



Strategic Policing and Crime Board

Date of meeting 17th December 2019

Police and Crime Plan Priority:

Title: Building a Modern Police Force

Presented by: Nicola Price

Purpose of paper

1. This paper is submitted to provide the board with an update on progress against some key deliverable in the people deal and part of our broader approach to managing people. Focus on those elements specifically required for this report, reflects a part of the wider work on going in enabling our people to provide excellent service

Supporting colleagues to be their best at work

2. Supporting, encouraging and enabling colleagues to be their best at work is a key focus for People & Organisational Development (POD). There are a number areas in which the team have made tangible progress in contributing to this objective, namely;
 - Delivering a leadership, learning and development offer that pushes the force forward and creates a learning culture
 - Supporting the wellbeing of colleagues
 - Leading the force's Diversity and inclusion agenda
 - Ensuring colleagues are appropriately rewarded
 - Listening to employee voice, to increase confidence and engagement

Leadership culture and values

3. The WMP Leadership Promise has six core expectations of our leaders; 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 preparation for all police ranks and police staff roles. To support our aspiration to be a learning and inclusive organisation, we have moved to an integrated development programme approach bringing together

officer and police staff colleagues to share best practice, share skills and challenge silo working. The offer is pitched at three levels;

- **Leading Self** – This focuses on staff being responsible for their behaviour and holding themselves to account. We support staff to develop an awareness of their personal impact on others and adopt positive behaviours including being prepared to challenge others to be their best and drive results.
- **Leading Others** – This focuses on those tasked with leading others; their own leadership style and behaviours should be supporting others to be and give of their best at work. Leaders are encouraged to be authentic and uphold strong ethical values underpinned by fairness in policing principles.
- **Leading the Business** – This focused on the forces most senior leaders, who are tasked with the delivery of our force mission, vision and values through others whilst demonstrating the leadership behaviours that will drive performance. As a strategic leader it is important and expected that they understand the complexity of the internal and external environment, making evidence-led decisions that address the impact on others and provide a clear direction for the force.

5. The following is an overview of some of the leadership programmes and interventions that have run this year to date January 2019-December 2019:

Leadership Activity	Participants
Leadership workshops for existing leaders (3 Workshops)	900
Leadership workshops for future leaders	2,695
Executive Leaders workshops (2 workshops)	75
Internal Coach Programme (ILM Level 5 Accredited)	47
Reverse Mentoring partnerships	25 cohort 2
ASPIRE Women's Development (4 workshops)	600
ASPIRE Leadership acceleration programme for BAME colleagues	57
ASPIRE Development (LGBT+)	18
Integrated Development Programme (replaces pre promotion development and 'Am I ready?')	520
Leadership Promise Development Programme Lead to Inspire	80
Management Development Programme Lead to Achieve	60

6. The Aspire to Inspire programmes have proved to be a catalyst moment for many attendees. Given its developmental focus on self, participants take 'time out' to critically reflect on their development aspirations, get real time feedback on their strengths as well as their development needs. This has resulted in career changes for

a number of people, promotion to the next grade for 5 of our most senior BAME Officers and Women, BAME colleagues deciding to access lateral progression or returning to Higher Education. Whilst not wholly attributable their attendance on the Aspire Programmes has certainly been highlighted as a significant contributor to moving forward and realising their potential and aspirations. The 6th BAME cohort commenced in November with 19 participants and a waiting list of an additional 8. An additional cohort will begin in February 2020.

7. Aspire Women, offered to all women across the force regardless of rank or function will see the final workshop of 4 to be delivered in December with anticipated numbers being excess of 100. The one day workshops provide a space for reflection and planning for women, resulting in end conference pledges and covers sessions on Challenging the Imposter Syndrome, Branding and Negotiating Skills. In terms of the future focus a comprehensive development programme for women is under design and will be offered across the force under the Aspire Women branding.

Leadership Performance

8. WMP Conversations was launched in 2018 and provides the force with a new approach to Performance Management. We are have successfully rolled out the first of our 3 year phased approach with 380 senior leaders. Over 80% have successfully completed performance management conversations, supported by 360 feedback. This phase encompassed both Officers and Police Staff from Force Executive to senior manager (Chief Inspector and equivalent).
9. Based on feedback from the first phase there has been significant work to ensure that the system is user friendly, improving information management but also user experience and engagement. A new look system went live at the end of November 2019.
10. The imminent change to police regulations for police conduct now require managers to record low level conduct or performance issues under Practice Requiring Improvement; driven by a model of reflective practice and applicable in all police forces from 1st February 2020.. We have chosen to integrate this within WMP Conversations encouraging all conversations to be tracked and captured in one place keeping the process easy for colleagues to interact with.
11. We are now in phase 2 of WMP Conversations roll out - to middle managers (Sergeants and Inspectors and police staff equivalents; an envisaged cohort of 1600 managers). Managers will receive training in setting objectives for their direct reports, emphasising the importance of regular feedback and supporting staff to be their best at work but also exploring career aspirations and development needs.
12. Phase 3 of WMP Conversations - to the remainder of the force - bringing all employees in West Midlands Police within the scope of an inclusive performance management approach will be delivered by March 2021. This roll out plan will address the HMICFRS recommendations from 2016.

13. To complete the performance management cycle the force will undertake a calibration process to provide an organisational overview of how well staff are performing in portfolios but also organisationally.

