

**THIS REPORT AND RELEVANT  
BACKGROUND PAPERS ARE  
OPEN TO INSPECTION BY  
MEMBERS OF THE PUBLIC**

**AGENDA ITEM NO: 9**

**RESOURCES COMMITTEE**

**2 DECEMBER 2011**

**SUBJECT: WORKFORCE MIX, PROFILE AND TRENDS**

**Report of the Chief Constable**

## **PURPOSE OF THE REPORT**

1. The purpose of this report is to update and inform members of the position of the workforce mix and trends, and provide key information relating to resourcing issues for the Force. It details the current and future profile of staff in the organisation following organisational change projects and presents specific data related to the:
  - I. current workforce profile;
  - II. analysis of the trends associated with natural and enforced leavers;
  - III. current and predicted workforce reduction; and
  - IV. breakdown of the gender and ethnic workforce mix.

## **RECOMMENDATION**

2. That members are satisfied that the current monitoring arrangements, through predictive analysis, are continued in order to effectively manage the workforce mix in accordance with the aims of the Policing Plan and the financial budgetary position.

## **KEY INFORMATION**

3. The natural and enforced leaver assumptions are constantly revised and assessed against new data available as the 2011/12 financial year progresses. The figures for predicted leavers are reviewed monthly in consultation with the Finance Department for their People Forecast funding profiles.
4. If the current rate of officers leaving continues until the end of this financial year then the assumptions made will match the number of actual leavers. Due to the number of redundancies that the Force has found it necessary to make to meet the budget requirements, the number of police staff who have left the organisation to date has already passed the numbers that would have been expected to leave in an 'average' year as detailed in Appendix A.
5. With the continuing freeze on student officer recruitment and no apparent downturn in the number of officers leaving the Force through natural wastage, officer numbers as of 30 September 2011 have decreased by 7.8% since 31 March 2009. The reduction so far has not affected the number of officers deployed in public facing roles (See point 9 below).

6. Police staff numbers have reduced by 10.37% since 31 March 2009. However, there is now a requirement to recruit a limited number (approximately 30) of staff to fill specialist roles that cannot be filled through internal recruitment.
7. Although there continues to be a reduction in police staff, Police Community Support Officers (PCSOs) are currently being recruited, to bring their number close to the target figure of 760 (FTE(Full Time Equivalents)) by 31 March 2011.
8. The recruitment of Special Constables is continuing and there will be two further intakes in this financial year.
9. There has been little change in the proportion ratio of police officers and police staff as measured against the total Force strength since 31 March 2009. At 31 March 2009 the percentage ratio was 56.17% officers and 43.83% staff as against 56.87% officers and 43.13% staff at 30 September 2011.
10. The Force has appointed a HR Resourcing Specialist to carry out research, planning and analysis of workforce trends, design, mix and future staffing requirements to ensure that the Force's senior managers can effectively plan for a future workforce that will meet public needs. This will include effective recruitment, promotion and succession planning processes.

## **MONITORING**

### ***Legal***

11. The Force continues to work within legal frameworks for achieving workforce targets. There has been no increase in the number of employment related challenges and claims made against the Force as a result of the organisational change processes that are, or have, taken place within the Force.

### ***Performance***

12. The proportion of resources allocated to public facing functions on 30 September 2011 was 77.5% (See point 15 below) and this contributes to the increase in the Performance Indicator for Confidence and Satisfaction.

### ***Morale and Motivation***

13. There has no noticeable change in levels of sickness absence and performance remains good in this area, consistently under target. Monitoring is continuing by Occupational Health and processes are in place to support staff going through organisational changes.
14. There has been no increase in formal grievance submissions. Monitoring of grievances will continue to identify any possible areas of concern in the future.

## **STRATEGIC RISK IMPLICATIONS**

15. The reduction in workforce numbers has primarily been through the demographic of white male officers and staff. This has resulted in a slight increase in the percentage of BME staff measured against total workforce

strength. At this time there doesn't appear to be any risk to the organisation's strategy to increase the proportion of staff from BME backgrounds.

## **EQUALITY AND DIVERSITY CONSIDERATIONS**

16. Equality Impact Assessments are conducted for all Operation Transform Projects and dynamically reviewed as projects progress to ensure that there is no disproportionate detriment as a result of the changes. There is no evidence at this time to suggest that specific minority groups are suffering a disproportionate impact as a result of organisational change projects.
17. There has been some reduction in female staff leaving the Force due to retirement or voluntary redundancy. At senior ranks females account for 8.82% of officers at superintendent rank or above and 36.36% of all staff at grade EO or above.

## **HUMAN RIGHTS CONSIDERATIONS**

18. There are no Human Rights issues affected by this matter.

## **CONTRIBUTION TO THE POLICING PLAN**

19. There are two targets in the 2010/13 Policing Plan in relation to workforce mix.
  - The first - 'Maintain the proportion of resources allocated to public facing functions'. This Key Performance Indicator is measured using Her Majesty's Inspector of Constabulary (HMIC) data and the target set was the 2010 outturn figure, which was 77%. On 30 September 2011, 77.5% of resources were allocated to public facing functions, which is an increase on the previous quartile, of 0.1%.
  - The second - 'Measure the proportion of the workforce from Black and Minority Ethnic (BME) backgrounds'. The proportion at 30 September 2011 was 4.41%, which is a slight increase from the previous quartile. Further details of performance against this target can be found at Table 1 of Appendix C.

## **IMPLICATIONS FOR REGIONAL/COLLABORATIVE WORKING**

20. The reduction in workforce numbers is not currently affecting the Force's ability to work collaboratively with our partner Forces in the Yorkshire and Humber.

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**SUPPORTING DOCUMENTATION**

Appendix A – Assumption of  
Workforce Reduction  
Appendix B – Workforce Trends  
Appendix C – Workforce Statistics  
Appendix D – Workforce Strength

**BACKGROUND PAPERS**

None