

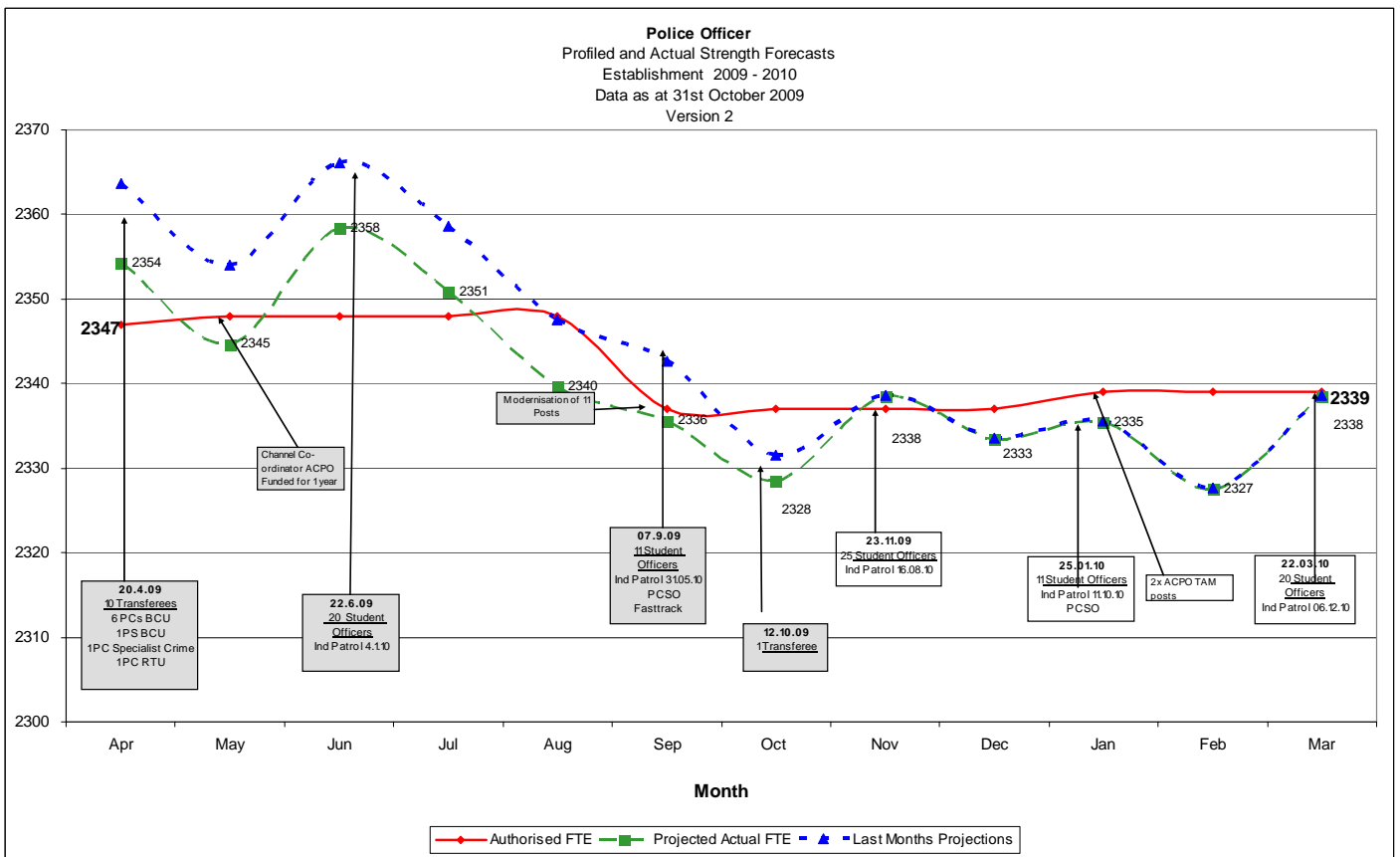
BUSINESS PLAN PERFORMANCE

All graphs can be seen in larger format as Appendix 3 at the end of this document.

Core Objective 1

To support the delivery of policing and delivery against the Public Confidence Agenda through the provision of the right staff, with the right skills at the right time and who are representative of our local communities (Cross Reference - Detailed HR Plan 2009/10 @ 1.3.1)

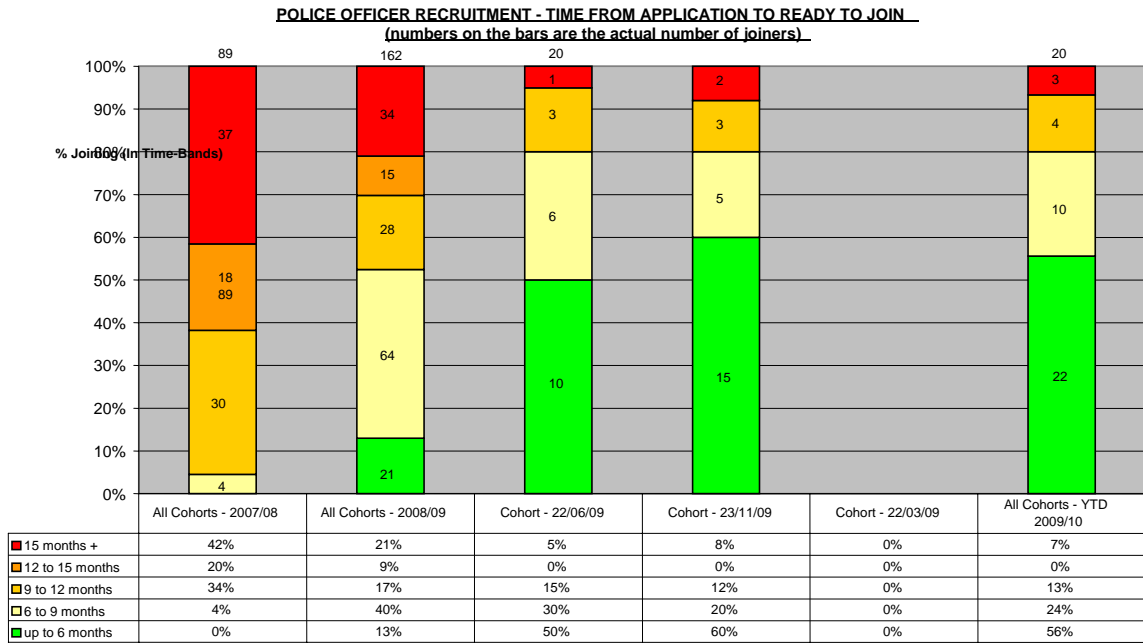
- 1.1 To achieve a target authorised establishment of 2347, to within +/- 1%, through balance of student officers and transferees, as adjusted to accommodate changes throughout 2009/10. (Cross Reference - Detailed HR Plan 2009/10 @ 1.1.4)**



The above chart shows planned changes in establishment based on existing recruitment plans. This plan will clearly need to change and be re-forecast to reflect the staffing and establishment levels that emerge from the savings project workstreams.

1.2 To continue to improve the recruiting process in order to shorten the period of time between applications and offer, without lowering standards. (Cross Reference - Detailed HR Plan 2009/10 @ 1.3.5)

Police Officer Recruitment – Time Taken From Application to Ready to Join



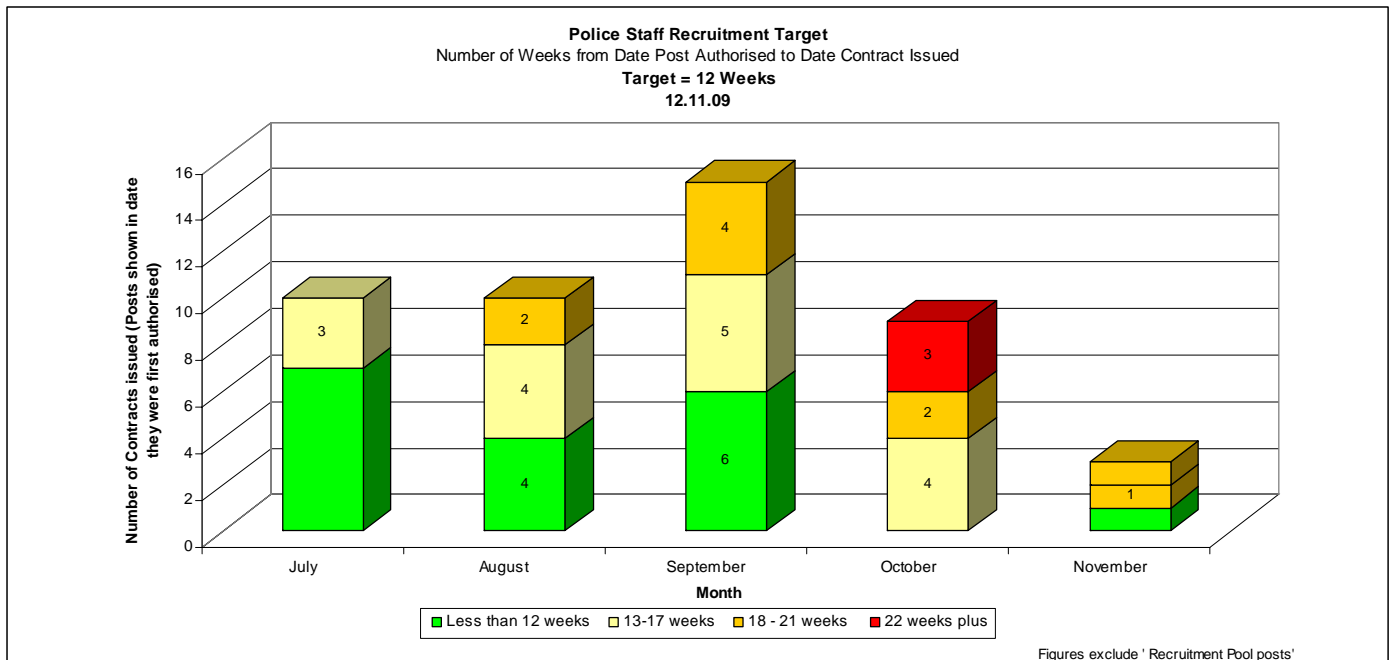
For the current year 56% of applicants were progressed in the 6 months timescale. This is compared to 13% in 2008/09 and 0% in 2007/08.

