significant majority of male colleagues.

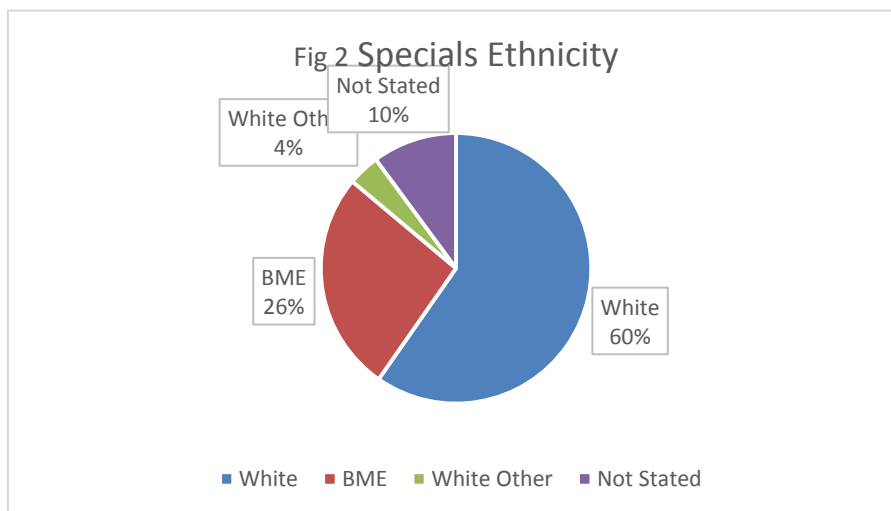
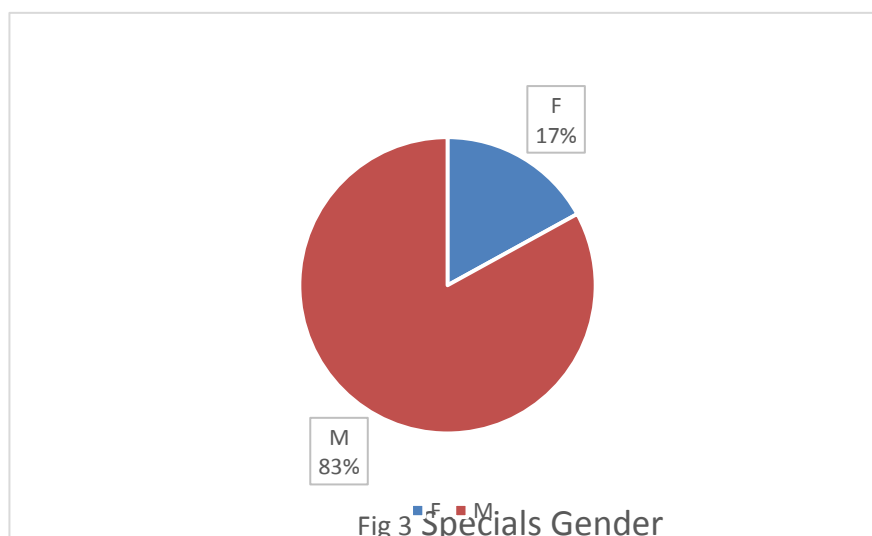


Figure 2 – Breakdown of Specials Ethnicity



*Figure 3 – Breakdown of Specials by gender*

44. Nine of the 16 Blue Line Specials were female which is encouraging as the current Special Constabulary establishment is predominantly male. The current BME establishment for Specials is 26.7% and 19% for Blue Line Specials.

### **The Prince's Trust Partnership**

45. The Prince's Trust is a youth charity helping to progress young people aged between 14-30 years of age. WMP have worked in partnership with The Prince's Trust since the end of 2006. The Trust own 8 different Programmes which are:

- **Prince's Trust Team Programme.** A 12 week-programme of personal development to get young people back into education and/or employment. This is the main programme where WMP work in partnership with The Prince's Trust.
- **Get Started Programmes.** Short courses that develop young people's skills in a specific sector.
- **Fairbridge.** Individually tailored personal development programme combining one-to-one support and group activities. A flexible programme where young people can select the most appropriate activities to their particular needs.
- **ACHIEVE.** A personal development programme aimed at young people aged between 13-19 at risk of underachievement or exclusion from school. Delivered within a school environment.
- **Development Awards.** Cash awards of up to £500 to help young people access education, training and employment.
- **Get Into Programme.** Short courses that develop young people's skills in a specific sector and support them into jobs.
- **Enterprise Programme.** Support and funding to help young people explore their ideas and start their own business.