Become a learning organisation

14. The force aspires to be a learning organisation and we are constantly striving to develop a learning mindset within the force.
15. To articulate the vision for learning at West Midlands Police, we have expanded the scope of the Operational Learning Review to consider our strategy and operating model in collaboration with the Open University. We are keen to maximise opportunities to empower colleagues to take ownership and accountability for their own career pathways and create clarity for the force around the skills, capabilities and aspirations of colleagues to create a more future focused approach to development.
16. Delivery of learning should always be inclusive and accessible to all colleagues. We run a regular Fairness In Policing Survey across learners to identify good practice and build on any areas of development. We have also begun a review within the team in partnership with Diversity and Inclusion to identify any possible improvement we could use to further engage and support a diverse, and evolving demographic moving forward.

Police Education Qualifications Framework

17. West Midlands Police are at the forefront of the new mandatory Police Education Qualification Framework (PEQF). It is a new standardised national framework that sets education qualification levels by rank or organisational level of responsibility. It offers formal independent academic recognition of the complexity of the role undertaken by those working in policing.
18. WMP are the first metropolitan force to introduce the framework, much to the envy of other forces. The framework offers three distinct entry routes into policing:
 1. Police Constable Degree Apprenticeship Scheme (PCDA) – New recruits complete a three year apprenticeship in professional policing practice, both on and off the job. After successfully completing their three years, new recruits are awarded a degree in policing.
 2. Degree-holder Entry (DHEP) - New recruits who already have a degree can join and follow a two year work-based programme that is recognised as a graduate diploma in professional policing practice.
 3. Pre-join Degree – New recruits have the option to complete a three year degree in professional policing prior to joining. This will allow new recruits to complete a shorter on-the-job training programme. Currently WMP are focused on options 1 and 2.
19. The new PCDA and DHEP training programmes require new recruits to complete an initial 8 week training course that includes four weeks of academic learning and

assessment with Staffordshire University and four weeks of operationally focused learning (personal safety, IT and hydra scenarios) in our Operational L&D team.

20. Upon successful completion of this initial training period, students join newly formed Professional Development Units in either Investigation or Response, where they are tutored for 20 weeks by operational colleagues. Once students have demonstrated their ability to patrol independently, they move to phase 3 (independent patrol) where they complete a series of 10 week rotations across the business incorporating the core policing functions. New recruits are still required to demonstrate operational competency within their first two years as a constable and the same regulations to monitor and manage progress still exist.
21. The first cohort of PCDA and DHEP students joined WMP in the summer of 2019 following an extensive and detailed planning and integration project. A total of 92 officers have joined WMP via the PEQF, 48 of which are DHEP and 44 PCDA. Colleagues from the PEQF project team, Staffordshire University and colleagues across WMP worked incredibly hard to ensure that the project was delivered on time and to the required standard. The project continues to gain momentum and strength as colleagues continue to identify areas for improvement. Colleagues from Operational Learning and Development involved in the delivery of the PEQF are now completing a level 7 qualification in teaching and learning, which will only enhance the quality of the programme for new recruits.
22. The three professional development units in Response, Force CID and Public Protection are also growing in strength and becoming more adept at delivering the framework. Staff within those units complete a four day tutor constable course. This course is now receiving national recognition and has been presented to the College of Policing as best practice. It is further evidence of how WMP continues to set the pace and standards nationally.
23. As the force prepares for the significant uplift in police staff numbers in 2020, all staff involved in the PEQF continue to review and improve the operating model to ensure that it delivers the best possible service for new recruits. It is an exciting time for WMP as the PEQF is helping to transform the way new recruits are trained and prepared to meet the challenges of being a police officer in an increasing digital and complex world of crime.

Improve the Health and Wellbeing of workforce

24. WMP recognise that the health and wellbeing of our workforce is fundamental to ensuring that colleagues can perform their roles effectively and continue to deliver excellent service.
25. The force is committed to ensuring that the workforce is equipped and enabled to take control of their own health and wellbeing, with the effective support and guidance provided at the appropriate time. During recent months we have further developed and enhanced our Wellbeing Strategy, creating a clear plan with a number

of identifiable outcomes. We have aligned our approach to the 4 key priorities as set out by the National Wellbeing Service, the aim of which is to deliver evidence based approaches that Promote, Prevent, Detect, and Treat workplace health issues known to impact upon wellbeing including physical, psychological and societal elements.

- 1. Promote.** The team regularly host and/or deliver health and wellbeing sessions, events and initiatives to raise awareness and highlight the importance of wellbeing. This has included the utilisation of the wellbeing van, provided by the national wellbeing service which has been situated at 15 different Force locations and has supported approximately 450 colleagues to date.

This is also supported by a re-designed Occupational Health and Wellbeing Portal which allows individuals and managers to explore our wellbeing services and seek support at a time that suits them.

We have held a number of awareness sessions, exploring topics such as mental wellbeing, learning disabilities and men's mental health. A number of e-learning modules have also been launched, with stress at work, mental health, disability and reasonable adjustments all featuring as part of the core package.

- 2. Prevent.** The prevention agenda has a specific focus upon improving wellbeing at work and building individual resilience.

We are drawing on best practice and utilising a range of tools and resources available to us, including the Oscar Kilo Wellbeing Assessment tool. This is currently being undertaken and will be submitted for peer review by the Oscar Kilo team – providing us with an independent and detailed assessment of our wellbeing provision.

In addition, a comprehensive review has been undertaken to assess the vulnerability and risk of trauma associated with various roles within the force and to consider the screening and support required where not already mandated.

A risk assessment tool created by Dr Noreen Tehrani, has allowed for the categorisation and prioritisation of roles, following which a screening exercise will ascertain the most appropriate support required. This risk assessment process will also be extended to pre-employment for specific roles.

To support good mental health and improve personal resilience we are offering a self-development programme, #resilientme, and working on the creation and launch of the 'Back up Buddy' app which will allow everyone to access WMP focused mental health support 24/7.

