



RSM Tenon

LEICESTERSHIRE POLICE AUTHORITY

Workforce Planning – Comparative Report

Internal Audit

2009/2010

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1. INTRODUCTION

1.1. THEMATIC REVIEW OF WORKFORCE PLANNING

From 2009/10, Bedfordshire, Derbyshire, Leicestershire, Northamptonshire and Nottinghamshire Police Authorities jointly procure internal audit services from RSM Tenon (formerly RSM Bentley Jennison). As part of this arrangement, a thematic review of workforce planning has been completed. Findings specific to each Authority and Force have been reported to each Authority.

This report provides comparative information and data based on information provided by each Authority.

1.2. DATA INCLUDED WITHIN THIS REPORT

The information provided by each Authority and Force has not been verified by RSM Tenon and this report brings together data provided by each Authority or Force, along with information published in meeting papers or in public reports.

The data and information within this report has been anonymised, with each Authority receiving a report that highlights the relevant information for that Authority / Force, and data for other Authorities having been anonymised.

2. WORKFORCE DATA

2.1. FINANCIAL DATA

2.1.1. 2008/2009 BUDGETS

The table below sets out Force budgets (overall and for staffing costs) for 2008/09, with actual outturn and variance against budget.

Table 1: Force Budgets 2008/09					
	Force A	Force B	Leicestershire	Force D	Force E
Overall Force Budget	£96,055,900	£157,222,626	£164,695,837	£114,799,453	182,626,000
Of which staffing costs	£90,827,300	£138,705,200	£155,696,000	£105,219,890	£168,738,364
Actual outturn staffing costs	£92,013,104	£138,212,137	£153,102,000	£111,474,000	£163,515,180
Variance against staffing budget	+£1,185,804	-£493,063	-£2,594,000	+£6,254,110	-£5,223,184
	+1.31%	-0.36%	-1.67%	+5.94%	-3.10%

2.1.2. 2009/10 BUDGETS

The table below sets out Force budgets (overall and for staffing costs) for 2009/10, comparing the proportion of overall budget for staffing costs.

Table 2: Force Budgets 2009/10					
	Force A	Force B	Leicestershire	Force D	Force E
Overall Force Budget	£99,507,300	£165,072,871	£169,818,037	£118,651,644	£196,039,000
Of which staffing costs	£93,089,800	£143,185,200	£157,395,000	£106,924,979	173,978,417
Proportion of budget allocated for staffing costs	93.55%	86.74%	92.68%	90.12%	88.75%

2.1.3. OVERTIME

Although our reviews did not consider how overtime is managed or recorded, Forces did provide information on overtime levels for 2008/09 and for the first quarter of 2009/10.

Table 3: Overtime Costs					
	Force A	Force B	Leicestershire *	Force D	Force E
2008/09 Overtime					
Overtime Budget 2008/09	£4,116,300	£3,554,700	£3,872,000	£2,492,624	£4,537,710
Overtime Actual spend 2008/09	£4,434,665	£3,929,678	£5,712,000	£3,880,007	£6,486,181
2009/10 Overtime					
Overtime Budget 2009/10	£2,868,000	£3,672,600	£2,885,000	£2,646,545	£5,224,162
Overtime Budget Q1 of 2009/10	£717,000	£1,079,400	£908,000	£662,577	£1,473,444
Actual Overtime costs Q1 2009/10	£1,356,347	£905,088	£1,024,000	£569,523	£1,795,705

* data provided to nearest £1,000. Actual overtime costs include overtime funded through non-mainstream funding and therefore which do not come under main budget.

The table below compares the actual overtime spend for 2008/09 as a proportion of the original 2008/09 staffing costs budget.

Table 4: Comparison of 2008/09 overtime costs with staffing costs budget					
	Force A	Force B	Leicestershire *	Force D	Force E
Staffing Costs Budget 2008/09	£90,827,300	£138,705,200	£155,696,000	£105,219,890	£168,738,364
Overtime Budget 2008/09	£4,116,300	£3,554,700	£3,872,000	£2,492,624	£4,537,710
Overtime budget as % of staffing costs budget	4.53%	2.56%	2.49%	2.37%	2.69%
Actual overtime spend 2008/09	£4,434,665	£3,929,678	£5,712,000	£3,880,007	£6,486,181
Actual overtime spend as % of staffing costs budget	4.88%	2.83%	3.67%	3.69%	3.84%

* data provided to nearest £1,000. Actual overtime costs include overtime funded through non-mainstream funding and therefore which do not come under main budget.