46. WMP have been working with Prince's Trust to promote knowledge of all of the programmes offered and referrals of young people from Neighbourhood Policing, extending opportunities for intervention and prevention being provided to young people who come to police notice.

## **WMP partnership with Prince's Trust Team Programmes**

47. WMP deliver in partnership with Prince's Trust Team the 12 week youth engagement programme aimed at getting 16-25 year olds back into employment and/or education. The Prince's Trust work in partnership with three colleges within the WMP area who are responsible for day to day delivery of the Team Programme, as Delivery Partners.
48. Under the new 2018 model, Prince's Trust is in operation across seven NPUs (Coventry, Solihull, Birmingham (x2), Sandwell, Dudley and Walsall). Whilst Wolverhampton does not have a WMP partnered Team Programme, Wolverhampton College independently runs a Team Programme which WMP are able to make referrals to. WMP have committed 10 PCSO posts to support delivery of the Team Programme whilst delivery Partner colleges (Wolverhampton, Birmingham Metropolitan and Warwickshire) have also provided four staff to work alongside the PCSO's.
49. A total of 21 programmes are delivered per year, each with a cohort of 15 young people.
50. WMP receive £1500 per PCSO per Team Programme delivered, which contributes towards running costs and expenses. Discussions are ongoing with how this will be coordinated moving forward as colleges do not always provide payment as per the Service Level Agreement (SLA). Whilst the SLA is not legally binding, it provides partners with roles and responsibilities relevant to their organisations. This is currently with WMP Legal Services for finalisation and when agreed, will extend until 2021 when it will be reviewed.
51. These Team Programmes are mainly based in police stations however, in two areas are based in a community centre and fire station.
52. WMP utilise the Team Programme as an offender management/youth engagement opportunity. As such, recruitment has focussed on offenders and ex-offenders as well as those considered on the cusp of offending. WMP is also now engaging with those who are vulnerable to crime and also victims of crime. WMP prioritises recruitment linked to the predictive risk factors and also to individuals with identified Adverse Childhood Experiences (ACE).

53. Recruitment into the programme will support WMP in preventing crime through engagement with both offenders and those with other identified vulnerabilities. As 80% of demand on services is from vulnerability and 20% criminality, this mix is important. Other key target groups for recruitment are those in/or leaving care, education and the long term unemployed.
54. To maximise success from the Team Programme, it is essential that an appropriate mix of young people are recruited to attend the 12 week programmes. WMP have agreed key performance indicators with Prince's Trust and Delivery Partners to support the achievement of successful schemes, which are as follows:
- 15 young people in week 1
  - 13 young people in week 2 retained until the end of the programme.
  - Up to 50% of the young people attending have offending background (Community Resolution up to serious offenders who have recently been released from HMP / YOI)
55. Work is ongoing to improve the referral pathways into Prince's Trust including promotion at PCSO continuous professional development events and targeted communications via WMP's intranet system. A wider communications plan is also being developed to support the ambition of improving referrals from partner agencies.

### **Business partnering**

56. Team Members take part in work placements with a view to preparing them for employment. At present, there is a drive for staff to create business partnerships to help facilitate employment/apprenticeship opportunities. This drive is achieving success with opportunities opening in many areas of work for team members.
57. In terms of governance, separate quarterly operational and strategic groups have been established. The first two meetings have taken place and have resulted in the new model being signed off. Dates have been agreed for the ongoing meetings into 2020.

### **Performance framework and evaluation**

58. All young people's participation and the journey beyond the Team Programme will be recorded by Prince's Trust.
59. In the short term, Prince's Trust will provide a list of all Team Programmes as recorded on Frontline (Princes Trust IT recording system), which includes delivery locations,

college alignment and demonstrates those programmes WMP have delivered in partnership. WMP are currently working with Prince's Trust to refine the data available around young people so that we can better understand the outcomes and explore the long term impact for young people attending the programmes.