The police officer recruiting process is under constant review to ensure that we attract and recruit quality applicants in a timely and cost effective way. Two recent changes implemented to reduce recruiting times are:-

- Physical fitness test validity increased from 6 months to 12 months
- Candidates who fail the assessment centre need to reapply to 'rejoin' the process.

Since the last report we have also implemented that candidates will only have a choice of 3 assessment centre dates, this previously was unlimited.

Police Staff Recruitment Target Update



The statistics above show an improvement in time scales with people being recruited on average in 16 weeks against our target of 12 weeks.

The opportunity to explore process improvements will continue during the recruitment freeze.

The cases that significantly failed to meet the recruitment timescales were due to delays in vetting, line managers' annual leave and an extended medical process requiring further examination and reasonable adjustments.

1.3 To introduce new arrangements for the assessment and deployment of staff unable to perform full duties and where appropriate, reasonable and cost effective, seek to terminate employment to maximise frontline operational capabilities. To include improved monitoring processes by end October 2009. (Cross Reference - Detailed HR Plan 2009/10 @ 1.1.5)

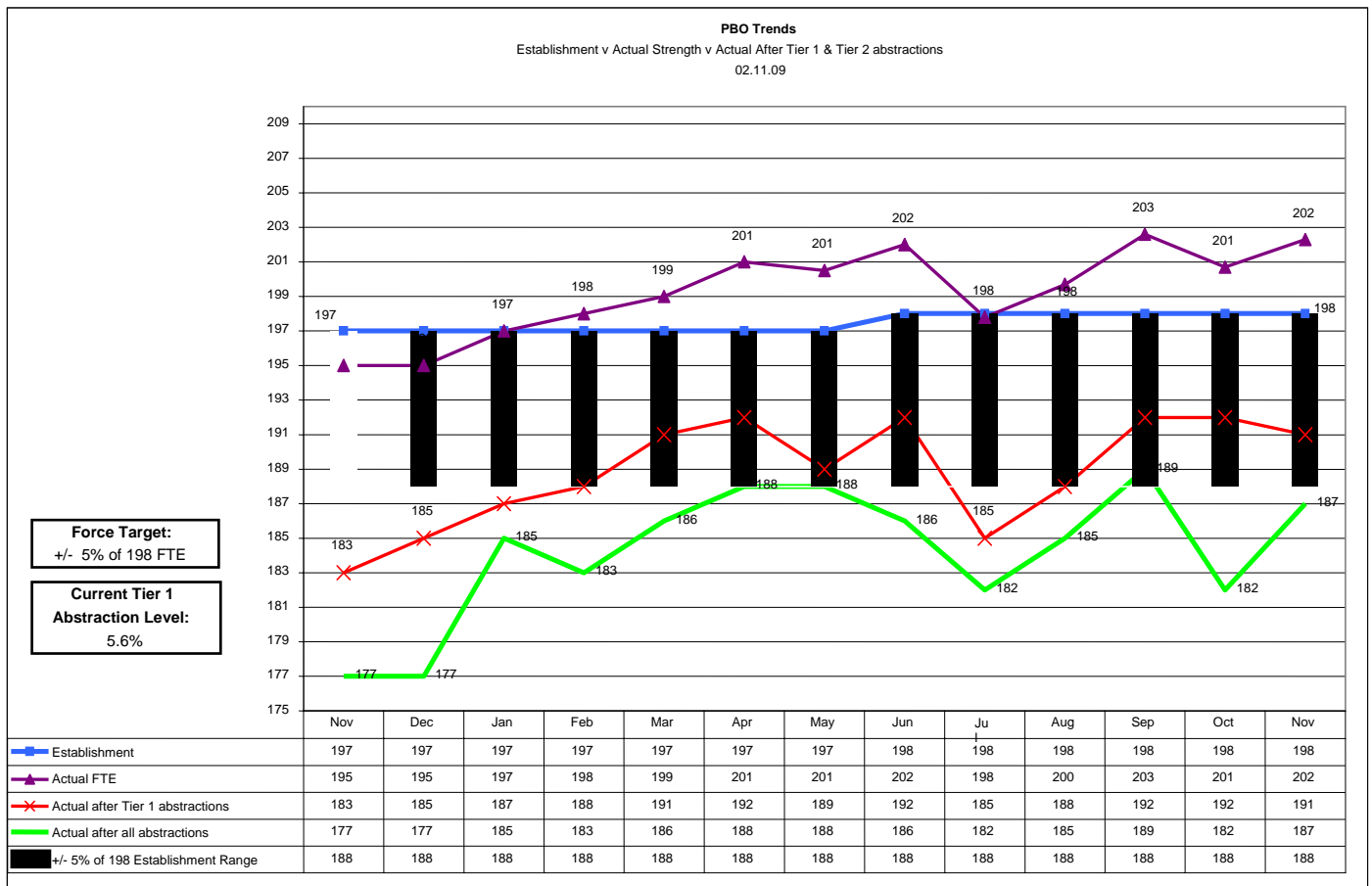
Work has continued in reviewing officers who have permanent, temporary or recuperative restrictions with officers being progressed through the H1 medical review process to establish the likelihood of return to full duties and whether the restriction is permanent.

The over arching strategy on how we will minimise the impact of restricted officers will be developed by the Strategic Establishment board as part of the Savings Plan workstreams.

1.4 To build protective services capability, delivering an increase in 75 specialist officer posts and 22 police staff posts by March 2010. (Cross Reference - Detailed HR Plan 2009/10 @ 1.4.3)

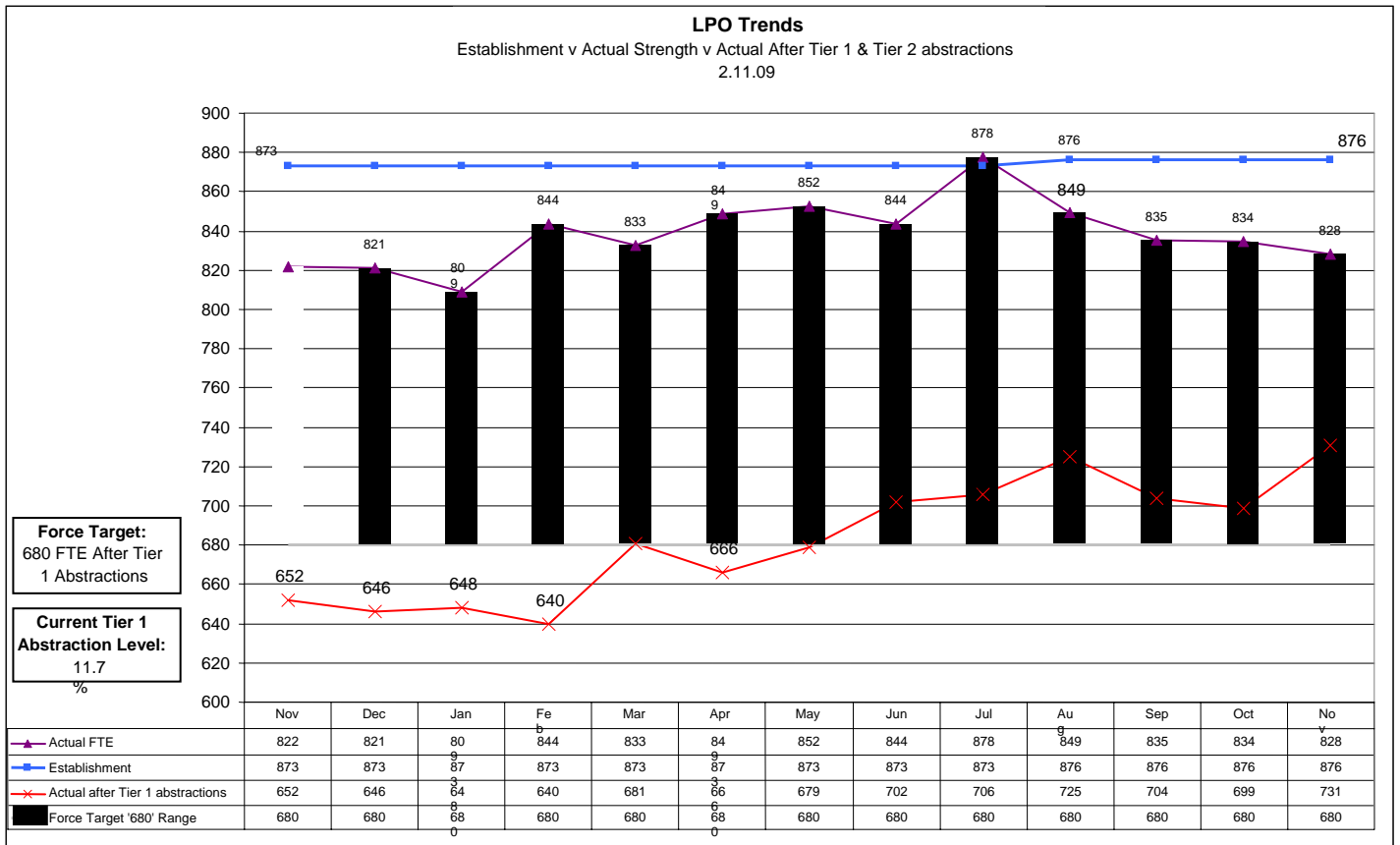
Six officers currently seconded to EMSOU have been removed from the Leicestershire strength, with this change backdated to April 2009. The remaining 105 precept posts were added to the establishment in August 2009. Some modernisation of posts has also occurred; including ten Contact Management posts, one post in Corporate Development and one post in Crime Support.