We are nearing the conclusion of our 2019 free flu jab programme, to date we have seen a fantastic uptake and have issued 4,000 vouchers across the Force.

3. **Detect and Support.** Early detection and support in relation to physical, psychological and financial ill health is imperative, and we continue to work closely with our partner Care First who provide BWell, our Employee Assistance Scheme providing 24/7 professional counselling, support and advice to our officers and staff. Our utilisation rates are positive, with approximately 12% of the workforce utilising the service within the last financial year, with a total usage of over 2500 contacts to date.
4. **Treat and Recover.** As part of our focus upon providing tailored support to signpost to treatment and aid recovery, a significant piece of work has been undertaken in relation to TRiM (Trauma and Risk Management), which was re-launched in September 2019. The TRiM process is designed to support officers and staff who have experienced a traumatic event by ensuring appropriate post incident welfare support is provided.

TRiM managers and practitioners operate on a rota across the force. Additional TRiM practitioner and manager training has taken place in recent months and will continue into 2020. This has also been supported by the development and embedding of revised policies, practices and procedures.

Since the recent re-launch, the team have successfully supported over 100 individuals and have been nominated for a West Midlands Thrive Award for supporting the mental health of colleagues.

Recognising the value and impact of peer support, we have recently seen the re-launch of 'Buddies', previously known as first contact advisors, whose primary function is to provide confidential support, guidance, assistance to all staff and.

Diversity and inclusion

26. Following the launch of the WMP Diversity and Inclusion Strategy in June 2018, activity continues at pace around the four strategic objectives;
 1. **Colleague Diversity** – Work continues in all areas of recruitment to attract and recruit colleagues from underrepresented groups. Our Positive Action Team activity is wide and varied from high traffic attraction events in Universities and public spaces to discovery events and one to one coaching sessions to prepare candidates for the recruitment process. Our Positive Action Team target candidates from all underrepresented groups. Whilst Officer Representation from a BAME and Gender perspective is still showing incremental growth, Project Uplift gives us the opportunity to step up officer representation in the years ahead.
 2. **Inclusive Culture** – Dignity at Work continues to progress across the organisation as we seek to educate colleagues around appropriate and inappropriate behaviours. We seek to drive a culture where colleagues feel comfortable challenging inappropriate behaviours rather than immediately raising as a conduct issue. The move towards the new standards of conduct in 2020 will mean that issues will be dealt with informally far more often so building a culture of dialogue around behaviours is essential. In the last

twelve months PSD and POD have also implemented a Dignity at Work triage process. All conduct / grievance complaints are initially taken to the Dignity at Work triage panel where a discussion is then held regarding the level of seriousness and the appropriate channelling of the complaint, conduct or grievance. In the last twelve months two thirds of colleague grievances have been disability related and in some cases as an organisation, there have been flaws in our practice and significant learning.

In July 2019 we took the decision to move the reasonable adjustment process into the D & I function and create a separate and unique role to enhance our delivery in this key area. Great progress is already being made in this key area both in terms of colleague satisfaction and process efficiency.

In June 2019 WMP held its first ever Diversity and Inclusion week with a week long range of events and activities to try and educate colleagues and build more awareness around D & I. The week was a great success with over 2000 colleagues participating and providing some outstanding feedback.

3. **Inclusive leadership** – Following the launch of the organisation wide strategy individual departments were then tasked with developing specific Diversity and Inclusion plans for launch on 1st April 2019. The Departments and SLTs put a huge amount of effort and commitment into delivering the Departmental plans. To ensure continued delivery we now have a robust governance process in place to check quality and effectiveness of delivery.
4. **Inclusive services** – In January 2019 the Fairness in Policing team joined the D & I function. Our effectiveness in delivering inclusive services is essentially Fairness in Policing. Whereas year one of the Fairness in Policing project was focussed on building internal capability and adapting internal processes our efforts are now more focussed on building an understanding of perceptions of fairness within different communities and understanding the community impact of key interactions such as Stop and Search on perceptions of fairness. We work closely now with gold and silver groups on key projects to ensure procedural justice principles are integral. In addition as part of the initial project scope for Fairness in Policing we agreed to an information and best practice exchange with Arlington Police Force from Texas. That project, including an information and learning exchange, has now been completed and the learning is being incorporated into our future plans.

Diversity and inclusion governance

27. To further step up delivery around the D & I agenda we have also taken the decision to radically re-design and uplift organisational governance. ACC Vanessa Jardine now chairs the D & I Governance Board and has appointed Superintendents to lead around the core strategic priorities within the D & I strategy. In addition a separate sub group has been established to review departmental plans and share best practice across the organisation. To ensure every underrepresented group has an appropriate level of voice FET members have also now been appointed as Executive sponsors for each of the underrepresented groups. Each Executive will have a set of

priorities for the group they support and priorities will be fed back into the D & I Governance board for continuous management and tracking.

Increasing staff confidence and employee engagement

28. Our employee engagement strategy is focused on creating a positive and inclusive environment that supports all colleagues to be their best at work for the benefit of the force and the communities we serve. This year, we asked colleagues to have their say in the Big Conversation - a survey focused on them and how they feel at work. A record number of colleagues took part in the survey with more than half (53%) taking the time to tell us how it feels to work in force for them. It was encouraging to hear the positive impact the investment in people has had on colleagues and the opportunities available to further support our engagement agenda.
29. Activity continues across all areas of our engagement strategy fulfil our commitment to colleagues as part of our People Deal:

Strategic narrative

30. 85% of colleagues told us that they continue to be engaged in our vision, understanding what they need to do and how it supports their team, the force and the wider community. We are continuing to align our activity by supporting Corporate Communications to develop the WMP story - a coherent and compelling message on where we've been, where we're going and how colleagues can get involved. Tailoring the experience for teams and departments is essential to engage and motivate our workforce.

