



STRATEGIC POLICING AND CRIME BOARD  
6<sup>th</sup> September 2016

**HR UPDATE**

**PURPOSE OF REPORT**

1. To update the Board on the current work and commitments of Corporate HR and on changes to the management and organisation of the Function.

**BACKGROUND**

2. As part of the Next Generation Enabling Services (NGES) change programme the current organisation of HR and L&D is being reviewed to create a strategic People Services Function. This will uplift capacity and capability so that these business areas can be aligned to the requirements of the People Deal and are fit for purpose to meet the ambitions of the 2020 Programme.
3. The changes will involve establishing a new single Head of Profession role (Director of People Development), operating at Executive Team level and reporting to the Deputy Chief Constable. Appointments have also recently been made to two new senior roles leading on HR Business Partnering and Organisational Development which replace the two existing Heads of HR and L&D posts. The changes also involve the movement of a number of HR business as usual functions to Shared Services. This will enable a more joined up and responsive service offer to be made to the Force.
4. Appointments to the new senior posts should be in place later this year, with the objective of completing the remaining changes by the end of March 2017. During the intervening period an Interim Head of Function has been appointed, pending commencement of the Director of People Development.
5. The HR function has over the last 12 months been engaged in a number of key activities which are set out below as part of this report update.

## Workforce Planning

6. As the board will be aware the force is currently in the final stages of planning for implementation of the new Force organisation in November 2016 as part of transition state one (TS1). The police officer posting and preferencing processes have taken place for c.3000 officers – 190 officers had appealed their posting and of these 42 were upheld. The postings have been completed on the basis of the principle of minimum disruption to officers in terms of location, skills and travel. With a current police officer strength of 6706 against an establishment of 7071 work is continuing to support force resilience up until implementation of the new organisation which will set a new force police officer establishment of close to 6800, in line with the medium term financial plan.
7. Ahead of TS1 implementation force resilience is being maintained through a number of initiatives including transferees, short term workforce mix opportunities and the launch of a new Associate Scheme. This should provide in the short term the necessary resilience to enable smooth implementation of the TS1 organisation.
8. In support of the new PCSO structure which goes live in November 2016, a recruitment plan is being finalised to ensure PCSO strength remains at the agreed TS1 establishment of 465. This recruitment profile sets a requirement to recruit 100 PCSOs by the end of 2017/18 with further intakes of circa 80 per year to maintain strength and to support the work of the local community teams. A positive action campaign will support recruitment activity and will build on previous campaigns used for police officer recruitment. The team are currently in the process of working up the positive action activities as part of the wider BME plan and will include using the appropriate Neighbourhood teams to support the process. This recruitment campaign will be the first since 2013/14 when 59 PCSOs were recruited. The recruitment campaign for Police Officers has resulted in reductions in PCSO strength (c.60) as individuals have made the transition between these two roles.
9. A longer term workforce plan up to 2019/20 for all employee groups is also in place and is being refined to incorporate recruitment requirements and workforce mix opportunities to meet force needs into the medium term aligned to the Budget strategy.
10. In addition a Force level succession plan has been developed identifying the key critical roles and individuals within the organisation, which also includes mitigation measures to ensure any workforce risks can be effectively managed. Succession plans have also been developed at a Departmental level, which are regularly reviewed at local level as part of the planning process.
11. Future workforce requirements have forecast a potential shortfall in detective numbers given the levels of recent growth within the Counter Terrorism Unit (CTU) and Public Protection Unit (PPU) arena. To address this issue in a innovative and flexible way the West Midlands Detective Academy is being

established to identify and develop Detectives across the investigative business areas. Upon graduation they will then take up positions in any of the four principle investigative functions of Force CID (FCID), Regional Organised Crime Unit (ROCU), CTU and PPU.

- The force approach to both succession planning and talent management will be further developed over the coming months through the People Framework and Next Generation Enabling Services (NGES) programmes of work and will utilise a new cloud based technology platform to deliver the new approach to all users.