1.4.i To maintain promise of 194 PBOs within control limits (i.e. within 5% abstraction target) (Cross Reference - Detailed HR Plan 2009/10 @ 1.4.4)



The overall PBO picture has remained stable and the tier one abstraction target range of 5% has been maintained for four months. The tier two abstractions have also improved since last month.

1.4.ii To achieve and maintain promise of 680 LPOs after tier 1 abstractions. (Cross Reference - Detailed HR Plan 2009/10 @ 1.4.5)

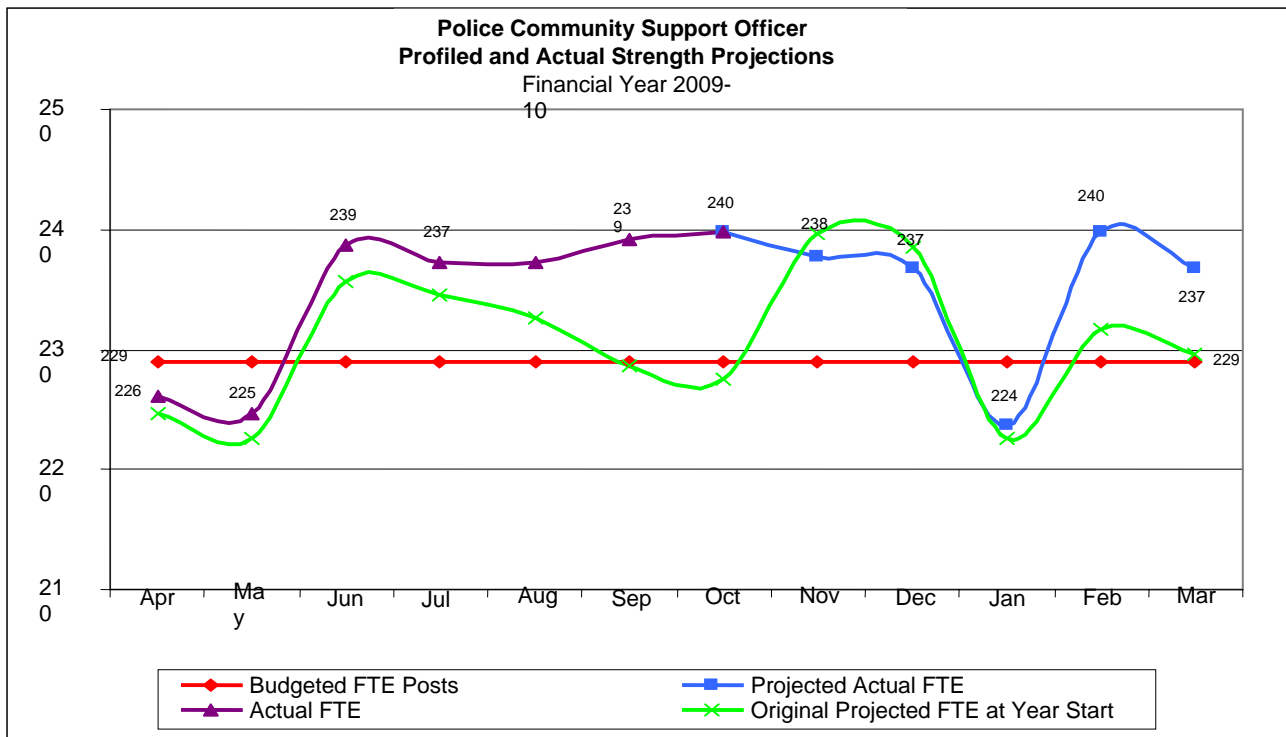


The LPO '680' target has been met for six consecutive months due to student officers achieving independent patrol status, with the highest level of 731 FTE being achieved in November 2009. Tier one abstractions will increase in November due to a new student officer intake.

Core Objective 2

To achieve a workforce reflecting our local community and to promote a working environment in which all staff are treated with dignity and respect. (Cross Reference - Detailed HR Plan 2009/10 @ 1.2)

2.1 To maintain PCSO establishment at 229. (Cross Reference – Detailed HR Plan, 2009/10 @ 1.2.1)



The current position with PCSO's shows the actual FTE at 239.8 above the 229 target, although we expect to lose some PCSO's due to attrition and the PCSO to PC Fast-track scheme in January. An intake for 20 PCSO's is also profiled for February 2010

2.2 To achieve the target of 15% of student officers coming from the BME community (local population profile is 13.25%). (Cross Reference - Detailed HR Plan, 2009/10 @ 1.2.3)

2.3 To achieve female officer representation target of 26% officer establishment by end March 2010. (Cross Reference - Detailed HR Plan, 2009/10 @ 1.2.4)

The projections in respect of meeting the BME and female police officer recruit targets depend on what decisions are taken on planned intakes as part of cost saving plans and the current recruitment freeze.

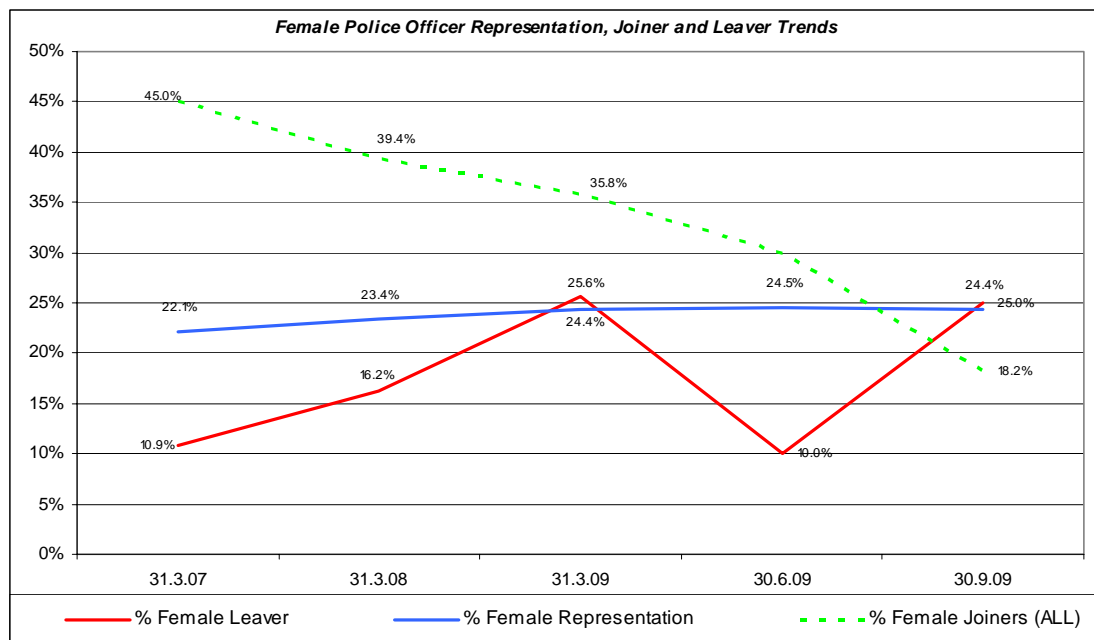
The respective tables/charts below show the year end position should no changes be made to the recruitment plans.

Based on numbers provided by recruitment 2nd November 09.

Figures exclude transferees & Rejoiners

Remaining 2009-10 intakes including March 2010

Financial Year	Intake	BME	% BME	Female	% Female	Total
2009/10	Jun-09	4	20.0%	6	30.0%	20
2009/10	Sep-09	2	18.2%	2	18.2%	11
2009/10	Nov-09	2	8.0%	7	28.0%	25
2009/10	Jan-10	3	23.1%	5	38.5%	13
2009/10	Mar-10	1	5.0%	7	35.0%	20
Total Required		12	13.5%	27	30.3%	89



It is well known that recruitment activity for the past 18 months has been focussed on achieving volume recruitment and this had to be done at the expense of sacrificing positive action initiatives. This has resulted in around 100 applicants still being in the system and any slow down or ban on recruitment will mean that the impact of this will be felt in future years in respect of meeting targets.

The recruitment marketing campaign has been significantly reduced in light of the current financial climate but a number of positive action campaigns have remained in place to address this imbalance.

The two intakes this year have seen BME entrants at 19%, however should all planned intakes go ahead this will fall below our 15% target to 13.5%.

Depending on which intakes go ahead will see different projected year end positions. For example, if recruitment stops after the November intake the year end position will be 14.3%, but if it ends after the January intake it will be above target at 15.9%.

Female representation is currently 24.4%, a slight decrease on the previous quarter. Joiners to the Force are also lower due to only one intake of 11 (Sept 2009 – PCSO to PC Fast-track). An increase in the number of leavers from 10% to 25% can also be noted, mostly due to retirements and resignation.

Please note figures are based on Actual FTE excluding career breaks and secondments.

2.4 To develop recruitment and selection processes that promote the values of the Leicestershire Constabulary and always leaves candidates (both successful and unsuccessful) with a positive experience of the Constabulary. (Cross Reference - Detailed HR Plan, 2009/10 @ 1.3)

Improvements in the recruiting process detailed in the last report have now been implemented, with the exception of the on-line recruitment process.