Engaging managers

31. The force continues to drive accountability for engagement at all levels in the force - recognising that every part of the employee journey is affected by the interactions they have with others, especially the people to whom they directly report. Through the Big Conversation we have identified departments that could benefit from additional engagement support. We have developed a package of support that focuses on recognition, manager's toolkits and development of an engagement and retention strategy that will be trialled with leaders in these key departments.

Employee voice

32. WMP are committed to creating a listening and learning culture across the force through development of our communication channels and a clear plan for collaboration with colleagues. We want to hear what colleagues have to say on key matters and empower them to come up with creative solutions to challenges that may exist within their own areas of work. We recognise we need to provide a 'safe space' where colleagues can speak up and have developed two significant opportunities:

1. **Team Talk** - a monthly team communication tool for leaders to hold a quality conversation with their teams on subjects that matter most to colleagues with built in discussion topics.
2. **Courageous Conversations** - a quarterly conversation on key D&I themes that encourages colleagues to be curious about questions they always wanted to ask but may have been too afraid to. Launching in 2020 Courageous Conversations will help us identify knowledge gaps, training opportunities and support continual development of our D&I plans

Recognition

33. Development of a recognition portal is making it easier for colleagues to thank and recognise each other across the force. Linked to WMP Conversations this will provide greater visibility for managers on key employee milestones and increase the feeling of value among colleagues. The recognition portal will be trialled and developed in December 2019 with full roll out force-wide in early 2020.

Pay and Reward

Winsor recommendations for Police Officer pay and conditions

34. WMP are part of the National Pay Steering Group on Police Officer Pay and Conditions. We are represented by the Projects Business Partner who provides consultation and feedback into the steering 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. The next stage will see workshops with WMP Constables, affording them an opportunity to anonymously share their views on the 'Blueprint 2.1' document.

Implement the Living Wage

35. WMP continues to be a Living Wage employer and will implement the new Foundation Living Wage in April 2020. This has increased to £9.30 per hour and will abolish SCP 7. As a consequence, 169 staff will receive an increase in line with this at that time.

Develop options around flexibility for pay and benefits

36. The Pay and Conditions review is currently underway, and a number of inputs have been delivered to staff across the force to outline the purpose of the project. The team has evaluated 30 jobs alongside the Trade Unions using a selection of job evaluation methods, to ascertain the best scheme to use going forward. The project will now progress to consider grading structures and other allowances, in an approach to modernisation which will propose changes to Police Staff pay and conditions for the first time since 2008.

Align people and resources to force priorities

37. Ensuring we respond to and support force operational priorities is of critical importance in the work our People & OD team deliver. This focus is key in supporting colleagues to do their best for the communities we serve and key in responding to colleague feedback from our employee survey.
38. Our focus has been on key areas
- Delivering project uplift
 - Reviewing the people deal
 - Delivering our ambitions around volunteering
 - Delivering, growing and developing our cadet scheme

Deliver Project Uplift

39. Alongside our workforce planning against predicted turnover, the increase in precept and the uplift announced by the Prime Minister in July 2019, West Midlands Police have a significant number of new Police Officers to recruit between now and 2023.
40. Our numbers from the Home Office have been confirmed as 366 additional officers between now and March 2021, of which 120 will join us before March 2020. Numbers for the following years are to be confirmed, but we have estimated them to be as below based on the 6% of the total picture nationally.

19/20	20/21	21/22	22/23	Total
120 (10%)	246 (20%)	480 (40%)	360 (30%)	1206

41. For all police officer recruits over the next three and a half years:

Year	Number required	Comments
To March 2020	525	309 Officers, 120 PM Uplift, 80 Transferees, 14 Police Now, 2 Direct Entry
To March 2021	946	528 Officers, 246 PM Uplift, 86 Transferees, 80 Police Now, 6 Direct Entry
To March 2022	956	384 Officers, 480 PM Uplift (estimated), 61 Transferees, 25 Police Now, 6 Direct Entry
To March 2023	775	312 Officers, 360 PM Uplift (estimated), 72 Transferees, 25 Police Now, 6 Direct Entry

42. These numbers are significantly higher than previous years and as such we have set up Project Uplift to support the change required in infrastructure to deliver this activity.
43. The project has five work streams which are aligned to the national Uplift programme and covering the employee lifecycle from attraction to deployment, as below:

Project approach – SRO Toni Williams



The diagram below shows the various work streams that will deliver the key elements of the Uplift 2020 project

Work Streams	Identity and Attraction	Talent Pipeline	Employee journey	Logistics	Training
Lead	Dan Barton	Tony Burnett	TBC	Andy Kelly	Kim Greenhill
Approach	To define WMP's brand and segmented attraction strategy	Clarify workforce demands and talent management approach	Develop and deliver a high volume recruitment process	Deliver logistic solutions for the uplift in capacity	Design, develop and deliver training solutions for capacity uplift
deliverables	<ul style="list-style-type: none"> Statement of core identity, purpose, beliefs and behaviours for attraction strategy and citizen satisfaction work Video to communicate new identity and purpose Statement of employee / employer benefits (EVP) Profiles of target audience(s) and attraction "levers" Targeted attraction strategy / campaign for the next 3 years 	<ul style="list-style-type: none"> Define characteristics of a high performing officer / staff Map key persona journeys and pain points against EVP Create a talent strategy for unrepresented groups Create a talent pipeline for the next three years Retention strategy Workforce Planning 	<ul style="list-style-type: none"> Recruitment Policies Application form and Vetting Automation & integration with current systems/ processes Entry requirements and Assessment criteria Assessment exercises / content Other routes including PCSO- Officer and Police Now Align recruitment journey to EVP Data strategy Review of technology and processes to support our recruitment objectives Streamlined on-boarding process to minimise attrition during recruitment process 	<ul style="list-style-type: none"> Review of all infrastructure services to support recruitment and accommodation Provision of kit, fleet, tech, estates to meet needs of new workforce IT&D and HR elements Understand the scalability of our current solution 	<ul style="list-style-type: none"> Review and refresh induction and training materials in light of new branding work for officers and staff Review and revise the tutors mentoring & work based assessor cadre Refresh of WMP's coaching and mentoring offer to support new entrants Review H&I collaboration
Project Team					
themes	Culture / D&I / Comms, / Change readiness / Digital				