### **Junior PCSO's**

60. Building on the Local Neighbourhood Teams existing relationships with their primary schools, WMP are expanding the Junior PCSO initiatives across the force. The Junior PCSO scheme provides a model for engagement with children enabling PCSOs/Police officers to work in partnership with young people and their primary schools on key community issues.
61. The Junior PCSO scheme is aimed at 8-11 year olds providing a number of weekly inputs, with the overall objectives to:
  - reduce the dangers to children, parents and drivers in the area outside the school.
  - reduce and combat bullying in school.
  - reduce litter around the school and in the locality.
  - empower schools to take charge of specific local problems.
  - introduce the school to specific partners to aid these objectives.
  - reinforce and to work within the 'EVERY CHILD MATTERS' agenda – children should - Be Healthy; Stay Safe; Enjoy and Achieve; Make A Positive Contribution and Achieve Economic Well-Being.
62. Inputs on the delivery of Junior PCSO scheme have now taken place during the recent PCSO continuous professional training events, with further bespoke training provided to 20 PSCO's across the WMP area as part of rolling out participation in the scheme.
63. In total, there are currently eight Junior PCSO schemes running with a further six in early development. Each scheme has ten Junior PCSOs.
64. Governance of the expansion is currently through the Local Police Governance Board (LPGB) and Neighbourhood Policing quarterly performance meetings.

### **Other programmes of work with young people**

65. Other examples of Neighbourhood Police intervention and prevention work includes programmes such as Teamworx and Safehaven. Teamworx commenced in Sandwell NPU and has now commenced on other NPUs. This is a jointly delivered scheme (Youth Services, Fire and Police) and funded via the local Community Safety Partnership (CSP). It targets year 5 and 6 pupils with four or more ACE's and works with the schools to deliver a six week intensive programme to develop self-esteem and confidence. There is an evaluation being completed by Public Health England (PHE) due for imminent release.
66. Safehaven is run by officers from the Hall Green Constituency who work Monday to Friday on late shifts engaging with young people (16-24 years old), predominantly from the Sparkhill/Sparkbrook areas of Birmingham, but also include young people from across the city and in some cases from the whole WMP force area. The young people engaged with are Priority Prolific Offenders (PPO's), siblings of gang members or parents who have been arrested/convicted. During 2016/17, Safehaven engaged with 200 young people.
67. Safehaven offers activities to deter and divert young people from a potential life of crime or Anti-Social Behaviour (ASB) and helps build confidence to succeed. The programme offers a variety of sports including football and mountain biking as a way of building trust, discipline and respect.
68. The Safehaven team use venues free of charge such as Joseph Chamberlain College, The ARC (Moseley), Firs and Bromford Community Centre and Montgomery Academy in Sparkbrook. They are self-sufficient in terms of funding streams and receive funding from Sport England, OPCC, Birmingham City Football Club and Birmingham City Council.

### **Neighbourhood Policing schools provision**

69. Following discussions at Local Policing Governance Board, there is agreement to implement a more consistent approach to working with schools across Neighbourhood Policing. The recommendations include:
- NPU Commanders to initiate/reinvigorate local Police & Schools Panels with Senior Leadership Teams
  - Continue conversation with Personal Social Health and Economic (PSHE) for WMP to become a pilot site to test the effectiveness of schools programmes

- Young Persons Officer (YPO) to remain working within the partnership team and be operational in community based schools including focussing efforts on excluded young people
- Evaluating the work of Police & Schools Panels
- Set principles for primary school engagement for the Junior PCSO scheme across WMP.
- Schools Link Officers (SLO's) to be identified for every secondary school with a view to developing consistent and regular interaction for activity from the Police and School Panels.

**PEQF Apprenticeship.**

70. The Force is continuing to engage positively in collaboration with the other three regional forces, Staffordshire, Warwickshire and West Mercia, working towards successful contract signing in mid-March.

71. Internally, the Force's focus is on readiness for implementation, specifically around recruitment, workforce planning, learner experience and organisational impact.

**Author(s):** Chris Thurley, Ali Layne-Smith, ACC Sarah Boycott