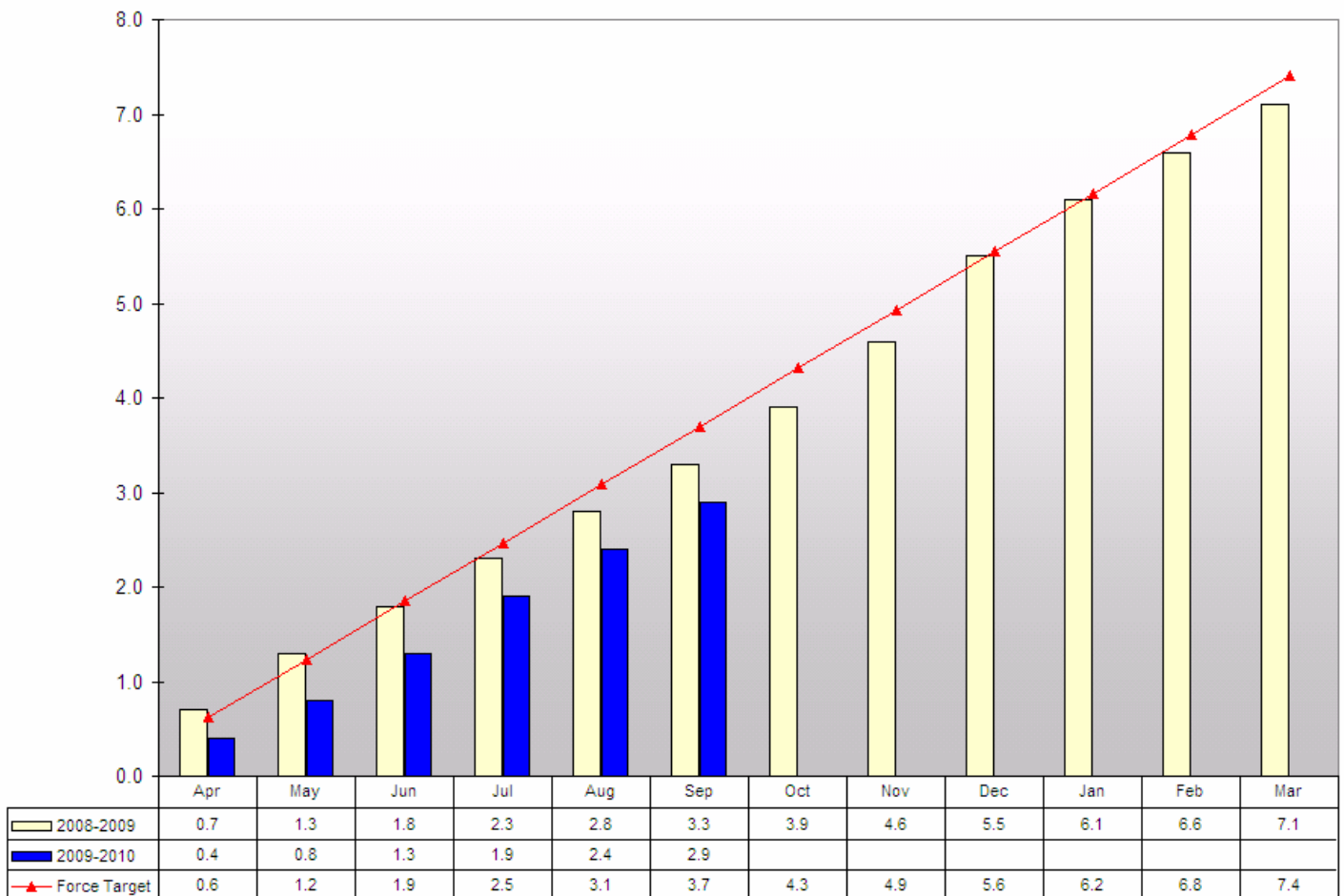
This initiative has encountered problems in respect of data security and compatibility with other force-wide HR systems. In view of the imminent launch of the Origin project, and the anticipated slow down in recruitment activity, a decision has been made to suspend this work and to explore alternative integrated solutions.

Core Objective 3

To work proactively to keep our workforce fit and healthy and minimise any absences and restrictions caused by ill-health. (Occupational Health Manager) (Cross Reference – Detailed HR Plan 2009/10 @ 6.3)

3.1 To maintain police officer sickness at or below 7.4 days per officer for 2009/10. (Cross Reference - Detailed HR Plan 2009/10 @ 6.1.1)

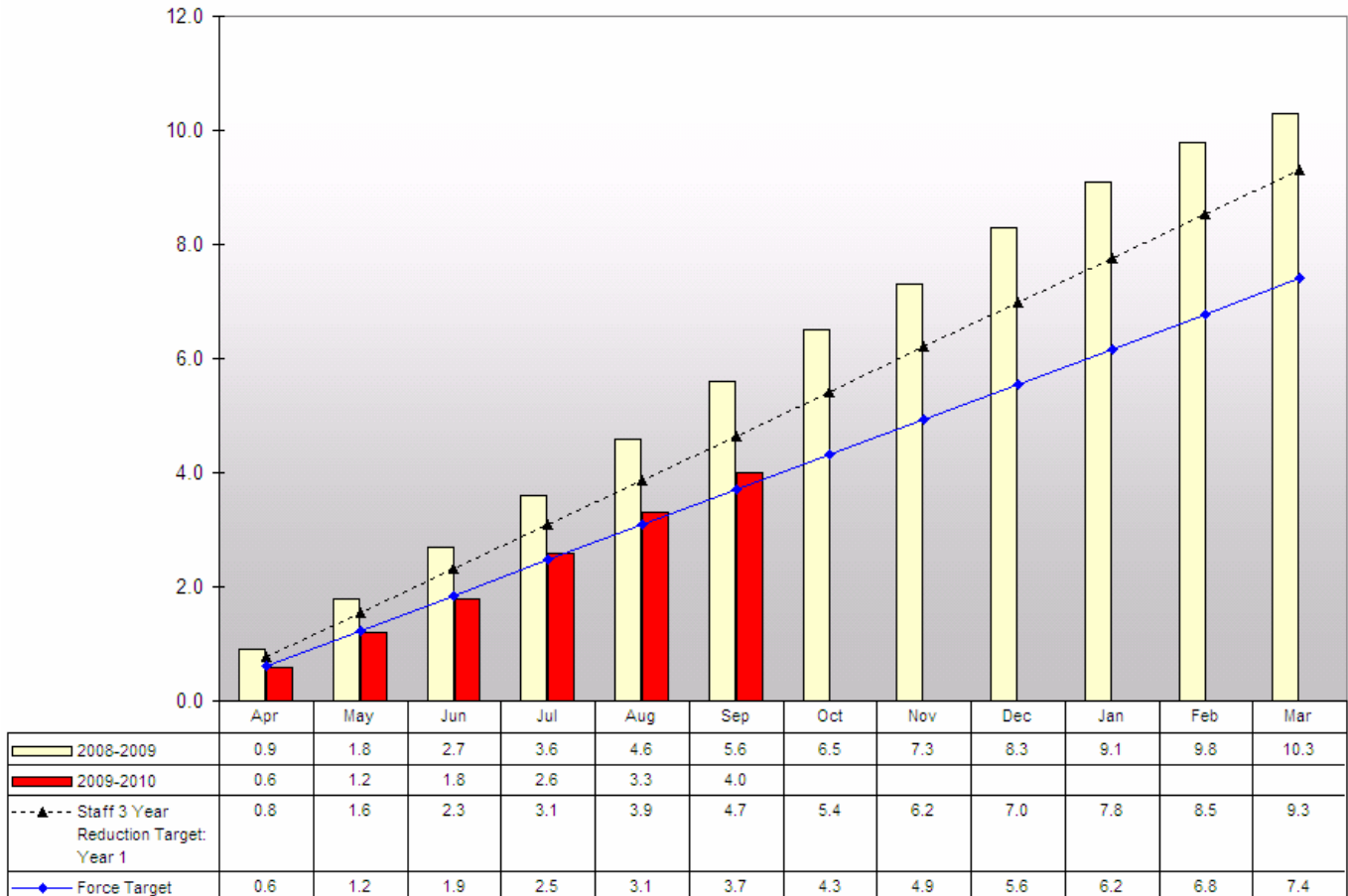
Police Officer Sickness – Cumulative Days Lost Per Police Officer Against Monthly Target – Police Officers – September 2009



Police officers remain on track to meet the year end target and current sickness levels, despite fears around the flu pandemic, are currently good. Levels of management action and intervention continue to rise slowly.