Attraction strategy

44. The increase of new officers through the Uplift project provides us with many opportunities around attracting people from diverse backgrounds into West Midlands Police and we will be working with a third party to define a renewed Employee Value Proposition (EVP) and attraction strategy to ensure our organisation better reflects the communities we serve.
45. Our current recruitment campaign for new officers through the Police Constable Degree Apprenticeship (PCDA) and Degree Holder Entry Programme (DHEP) routes opened on 25th March 2019. Our usual approach is to advertise on the force's recruitment website <https://jobs.west-midlands.police.uk/police-officer-recruitment/>
46. We have significantly expanded our advertising by utilising the following channels
 - Security Cleared Jobs
 - Vercida (specialist D&I attraction job board)
 - College of Policing
 - WM Jobs
 - Indeed
 - LinkedIn – posts including sponsored adverts
 - Twitter - @JobsWMP and @WMPolice
 - Instagram
 - Facebook
 - Glassdoor
 - National Apprenticeships Website
 - Career Transition Partnership (CTP) – an organisation which redeploys those leaving the Armed Forces
47. In addition to the above advertising, we are directly engaging with local universities and colleges to promote our opportunities and careers in policing. We have booked

several careers fairs across the region and will attend over the next few months (in Coventry, Wolverhampton and Birmingham) plus we attended the National Skills show at the NEC in November alongside other national forces. We are revitalising our relationship with all Job Centres across the West Midlands region so they are able to understand the new entry routes into policing and promote our careers to job seekers.

48. In terms of visible attraction in the West Midlands region, we have run large billboard campaigns which were posted in busy areas across the region where they were seen by a high volume of people. Our social media activity at the same time, saw a 31% increase in page view to our careers pages. This activity resulted in an initial average of 270 applications a week. We are also advertising at the Birmingham Christmas Markets over the festive period.
49. Our ongoing commitment to increasing the diversity of our workforce is primarily directed through our Positive Action team. In addition to a strong presence on dedicated private Facebook and Twitter sites (supported by BAPA and AMP) they are active in the community hosting stalls in local shopping centres and at community events and delivering discovery events and application support workshops.

Apprenticeships

50. In addition to the 44 students on the Police Constable Degree Apprenticeship Programme, there are also the following 55 other apprenticeships in operation across WMP:

Apprenticeship	Level	Number of People studying towards qualification
Customer Service	3	34
Laboratory Technician	2	7
IT, software, web and telecoms	3	2
Operations management	5	1
Custodial Care	3	11

51. 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.
52. Police Staff apprenticeship numbers continue to grow with a number of departments considering the benefits of employing apprentices to support diversity and succession planning.

Recruit to specialist posts to increase digital capabilities

53. 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 a Data Scientist to work in our DDI (data driven insights) team.

54. We 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.
55. We have also recently attended a Cyber First careers event to engage with potential candidates who are interested in this exciting route as a career option and have hosted a summer internship in Forensics through Cyber First.

Maintain and increase numbers of PCSOs and Special Constables

56. 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 170 PCSOs to increase a visible presence on our streets and address Police Officer gaps in the short term.
57. We are working to an ambitious plan to increase the number of Special Constables across West Midlands Police. The plan is phased over a number of years and is in addition to the number of Police Officers required for the Uplift. Traditionally, we have not had difficulty in attracting Special Constables as we have not been recruiting high volumes of Police Officers. However, with the Uplift programme and Police Officer recruitment being open on a permanent basis, we are concentrating on a different attraction approach to encourage applications from people who want to make a difference to the community as a volunteer in addition to their current employment.
58. The number of Special Constables to be engaged over the next few years is shown below.

19/20	20/21	21/22	22/23	Total
69	264	264	168	765

59. As part of our increase in Special Constables, we are continuing to build and strengthen relationships with local universities through student only cohorts, with a focus on those students who are studying a Policing Degree and hope to join WMP following graduation (the third entry route into policing). We have 12 students from Birmingham City University sitting an assessment centre at the end of this month.
60. Information is also 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 Constable, become a volunteer or join the specialist talent bank.

Direct Entry and Police Now

61. Following feedback from 2018, the Direct Entry initial selection process was managed in Force for 2019. Successful candidates at the in-force stage were put forward to the national assessment centre.
62. The 2019 campaign resulted in two very strong candidates (one male and one female) who joined us on the 18th November. They have just 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.
63. Our relationship with the Police Now scheme continues to grow with a further 14 graduates joining us as police officers in 2019. For 2020 we are anticipating 80 people to join WMP through the scheme.
64. The current 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.
65. In line with the changes involved in PEQF across entry routes to policing, Police Now have also moved to a DHEP programme. Police Now are also offering a new Detective route which we are considering a small number for in 2021.