2.2. WORKFORCE DATA

2.2.1. POLICE OFFICERS IN POST

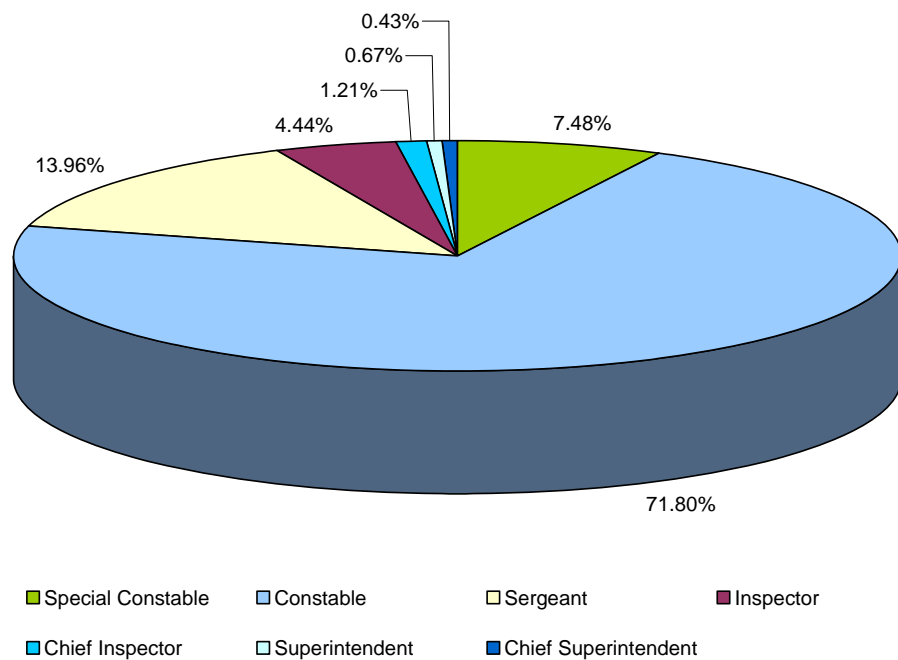
The table below provides summary data on police officers in post (including Special Constables, and Constables through to Chief Superintendents). Where earlier data was provided, we also show the increase / decrease in officer numbers.

Table 5: Police Officers in Post (rounded to nearest whole figure)					
	Force A	Force B	Leicestershire	Force D	Force E
As at 31/12/2008					
Total in post		2464	2498	1497	2652
Vacancies		151	9	0	0
Vacancies excluding special constables		0	9	0	0
As at 30/06/2009					
Total in post	1446	2462	2552	1514	2136
Vacancies	153	146	6	5	0
Vacancies excluding special constables	1	0	6	5	0
Net increase / decrease 31/12/08 – 30/06/09		-2	+55	+17	-516
Light restricted duties / at 30/06/09	82	309	99	57	78
Sick at 30/06/09	36	0	57	37	25
In post & working as at 30/06/09	1328	2153	2396	1420	2033