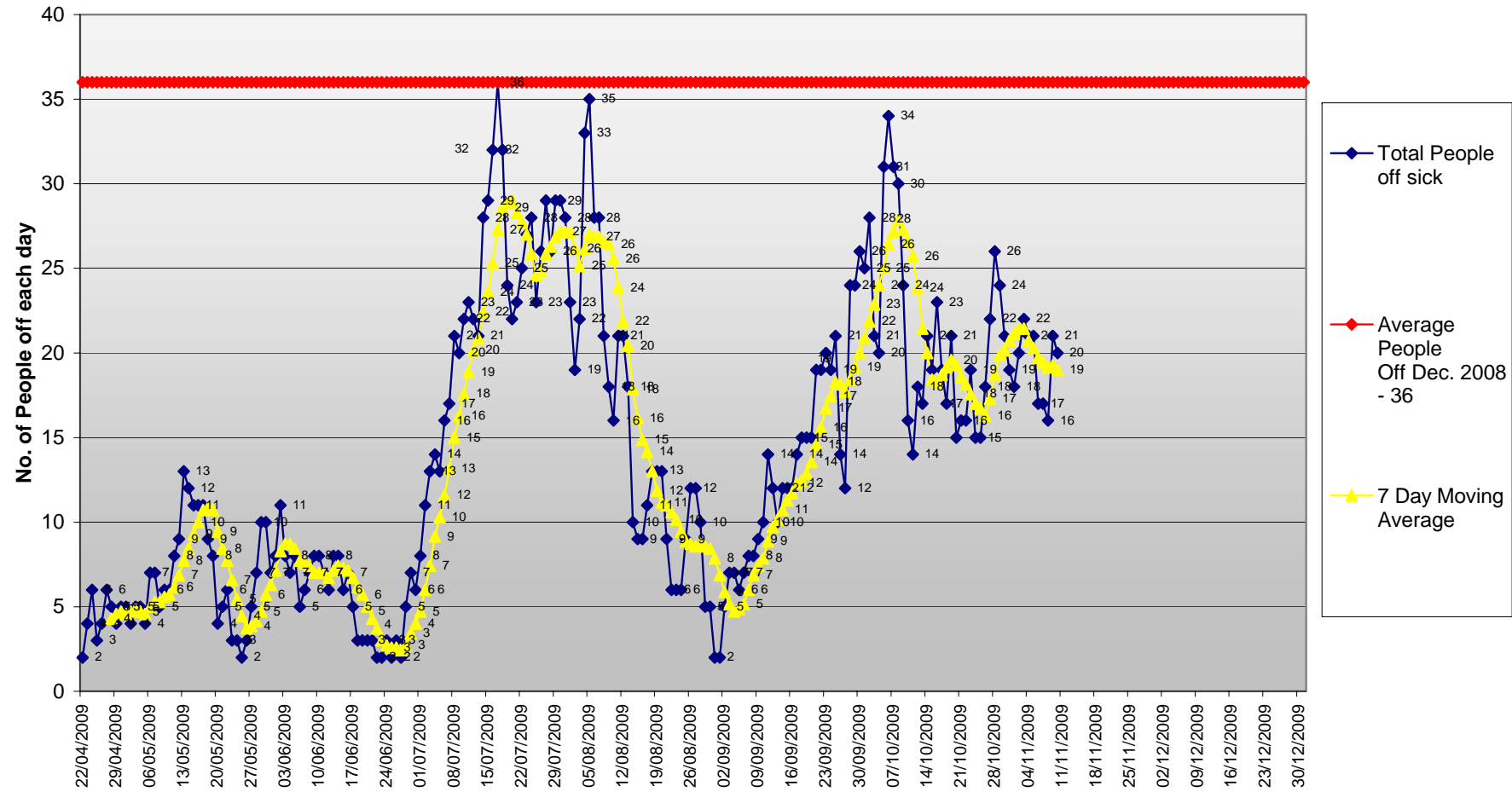
3.2 To reduce police staff sickness to 7.4 days per staff member by end 2012 with a 2009/10 target of 9.5 days. (Cross Reference - Detailed HR Plan 2009/10 @ 6.1.2)

Cumulative Days Lost Per Police Staff Against Monthly Target – September 2009



Police staff are still within the first year of their 3 year reduction target. This shows a significant improvement against last year. The 'blip' in July was predominately down to summer flu pandemic peak. This is highlighted in the chart below:

Number of People Off Sick with 'Coughs/Colds/Flu'



Whilst not being complacent as to what impact swine flu may have over the December/January period it can be seen that absence levels related to coughs, colds and flu are yet to reach the levels experienced last year. We continue to monitor absence rates on a daily basis and currently the 31 day moving average is consistent with around 19 people off sick at any given time for an average of 3.7 days.

3.3 To identify new areas and objectives that will contribute towards reducing sickness absence and employee wellbeing. (Cross Reference – Detailed HR Plan 2009/10 @ 6.4)

Ideas and initiatives to engage and inform staff to take responsibility for their own health and wellbeing continue to be launched under the 'Working Well for Leicestershire Constabulary' brand.

Recent initiatives include:

- ongoing communication and information regarding avoiding colds and flu to mitigate the potential impact of the flu pandemic
- exercises and back care support for office workers
- support of national events related to stopping smoking, breast cancer etc.
- healthy recipes and safety 'tip's for bonfire parties
- healthy sandwich competition in conjunction with Rosemary Conley
- advice and guidance to help people lose weight and stay healthy leading up to the Christmas period

Core Objective 4

To identify, develop and promote those leadership skills that are needed to ensure the successful delivery of the Leicestershire Constabulary goals. (Cross Reference - Detailed HR Plan 2009/10 @ 3.3)

4.1 To continue to develop a leadership programmes to support our “second to none” aspirations and complement the cultural change and change in supervision envisaged as a result of Flanagan “freeing space” proposals. (Cross Reference - Detailed HR Plan 2009/10 @ 3.3.1)

National HPDS Programme - Three officers from Leicestershire were selected for this programme in 2008. With 83 participants nationally the Force has achieved higher success in getting officers onto the programme. As well as following a national post graduate diploma programme with Warwick Business School participants agree and work on personal development plans to equip them with the experience and skills to maximise their potential. This year, four officers from the Force have been supported to go forward to the national assessment centre in November.

Leicestershire LHPDS Programme - The Force launched this programme in January 2009 to support the development of officers with potential in the Force. The scheme is aimed at identifying officers who have the potential to be promoted two ranks in three years. Six officers were selected onto the scheme in April. Each officer has established a personal development plan to realise their potential by building their experience, skills and capabilities.

Leadership in Partnership Programme - This programme was launched in June with 27 participants. A distinctive feature of the programme is the involvement of wide range of organisations from Leicester, Leicestershire and Rutland – NHS Trust, City Council, Leicestershire and Rutland County councils, 6 district councils, Fire and Rescue service, Probation service and the constabulary. This provides a unique opportunity to develop understanding of and experience in partnership working. The introduction of the Total Place programme has added a further dimension to the partnership opportunities.

4.2 To improve training needs through the Training Priorities Panel to ensure that training is delivered cost effectively and in line with business priorities and ensure that consideration is given to the provision of training on a regional collaborative basis. (Cross Reference - Detailed HR Plan 2009/10 @ 4.1.6)

The Training Priorities Panel continues to be the focal point for decision making on learning interventions.

Regional and sub-regional collaboration is currently subject to review with a view to a more streamlined programme for courses in 2010/11.

Core Objective 5

To increase HR's capability to support the Leicestershire Constabulary goals and to ensure business continuity of existing HR roles and responsibilities. (Cross Reference - Detailed HR Plan 2009/10 @ 8.1)

5.1 To undertake a review of the capability and skills within the HR team and put in place plans to address any gaps to ensure that the HR team are equipped to deliver the "People Strategy" by end March 2010. (Cross Reference - Detailed HR Plan, 2009/10 @ 8.1.1)

The HR Systems and Workforce Planning/Recruitment activities are now well embedded with the HR Ops team.

These changes have already seen further changes to certain roles and enabled individuals to undertake broader roles and to see the bigger picture.

All HR team members have a PDR with objectives and development plans aligned to delivering the People Strategy.

Opportunities for development and training have been limited over the past few months due to workloads emerging from the savings workstreams and financial constraints on the training budget.

Core Objective 6

To report the costs of the HR function. (Cross Reference - Detailed HR Plan 2009/10 @ 8.5)

6.1 To work with Chief Officers and Police Authority members to establish a financial performance report capturing the cost of the HR function, including the cost of recruitment, occupational health and employment tribunals. (Cross Reference - Detailed HR Plan 2009/10 @ 8.5.1)

See Appendix 1

Appendix 1

**HR Budget Performance Report
Apr 09 - Oct 09**

	YTD Budget	YTD Actuals	Total Annual Budget	YTD Variance	Predicted Year End Variance	Narrative
	£ '000	£ '000	£ '000	£ '000	£ '000	
Consolidated HR Budget						
Police Staff Pay & Allowances	1,434	1,446	2,478	12	-30	
Police O/time & Bonus pay'ts	0	0	1	-0	1	
Other Employee Expenses	31	18	63	-12	-8	
Premises	3	3	5	1	-2	
Transport	15	12	31	-3	-7	
Supplies & Services	323	281	438	-42	53	
Agency & Contracted Services	55	62	80	7	-4	
Misc Income	0	-2	0	-2	-4	
C/Fwd	-80	-80	-80	0	0	
Total Expenditure	1,781	1,741	3,015	-40	-1	

Central HR Budgets

Police Staff Pay & Allowances	169	155	292	-14	-6	Head of HR post vacant P10-12
Police O/time & Bonus pay'ts	0	0	0	0	0	
Other Employee Expenses	0	2	0	2	16	Diversity Training session for Managers. Committed to mediation training
Premises	3	1	5	-2	-3	No office moves planned requiring additional expenditure
Transport	12	9	25	-3	-5	

Supplies & Services	19	16	38	-4	-5	
Agency & Contracted Services	8	8	15	0	4	
Misc Income	0	-0	0	-0	-2	Advertising rebate (ESPO contract)
Total Expenditure	211	190	374	-21	-1	

Workforce Planning

Police Staff Pay & Allowances	370	422	636	52	44	Overestablishment at beginning of year and termination costs.
Police O/time & Bonus pay'ts	0	0	1	-0	1	
Other Employee Expenses	30	15	62	-16	-31	Impact of recruitment moratorium - suspension of advertising spend
Premises	0	0	0	0	0	
Transport	1	2	1	1	0	
Supplies & Services	8	12	14	4	0	Suspension of On line application development/support offets o/spends in other areas
Agency & Contracted Services	32	39	51	7	-8	Impact of recruitment moratorium - no further Assessment Centres planned.
Misc Income	0	-2	0	-2	-2	
Total Expenditure	441	486	765	45	4	

Diversity Unit

Unit transfer to Corporate Development (Oct 09) - budget/expenditure will be moved

Police Staff Pay & Allowances	63	56	126	-6	-6	YTD savings retained in HR as had been part of year end prediction
Police O/time & Bonus pay'ts	0	0	0	0	0	
Other Employee Expenses	0	0	0	0	0	
Premises	0	0	0	0	0	
Transport	0	0	0	0	0	
Supplies & Services	12	4	24	-9	0	
Agency & Contracted Services	0	0	0	0	0	
Misc Income	0	0	0	0	0	
Total Expenditure	75	60	150	-15	-6	

HR Business Solutions

Police Staff Pay & Allowances	395	399	674	4	-11	Savings realised through vacant posts
Police O/time & Bonus pay'ts	0	0	0	0	0	
Other Employee Expenses	0	0	0	0	6	CIPD courses planned with funding covered by salary savings
Premises	0	0	0	0	0	
Transport	1	1	2	0	-1	
Supplies & Services	46	52	48	6	0	
Agency & Contracted Services	16	16	14	0	0	
Misc Income	0	0	0	0	0	
C/Fwds	-68	-68	-68	0	0	
Total Expenditure	389	399	669	10	-6	