Current Police Officer Recruitment Programme

- The board will know that the force is in the final stages of recruiting 450 new police officers. To date, 328 have started with 2 final intakes planned for September 2016 and January 2017. The quality of candidates continues to exceed national recruitment standards and positive action activities are delivering a significant number of BME candidates at both application and appointment stages. A breakdown of each cohort of recruitment by ethnicity can be found in the table below. This illustrates that the %BME appointments in our second wave of recruitment is more than double wave one.

Wave	Total Appointments	BME Appointments	% BME	White British/Irish	Asian	Black	Mixed Asian	Mixed Black	Mixed Other	White European	White Non-European
One	235	29	12.3%	206	16	1	3	6	2	1	0
Two	157	43	27.4%	114	21	5	3	6	3	5	0
Police Now	14	2	14.3%	12	2	0	0	0	0	0	0
<b>Total</b>	<b>406</b>	<b>74</b>	<b>18.2%</b>	<b>332</b>	<b>39</b>	<b>6</b>	<b>6</b>	<b>12</b>	<b>5</b>	<b>6</b>	<b>0</b>

- The most significant learning since wave one has been around engagement with candidates and use of social media. Our ability to engage with a diverse labour market was constrained by the use of a conventional approach in 2014. Use of attraction tools such as 'A-frame' trailer advertising was expensive and limited to footfall in the immediate vicinity. We implemented an attraction strategy that was aimed at BME candidates but not at specific sub-groups within the BME title. This resulted in a marked variation in applications from certain sectors of the BME community.
- The learning from Wave One led to the development of a suitability self-assessment which captures attainment and gives an early understanding of potential. This means pre-application engagement activity can be tailored to the audience. For example, a Black Officer can talk to Black candidates from a Black candidate's perspective. A Graduate Officer can talk to Graduate candidates from a Graduate's perspective.

16. This style of engagement continues throughout the recruitment process supporting BME candidates as they prepare for each assessment stage. This is not about treating BME candidates more favourably than White British candidates, it is simply about identifying and nurturing innate talent and encouraging focus on goal achievement.
17. This is underpinned by a 'real-time' Facebook presence which reinforces the authenticity of the policing offer from the perspective of the candidate. There is a 6000 strong membership of the WMP Facebook site which includes current BME student officers who can talk about their experiences in the recruitment process and network with potential recruits.
18. Moving forward a need has been identified to host specific 'Webinars' around faith, ethnicity and other protected characteristics. For example the Facebook site has fielded questions about the Sikh Turban as police uniform, when it was believed that this perceived barrier was eliminated 30-40 years ago.

#### Police Now

19. Police Now is a graduate leadership development programme designed to develop a new generation of inspiring leaders from a diverse range of backgrounds. West Midlands Police are part of the Police Now collaboration along with six other police forces. The collaboration is set to become the principle attraction route for graduates with 2016 appointments double that of the 2015 MPS pilot. Some 23 police forces have expressed support for the 2017 scheme with an expected recruitment of 200 graduates.
20. West Midlands Police Now students commenced training at the national summer academy during July 2016 and are due to complete the consolidation stage during August 2016 through a combination of classroom based study and operational patrol at locations across London. Delivery is concentrated and fast paced with students required to demonstrate competence over short time frames. Feedback on the WMP Police Now cohort is highly positive with students on course to graduate and commence independent patrol in West Midlands neighbourhoods during September 2016.

#### Apprenticeships

21. The board will be aware through previous updates that the Force has run small scale apprenticeship programmes over the last 2 years. A number of apprentices have now found substantive employment with the force in functions including Forensic Services and Shared Services.
22. The Government has announced a new Apprenticeship Levy for all employers with a pay bill of more than £3 million that comes into effect in April 2017. Under the levy employers will be required to make an annual levy payment equivalent to 0.5% of their pay bill with the ability to then draw funding down to set against training and assessment costs of apprenticeship schemes.