Work Experience

66. We have introduced the Force Insight Days with a focus on building relationships with schools, colleges and universities across the West Midlands. This allows pupils to engage with a range of departments such as force contact, response, forensics and the positive action team to gain an understanding of WMP. The different departments each provide a one-hour interactive session in a classroom-based environment to demonstrate their role in the force. The Insight Days take place every three weeks at Lloyd House, with the capacity for up to 15 pupils to attend. We have had fantastic feedback since the launch of the programme in March 2019, with schools and colleges keen to return with a new intake of pupils.
67. We have developed an application form for schools and colleges; this is submitted via a portal on our external web page. This ensures all schools have an equal chance of securing a place. Due to high demand we now have a lengthy waiting list for 2020 Insight Days. Over the year we have hosted over 15 insight days engaging with over 200 pupils. The pool of pupils represents a diverse range of schools and colleges from all areas across the West Midlands.
68. From the most recent Insight Day with policing students from University of Wolverhampton, over half of the group who attended subsequently submitted their application to become a Special Constable.

69. Whilst we are keen to encourage young people 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.
70. Running alongside the Insight Days, we have a work experience portal for individual work experience placements supported by line managers. The portal has further guidance as to what the placement entails and required documents to be completed. This individual work placement has also been successful. Every team can now host a traditional 'week long' work experience which we are encouraging them to do. We are keen to continue this placement so that young people have both the benefit of the interactive Insight Day and a work placement to understand in full WMP culture and values.

Re-assess the People Deal

71. As we enter 2020, we are undertaking a re-assessment of the People Deal, what has been delivered, what impact it had and where the opportunities are as we create a people strategy for the period through to 2025.
72. The re-assessment will review the annual deliverables for the People & OD team over the last three years alongside exploring the opportunity of using an external partner to explore an independent assessment of impact.
73. Colleague experience and voice will be a key focus of the re-assessment, with a particular focus on future strategy. Listening to colleague feedback, understanding what is important and understanding where we can improve is an integral part of our approach to employee surveys, which we will develop through regular pulse surveys and use of team talk.

Deliver our ambitions around volunteers and cadets

Volunteers

74. The Citizens in Policing team are responsible for Police Support Volunteers (PSV), individuals who volunteer their time to support the force in a specific role. We have been undertaking an exercise to identify all of the force's volunteers whilst recognising that there may still be some progress to make.
75. Currently West Midlands Police has approximately 414 volunteers in the following departments.

Department	Number of volunteers
Citizens in Policing	61
Local Offender Management Unit	3
Economic Crime Unit	2
Forensics	2
Dogs	95
Chaplaincy	91

Coventry Museum	5
Corporate Communications	1
Lock Up Museum	87
Brass Band	31
Birmingham West NPU	4
Restorative Justice	32
Total	414

76. Roles include Cadet Leaders, LOMU Mentors, Digital Forensic Volunteers, Puppy Walkers and Fosterers, Volunteer Chaplains, Museum Volunteers, NPU and Restorative Justice Volunteers with new opportunities being explored within Partnerships, ROCU, PPU and Intelligence.
77. The Citizens in Policing team have created a Volunteers portal within the My Service Portal to support and guide departments looking to recruit volunteers.
78. In June 2019 the force joined the national celebration of Volunteers Week (01/06/19 – 07/06/19) starting with National Specials Weekend (31/05/19 – 03/06/19) using the bespoke hashtag #HeroesforHeroes and surprising colleagues with boxes of chocolates.
79. Throughout the week and on an ongoing basis, the team work alongside our communications department to raise the profile of volunteers across the force and externally.
80. The engagement and interaction was fantastic, internally and externally. The posts on Instagram attracted 980 likes and a reach of 33,374, while the Instagram video story for Heroes for Heroes was viewed 6,500 times alone.
81. On Facebook we achieved a 226,700 reach across all of the stories and on Twitter we achieved 200,768 impressions.
82. On Tuesday 15th October WMP Volunteers received two awards at the Lord Ferrers Awards 2019. The ceremony was held at Lancaster House in London and attended by the Minister for Crime, Policing and the Fire Service, Kit Malthouse
- CMPG Specials were awarded the Ferrers Special Constabulary Team Award
 - WMP Cadet Hasan Hussain awarded the Ferrers Volunteer Police Cadet Individual Award
83. The annual awards have been running for 26 years now and are open across ten categories for individual or team volunteers. Winners are judged on a high quality piece of work, measurable impact and an inspiring contribution.
84. We are incredibly proud of our volunteers and their achievements and the recognition we have received nationally.