HR Policy & Contract

Police Staff Pay & Allowances	149	137	255	-12	-14	Savings realised through vacant posts in earlier part of year.
Police O/time & Bonus pay'ts	0	0	0	0	0	
Other Employee Expenses	0	0	0	0	0	
Premises	0	0	0	0	0	
Transport	1	1	2	0	1	
Supplies & Services	24	22	45	-3	3	Legal expenses demand driven. Budget cut by £6.5k for Xpert HR subscription
Agency & Contracted Services	0	0	0	0	0	
Misc Income	0	0	0	0	0	
Total Expenditure	174	160	301	-13	-10	

Benevolent Fund

Police Staff Pay & Allowances	2	2	4	-0	0	
Police O/time & Bonus pay'ts	0	0	0	0	0	
Other Employee Expenses	0	0	0	0	0	

Premises	0	0	0	0	0	
Transport	0	0	0	0	0	
Supplies & Services	0	0	0	0	0	
Agency & Contracted Services	0	0	0	0	0	
Misc Income	0	0	0	0	0	
Total Expenditure	2	2	4	0	0	

NSPIS HR

Police Staff Pay & Allowances	92	95	158	3	2	P/T Report Writer over establishment
Police O/time & Bonus pay'ts	0	0	0	0	0	
Other Employee Expenses	0	1	0	1	1	
Premises	0	0	0	0	0	
Transport	1	0	2	-1	-2	
Supplies & Services	5	0	10	-5	-5	
Agency & Contracted Services	0	0	0	0	0	
Misc Income	0	0	0	0	0	
Total Expenditure	98	98	170	-0	-4	

Occupational Health Unit

Police Staff Pay & Allowances	195	180	334	-15	-38	Savings realised through vacant posts. Screening Nurse vacancy to fund p/t FMO post.
Police O/time & Bonus pay'ts	0	0	0	0	0	
Other Employee Expenses	1	1	1	0	0	
Premises	0	1	0	1	1	
Transport	0	0	0	0	0	
Supplies & Services	209	176	259	-33	60	O/spends reports (£12k, FMO £66k, Counselling £19k). U/spend in HPS £38k
Agency & Contracted Services	0	0	0	0	0	
Misc Income	0	0	0	0	0	

C/Fwds	-12	-12	-12	0	0
Total Expenditure	282	289	583	-46	23

Appendix 2

Strength Figures as at 31st October 2009

Purpose of the Report

1. The purpose of this report is to provide information about Police Officers and Police Staff Strength figures as at 31st October 2009. The strength values throughout this document are measured across the 'Fiscal' year (April 2009 to March 2010) to provide evidence of our Force Strength measurement.

Background

Establishment Figures (Authorised)

2. Current police authorised establishment strength is shown in the second column. The previous year's figures have been provided alongside for comparison.

Figures are shown in full time equivalent (FTE).

RANK	31/10/2008 (F.T.E)	31/10/2009 (F.T.E)
ACPO	4	4
Chief Superintendent	9	8
Superintendent	17	13
Chief Inspector	29	30
Inspector	110	105
Sergeant	341	362
Constable	1837	1815
TOTAL	2347	2337
The rank and total figures in the above excludes secondments and career breaks		
Seconded Officers	30	35
Career Breaks	12	8
TOTAL	42	43

RANK	Authorised FTE (31/10/09)	Actual FTE (31/10/09)	Variation
ACPO	4	4	0
Chief Superintendent	8	8	0
Superintendent	13	16	3
Chief Inspector	30	33	3
Inspector	105	108.1	3.1
Sergeant	362	367.2	5.2
Constable	1815	1791.9	-23.1

TOTAL	2337	2328.4	-8.6
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The Force is currently 8.6 (Actual FTE) Officers below the authorised establishment of 2337 (These figures exclude secondment and career breaks).

Acting and Temporary Ranks

- At any one time the Force has a number of officers "Acting up" to the next rank, or in a longer term 'Temporary' Rank. This will be for a variety of reasons such as covering long term sick, covering absences, covering vacant posts, and Work Based Assessment prior to promotion.
- The 'Acting' Ranks are generally of the lower ranking Officer such as Police Constable or Sergeant, whereas the 'Temporary' Rank coverage is at the higher ranking status from Inspector upwards.
- The number of officers acting from the following ranks above their FTE post are as follows (as at 31st October 2009):

RANK	Number of officers acting into rank above FTE post.
Acting Inspector	9
Acting Sergeant	19
TOTAL	28

- The number of officers in a temporary rank posting are as follows (as at 31st October 2009):

RANK	Number of officers acting into rank above FTE post.
ACPO	3
Chief Superintendent	1
Superintendent	4
Chief Inspector	9
Inspector – Not Work Based Assessment	12
Inspector –Work Based Assessment	14
Sergeant	8
Detective Constable	3
TOTAL	54

The 14 Inspectors on Work Based Assessment all passed this process and with effect from 4th November 2009 are substantive Inspectors.

Police Officers

- The table below reveals the gender/ethnicity breakdown for Police Officers at 31st October 2009. Figures are shown in headcount.

Gender	White (Head)	BME (Head)	Not stated (Head)	Total no. of Police Officers (Head)
Male	1618	120	27	1765
Female	564	37	3	604
Total	2182	157	30	2369

8. The Age/gender breakdown for Police Officers at 31st October 2009 is shown in the following table: (NB: the Age Ranges are those required by the Home Office). Figures are shown as headcount.

Gender	25 & under	26 - 40	41 - 55	Over 55	Total
Male	95	843	811	16	1765
Female	67	381	155	1	604
Total	162	1224	966	17	2369

Currently, the average age for a Police Officer is 37 years. The average age for a male is 39 years and 35 years for a female. There is no significant change since the previous report.

Police Staff

9. Leicestershire Constabulary employs a total of 1287.8 (Actual FTE) Police staff who work at every level of the Force. The overall strength for Police Staff has increased by 5 % when compared to the same point last year; this equates to an increase of 68.9 (Actual FTE).
10. The table below reveals the gender/ethnicity breakdown for Police Staff at 31st October 2009. Figures are shown in headcount.

Gender	White (Head)	BME (Head)	Not stated (Head)	Total no. of Police Staff (Head)	Total shown as a % strength of all police staff
Male	451	39	10	500	35%
Female	813	90	10	913	65%
Total	1264	129	20	1413	

11. The Age/gender breakdown for Police staff at 31st October 2009 is shown in the following table: (NB: the Age Ranges are those required by the Home Office.) Figures are shown as Headcount.

Gender	25 & under	26 - 40	41 - 55	Over 55	Total
Male	31	138	211	120	500

Female	89	344	380	100	913
Total	120	482	591	220	1413

Currently, the average age for a Police Staff member is 42 years. The average age for a male is 44 years and 40 years for a female. There is no significant change since the previous report.

Police Community Support Officers (P.C.S.O's)

12. Leicestershire Constabulary employs a total of 239.3 (Actual FTE) PCSO's. The table below reveals the gender/ethnicity breakdown for PCSO's at 31st October 2009. Figures are shown in headcount.

Gender	White (Head)	BME (Head)	Not stated (Head)	Total no. of PCSOs (Head)	Total shown as a % strength of all PCSO's
Male	125	25	0	150	61%
Female	90	5	0	95	39%
Total	215	30	0	245	

13. The Actual FTE of PCSOs is 12.1 higher than at the same point last financial year. The Force recruited 32 (Actual FTE) PCSO's during the period 1st April to 31st October 2009.
14. The Age/gender breakdown for PCSOs at 31st October 2009 is shown in the following table: (NB: the Age Ranges are those required by the Home Office.) Figures are shown as Headcount.

Gender	25 & under	26 - 40	41 - 55	Over 55	Total
Male	49	44	41	16	150
Female	18	34	38	5	95
Total	67	78	79	21	245

Currently, the average age for a PCSO is 36 years. The average age for a male is 36 years and 37 years for a female.

Specials

15. The table below shows the gender and ethnicity breakdown for the Special Constabulary as at 31st October 2009.

Gender	White (Head)	BME (Head)	Not stated (Head)	Total no. of Specials (Head)	Total shown as a % strength against all Specials

Male	132	29	0	161	72%
Female	55	7	0	62	28%
Total	187	36	0	223	

16. The Age/gender breakdown for Specials Officers at 31st October 2009 is shown in the following table:

Figures are shown as Headcount.

Gender	25 & under	26 - 40	41 – 55	Over 55	Total
Male	68	63	25	5	161
Female	30	23	9	0	62
Total	98	86	34	5	223

The overall average age of a Special Officers is 31 years. When broken down by gender the average age for men is 31 years and for women this is 30 years.

Total Hours Worked: - April to September 2009

City	South	North	HQ	Initial Training
5549.5	4989	6824	1100.75	2284

Community Volunteers

17. The table below shows the gender/ethnicity breakdown for Community Volunteers as at 31st October 2009

Gender	White (Head)	BME (Head)	Not stated (Head)	Total Community Volunteers	Total shown as a % strength of all volunteers
Male	58	1	2	61	40%
Female	84	3	5	92	60%
Total	142	4	7	153	

18. The Age/gender breakdown for Volunteers at 31st October 2009 is shown in the following table: Figures are shown as Headcount.

Gender	25 & under	26 - 40	41 – 55	Over 55	Total
Male	4	1	7	48	60

Female	9	9	16	60	94
Total	13	10	23	108	154

The overall average age of a Community Volunteer is 60 Years. When broken down by gender the average age for men is 63 years and for women this is 56 years. There is no significant change since the previous report.

Background Papers and Source Information

NSPIS HR System Reports.
Management Information 'Establishment' Reports.