23. The Government has also announced a statutory annual target of 2.3% for Public Sector bodies together with a new set of apprenticeships standards for a range of occupational groups. For West Midlands Police it is forecast that the Apprenticeship levy for 2017/18 will be c. £2.1 million with an apprenticeship target of c.240 apprenticeships.
24. A force approach is being developed to maximise opportunities under the levy which explores both internal opportunities and working in partnership with the wider police service and other public sector bodies to develop new apprenticeship standards and collaborations.
25. As part of the external work the force is a member of a national Trailblazer group working with the College of Policing to develop a police officer apprenticeship. Once complete this standard will allow the service to link police officer recruitment to an apprenticeship scheme with a formal academic qualification at the completion of the programme. Other apprenticeship opportunities that are currently being explored within the force include; Contact, Investigation, PCSO and Analytical roles. The emphasis will be on providing good quality career opportunities for individuals joining the force on this basis.

#### Police & Police Staff pay and benefits review

26. Nationally, negotiations on Police Staff conditions and allowances have been taking place over the last two years. Progress has to date been limited, with only minor changes proposed to maternity pay and conditions. Generally Force terms and conditions follow those set by the Police Staff Council, although there are a number of areas where these are set locally.
27. There are opportunities for development of the Police staff pay and conditions agenda, linked to a wider review of recognition and reward arrangements. Any future changes implemented would be subject to consultation with the Trade Unions

#### Leadership & Management

28. The business case for the People and Leadership project is currently being refreshed to reflect the Force vision and values and learning from development of the WMP "People Deal", which is a key deliverable of the project. A key element of the People Deal is the Leadership Promise, which is designed to establish a more participative leadership style which encourages greater workforce engagement and ownership of the vision and values. The Leadership Promise is shown below.

WMP People Leaders promise to create an environment which supports, challenges and enables our people to be the best they can be to bring the vision and values to life



29. A further area for development for the project will be embedding of a new approach to performance which will include a focus on workforce wellbeing, as well as equipping line managers to effectively manage cases where there is under performance. The refreshed business case will be presented for sign off at Organisational Change Board later in the autumn.

#### Health & Wellbeing

30. The force continues to review and develop its approach to workforce health and wellbeing. A range of activities, initiatives and interventions are in place, as summarised below:

- Investment in an Employee Assistance Programme to complement the rebranded occupational health service, providing an important alternative source of support for officers, staff and their families;
- Senior Leaders Programme (confidential self-referral);
- Upgraded Force intranet Wellbeing site;
- External counselling and contracted psychologist to support peaks in demand;
- People Advice & Liaison Service (PALS) as part of the new Employee Support function to provide additional resilience;
- Trauma Risk Management (TRiM) currently piloting with evaluation by Essex University with view to widen force wide;
- First Contact Advisors scheme has 35 Officers and staff across the force who support individuals within the workforce who are facing difficulties;
- Force Chaplain supported by 40 local volunteer Chaplains;

- Health Screening Van visits various locations, provided by Police mutual;
- Health MOT linked to the national Fitness Test;
- Cycle to work scheme;
- Menopause Support Group;
- Revised attendance policy with more emphasis on support to achieve increased attendance, with the introduction of the Wellbeing Plan;
- Working in Partnership with Macmillan to provide support for individuals who are directly affected by cancer.

#### **FINANCIAL IMPLICATIONS**

- 31.** There are no direct financial implication arising from this report as any costs of recruitment to senior posts will be met from within existing Force budgets.

#### **LEGAL IMPLICATIONS**

- 32.** There are no specific legal implications arising from this report which is presented for noting by the Board. All recruitment processes must be undertaken in a manner which is compliant with the Equality Act 2010.

#### **RECOMMENDATION**

- 33.** The Board is recommended to note the contents of this report

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