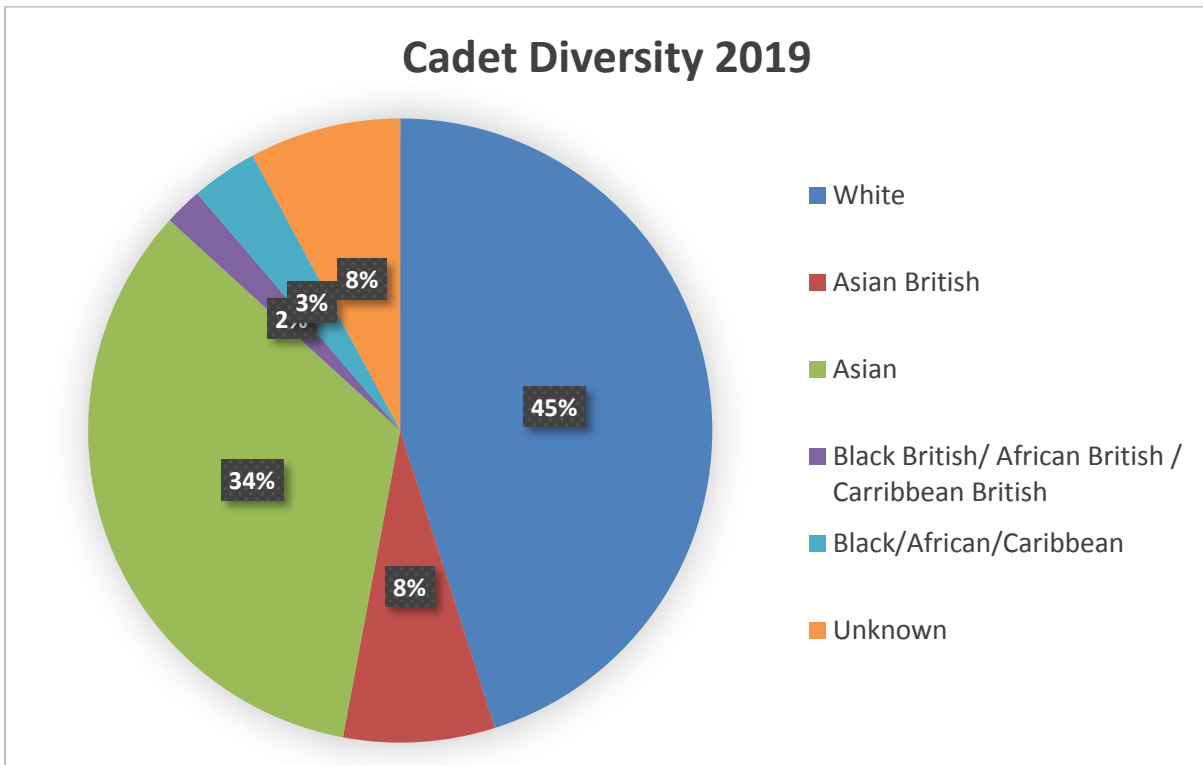
Development of the cadet scheme

85. Our focus is to progress plans for expansion in line with the Police and Crime Commissioners ambition for 500 cadets, while also strengthening the existing units and working on improving their resilience and sustainability.
86. There are currently 10 units open and operational. The table below details each unit.
87. There are plans to open an additional six units across the region between January and March 2020. The additional six units will support us in making significant progress towards our aspiration for 500 cadets by May 2020. We are in advanced discussions with a number of specific locations;
- Newman University (Birmingham West) is expected to February 2020
 - Lyng Hall (Coventry) is expected to open February 2020
 - Walsall College (Walsall) is expected to open March 2020
 - Bordesley Green (Birmingham West) is expected to open March 2020
88. Recognising that recruiting Cadet Leaders remains a challenge the force has provided additional resources enabling PCSOs as part of their role as well as a continued focus on cadet leader recruitment. To strengthen units there is a strong focus on attracting and engaging leaders connected to proposed venues and from the communities.
89. Additional Cadets have been recruited so that units are operating at the maximum level as per the scheme safeguarding policy. Since the last update the number of Cadets has increased substantially from 85 in March, 157 in July and 212 in November. The table below indicates the breakdown of Cadets per unit.

Unit	NPU	Cadets	Cadet Leaders	Cadet Leaders regularly attending
Washwood Heath	Birmingham East	23	7	5
Ark Boulton	Birmingham East	21	6	4
The Lighthouse	Birmingham West	20	6	3
Barrs Hill	Coventry	23	7	3
Pegasus Academy	Dudley	20	5	3
Bristnall Hall	Sandwell	19	6	3
George Salter	Sandwell	18	6	4
Grace Academy	Solihull	26	5	3
Bluecoats	Walsall	20	6	3

Academy				
Kings CoE	Wolverhampton	28	8	4
Totals		219	62	35

90. With additional PCSO support we are focussed on increasing each unit towards the PCC's target, excluding the growth from new units we anticipate the scheme will engage 250 Cadets by January 2020. We are pleased that our cadet cohort reflect, in broad terms, the super diverse region of the West Midlands.



91. Since the last SPCB the Citizens in Policing team have been focussed on addressing the vision for scheme development and expansion outlined below, which was developed by the Cadet governance group.

- 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)**

Since the last update the number of Cadet Leaders has increased from 27 to 62, a large percentage of leaders are operational officers taking into account shift patterns and sickness 35 Cadet Leaders attend the units on a regular basis. We have worked hard to create a stronger sense of unity, Cadet Leaders will often support other units when there is a shortage of leaders. Cadet units in similar geographical NPU have

also started partnering to undertake trips and social action projects. E.g. a visit to Stechford Custody Block or WMP Sign Ups.

Cadet Leaders come from a range of departments including Force Response, NPUs, Forensics, POD and FCID and the increase of external volunteers since March provides further resilience and diversity to the scheme. We are working closely with Corporate Communications, Positive Action and Recruitment to produce new promotional material and content to engage 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

Unit Commanders and their Deputies meet with the Citizens in Policing team and Chief Supt O'Hara on a Cadet termly basis. A Unit Commander and Cadet Leader role profile has been designed setting out the clear expectations of each role. The role profile will be reviewed every year as part of the policies and procedure review.

3. To have at least 250 regularly attending, active cadets attending the units, delivering regular high impact community volunteering activity

Since the last report the Cadets have undertaken a variety of high impact community volunteering activities within the community equating to 45 hours volunteered from March-August, a summary is provided below.