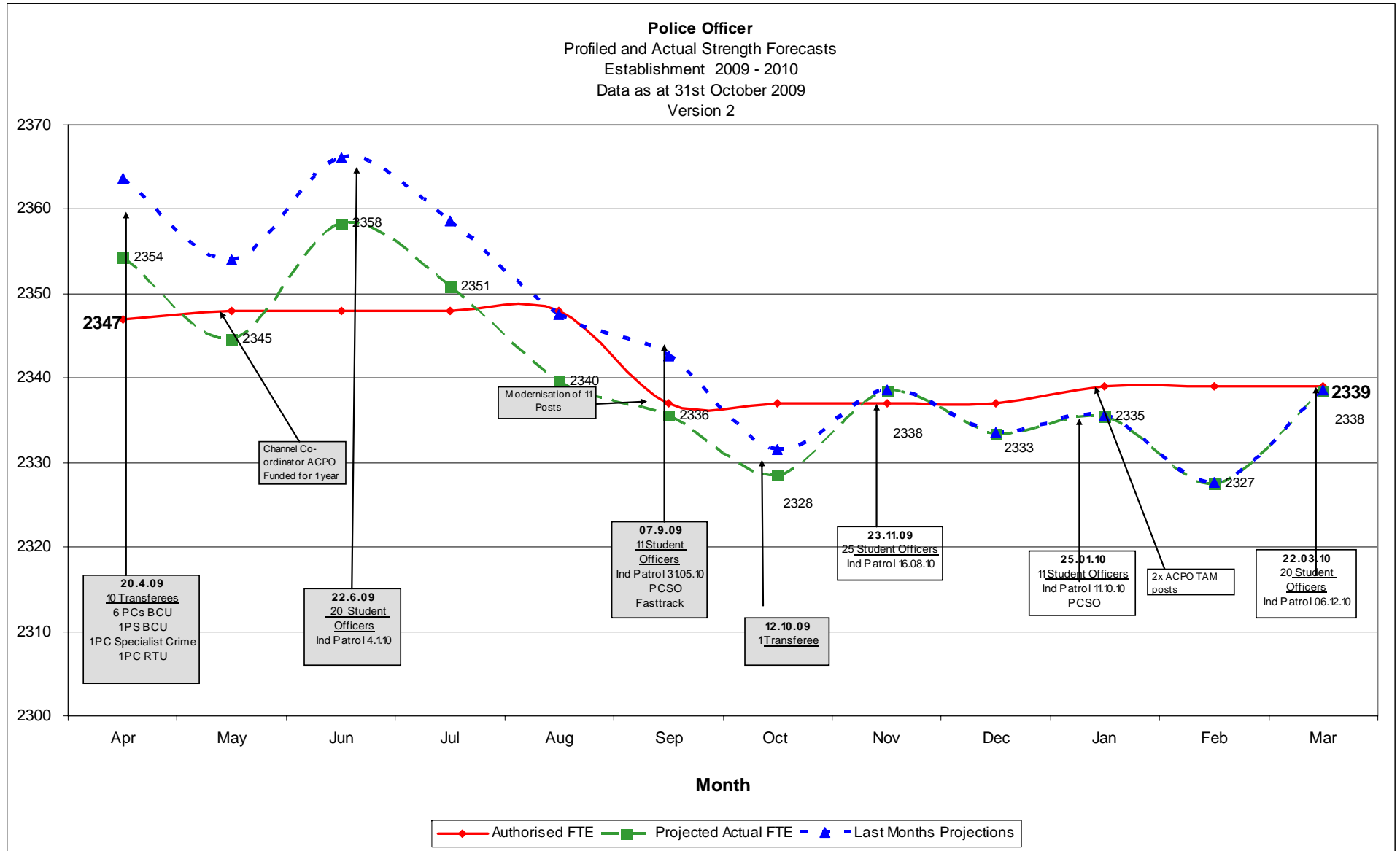
Person to Contact

Alison Coulton

Appendix 3

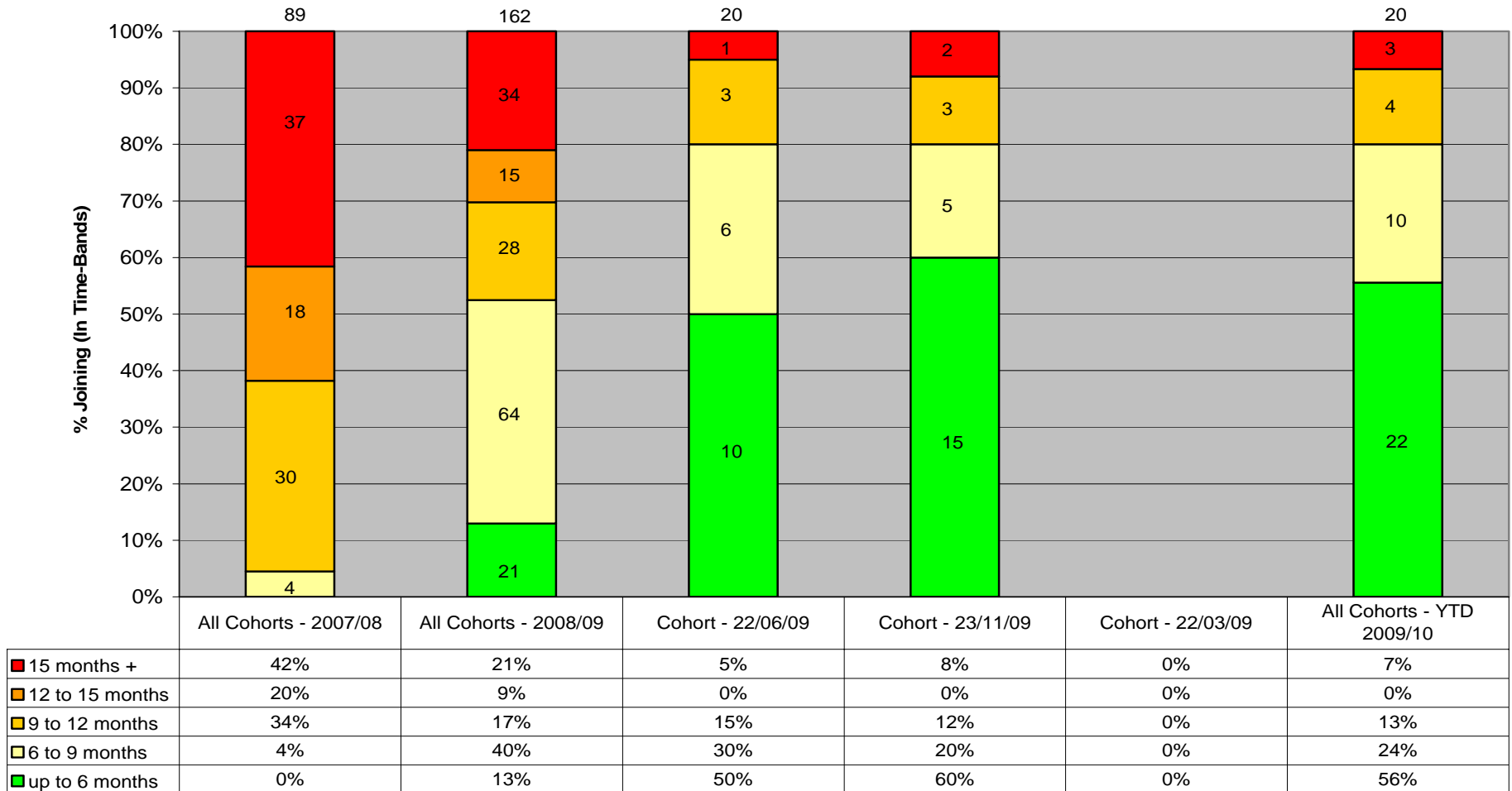
Graphs Shown in Body of Report

1.1

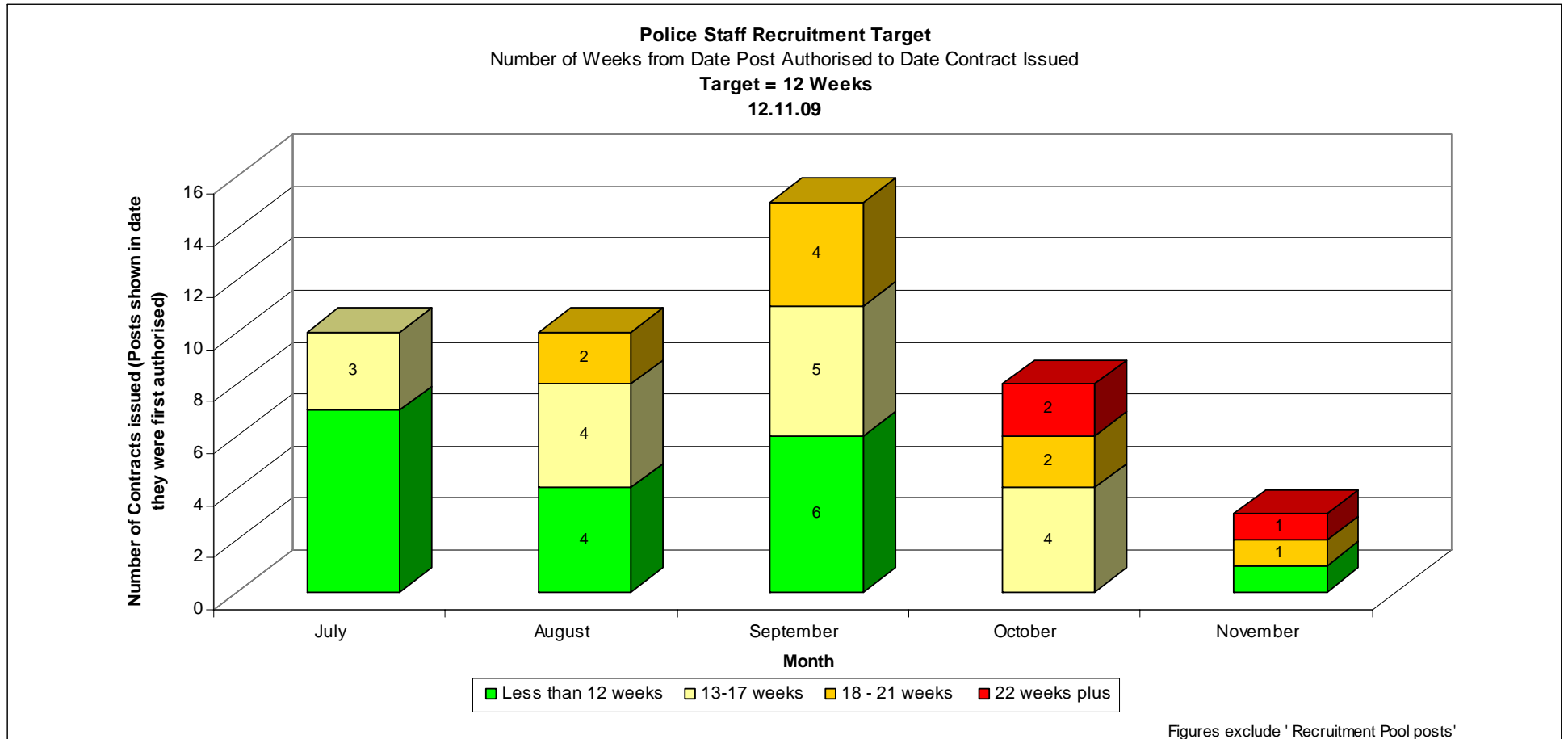


1.2 Police Officer Recruitment – Time Taken From Application to Ready to Join

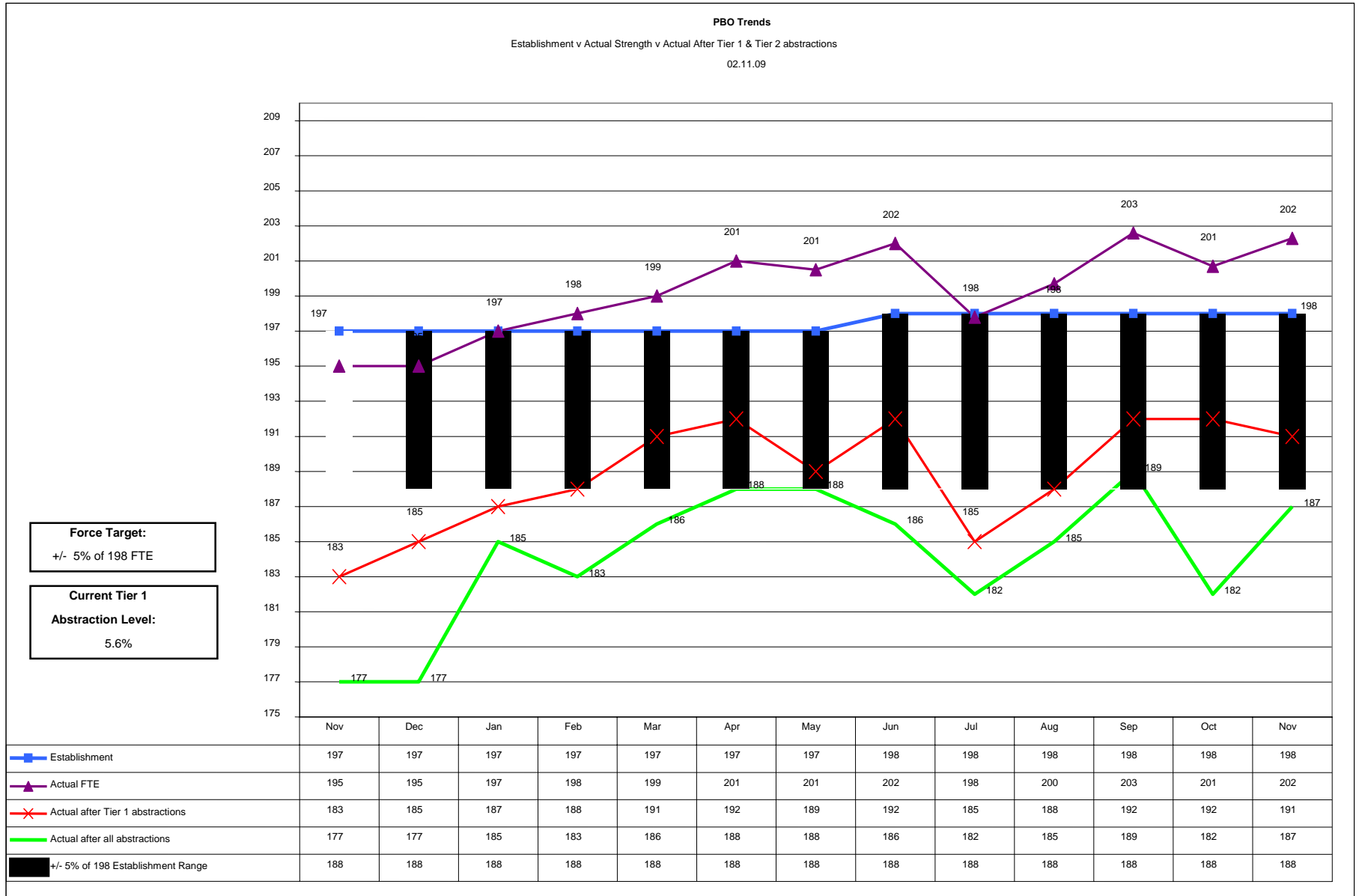