Month	Unit	Activity	Hours
April	Bluecoats Academy WS	NEC Security Expo demonstrators	6
April	The Lighthouse BW	Stephen Lawrence Day community engagement	6
May	Bluecoats Academy WS	Cancer Research Race for Life Event Stewards	4
May	Barrs Hill CV	Knife Sweep Edgewick Park	2
June	Washwood Heath BE	Knife Sweep	2
June	Grace Academy SH	Race for Life Event Stewards	4
June	The Lighthouse BW	Litter Pick	2
	Barrs Hill CV	Memorial Clean	2
	Pegasus DY	Care Home	2
	George Salter SW	Knife Arch	2
	Bluecoats WS	Litter Pick	3
July	The Lighthouse BW	WM Now Signups	4
August	The Lighthouse BW	Youth Voice Microsoft	6
Totals			45

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

The scheme is overseen by the Volunteer Police Cadets (VPC) a national body, with whom the Citizens in Policing team have established a strong working relationship. The force has appointed Chief Supt O'Hara as the force lead for Cadets, who oversees the governance of the scheme through the Cadets Subgroup. All policies relating to audit, compliance and safeguarding were reviewed and revised in August 2018 in line with VPC recommendations.

5. To have a performance dashboard which provides accurate and up to date information on all elements of WMP Cadets accessible

The Citizens in Policing team provides monthly data which includes the breakdown of Cadets and Leaders per NPU, and the department each leader belongs to. The number of cadets, volunteers, special constables and junior PCSOs is part of the force's improvement plan.

6. To have an impactful internal and external facing communications strategy which supports WMP vision

The Citizens in Policing team are working closely with Corporate Comms to develop an impactful internal and external facing communications strategy. As part of WMP vision a promo video was developed in May to promote the scheme. <https://www.youtube.com/watch?v=YBAqM79P7CU>

7. To have (and have delivered) a range of activities during school holiday periods to ensure continued engagement and increased volunteering by cadets

In July 157 Cadets attended the Cadet Excellence Awards sponsored by Building Blocks with Cadet Leaders nominating their Cadets and fellow leaders for awards. The evening was a great success and the first time in that academic year all eight units were brought together. WMP leads the way in bringing all of our Cadets units together and we built upon our success in August. Thanks to generosity of Building Blocks all of the Cadets were invited to the Bear Grylls Adventure Centre at the NEC to take part in team building exercises.

Plans are underway to explore activities for Summer 2020.

8. To have cadets leading social action volunteering within their local community on a termly basis

Since the last report NPU Commanders have strengthened the relationship they have with units in their NPU's. This was particularly evident during Volunteers Week 19. Each unit took part in a social action project within their local area, activities included litter picking, knife arches and sweeps, memorial and gravestone cleaning and tree and flower planting. Across the week NPU Commanders visited the units and surprised them by presenting them with boxes of Heroes chocolates #HeroesforHeroes to recognise their hard work. The feedback from the Cadets and the Leaders was incredibly positive, many felt touched that the force had recognised their contribution.

Cadet units are now taking a more active role in planning social action projects within their community supported by their neighbourhood teams.

Scheme developments

92. Since the Cadets returned in the academic year September 2019 there have been significant changes to the scheme.

Curriculum

93. The Cadet curriculum has been revised taking into account feedback from the previous year it has been aligned to the CVF to enable the Cadets to progress through the scheme and to demonstrate and build on their knowledge. Key criteria has been identified but each unit has more autonomy to shape their sessions.
94. Unit Commanders are working closely with neighbourhood teams to understand key challenges and issues within the local area the Cadets might like to support.

Venues

95. Whilst schools remain the main host for units, we are exploring alternative venues within local communities to create more opportunities to develop the scheme and engage new Cadets and leaders. Birmingham West originally at Holte has moved to the Lighthouse as the unit continues to grow.

Uniform

96. A new uniform has been designed for the Cadets and Leaders following extensive consultation and feedback. The uniform has started to be rolled out and was worn by Cadets attending the Remembrance parade.

Launch of the Marshall Portal

97. Obtaining consent forms can be one of the more challenging aspects of the scheme in line with other forces WMP has signed up to the Marshall Platform to communicate more effectively with the Cadets and their parents. The use of the system is being rolled out to units in 2020.

Achievements

98. Hasan Hussain from Walsall a Cadet at the time was nominated for the Lord Ferrers Award by his Unit Commander. He was invited to London and he was successful in being awarded Cadet of the Year. Hasan has since re-joined Walsall as a Cadet Leader becoming Deputy Unit Commander of his unit.
99. Zoya Ghulam Deputy Unit Commander for the Lighthouse Birmingham West has been shortlisted as a finalist in the Volunteer of the Year category for the Midland Business Community Awards 2019. Zoya was nominated as she joined as a Leader in February since then she has taken on the role of Deputy Unit Commander but she regularly supports Washwood Heath BE and Bluecoats Academy WS as a Cadet Leader.

Friends of Cadets

100. A supporters programme has been launched entitled 'Friends of Cadets' for WMP Officers and Staff who are supportive of the scheme but unable to commit to being a Cadet Leader. Friends of Cadets undertake an enhanced DBS check in addition to their role specific vetting. Friends of Cadets support the Cadet scheme by volunteering as an additional resource to safeguard the Cadets and assist the Cadet Leaders during weekly sessions, activities or events when required. Some of our current Friends of Cadet include Chief Constable Mr Thompson, ACC Jardine and Chief Supt O'Hara.
101. Friends of Cadets supported Cadet units at Pride in May and Bear Grylls NEC in August and the Remembrance parades in November.

People Strategy to 2025

102. As we move into 2020, alongside a wider review of the Force strategy, direction and priorities, we are developing our future people strategy. This work will build on excellent progress over the last three years and ensure we are listening to staff voice about what is important to them and important to our communities.
103. The future people strategy will reflect the direction of the force and changing environment and context in which we are operating and will ensure we consider and continue the positive legacy of recent activity, for example the excellent youth and community engagement achieved through the cadet scheme and the culture and inclusion opportunities offered by Project Uplift.

Recommendations

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

Author: Nicola Price

Role: Director of People & Organisation Development