POLICE OFFICER RECRUITMENT - TIME FROM APPLICATION TO READY TO JOIN
 (numbers on the bars are the actual number of joiners)



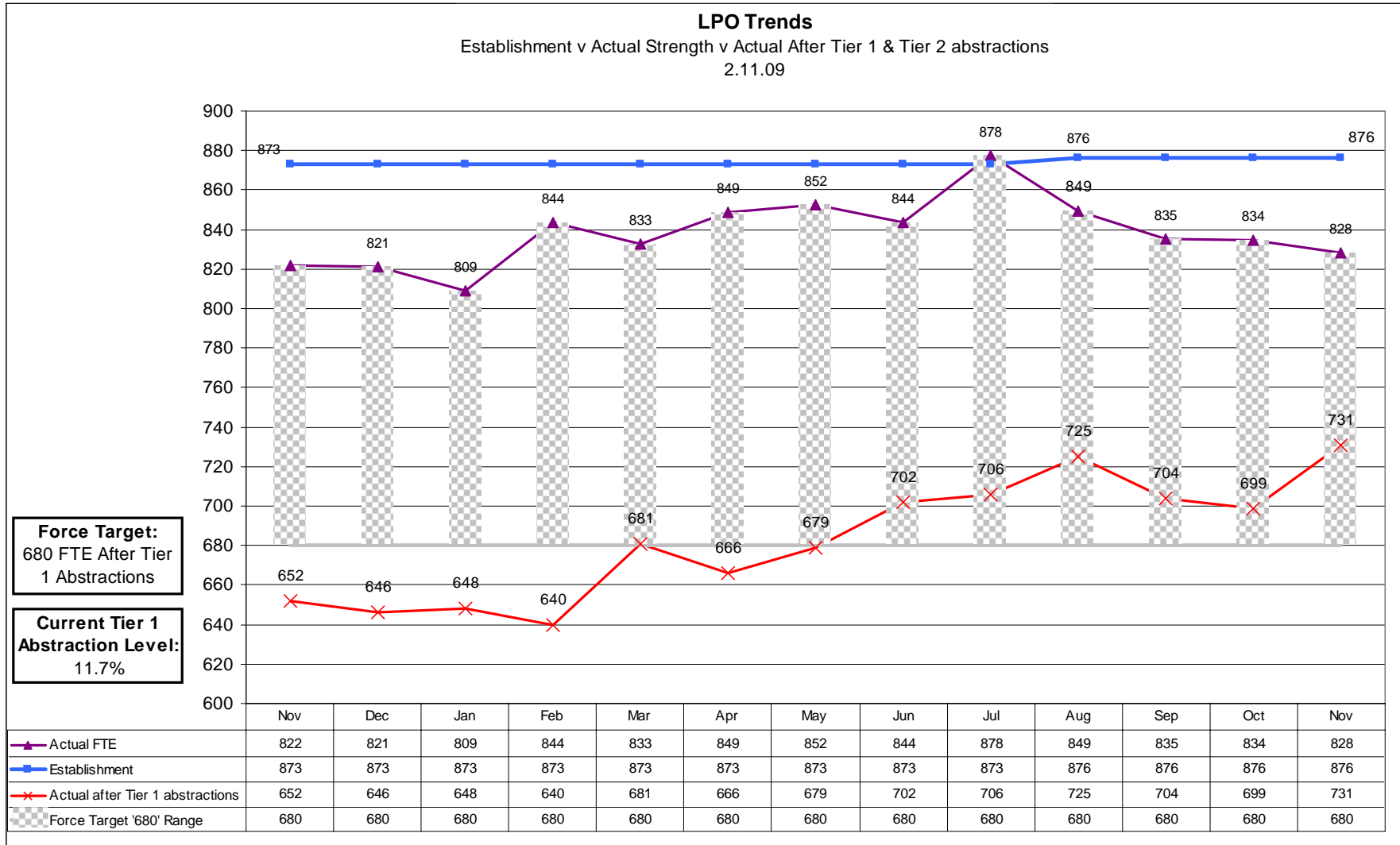
Police Staff Recruitment Target Update



1.4i To Maintain promise of 194 PBOs within Control Limits



1.4.ii To achieve and maintain promise of 680 LPOs after tier 1 abstractions



2.3