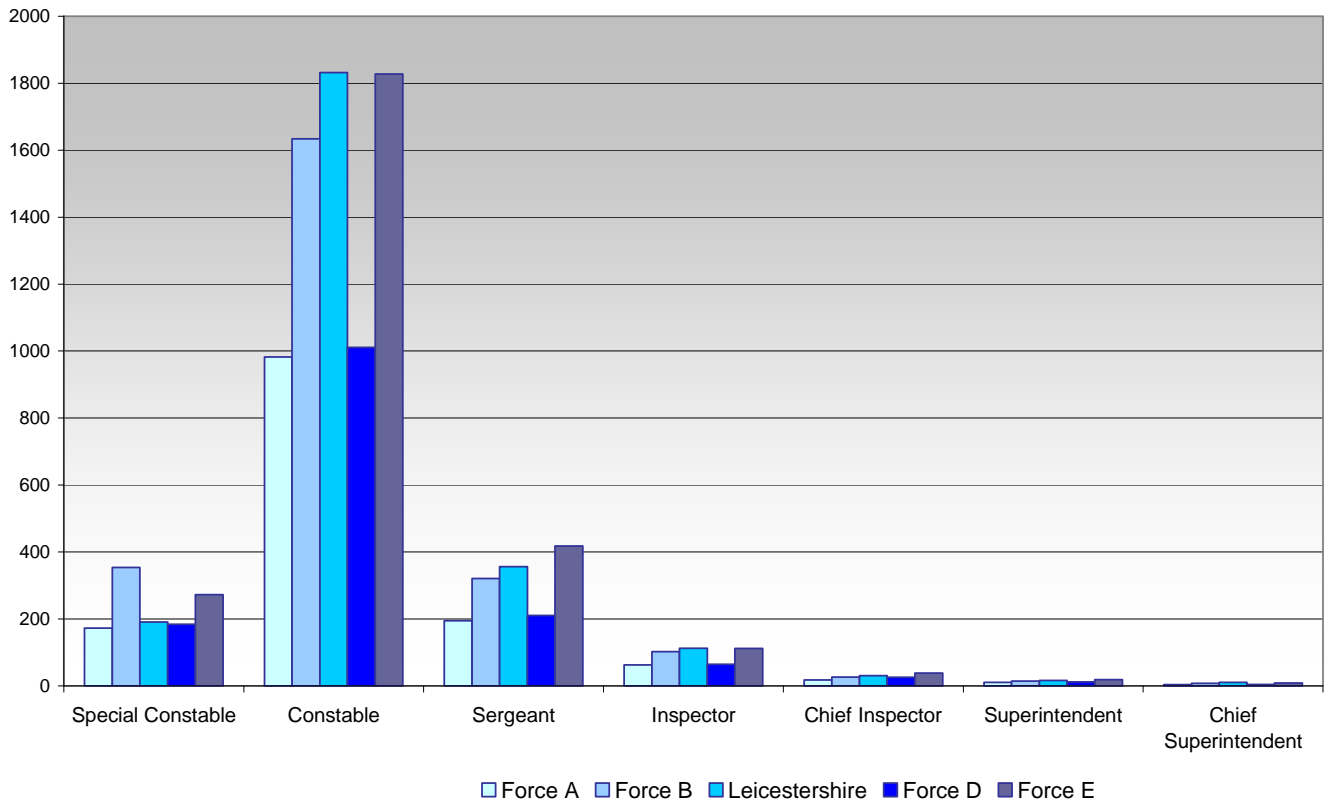
2.2.2. PROFILE OF POLICE OFFICERS IN POST AT 30/06/2009

Table 6: Profile of Police Officers in Post (rounded to nearest whole figure)					
	Force A	Force B	Leicestershire	Force D	Force E
Special Constables	173 (11.96%)	354 (14.38%)	191 (7.48%)	184 (12.15%)	273 (10.12%)
Constable	982 (67.91%)	1634 (66.37%)	1832 (71.80%)	1011 (66.76%)	1827 (67.74%)
Sergeant	195 (13.49%)	321 (13.04%)	356 (13.96%)	211 (13.94%)	418 (15.50%)
Inspector	63 (4.36%)	103 (4.18%)	113 (4.44%)	65 (1.72%)	112 (4.15%)
Chief Inspector	18 (1.24%)	27 (1.10%)	31 (1.21%)	26 (1.72%)	39 (1.45%)
Superintendent	11 (0.76%)	15 (0.61%)	17 (0.67%)	12 (0.79%)	19 (0.70%)
Chief Superintendent	4 (0.28%)	8 (0.32%)	11 (0.43%)	5 (0.33%)	9 (0.33%)
Total	1446	2462	2552	1514	2697

Graph 1 below represents the profile of Police Officers for Leicestershire Police Authority as at 30/06/2009:



Graph 2 below shows the number of officers at each rank for all five forces as at 30/06/09:



2.2.3. POLICE STAFF IN POST

	Force A	Force B *	Leicestershire	Force D	Force E
Total in post 30/06/2009	935		1228	1225	1477
Of which:					
Off sick	22		14	0	23
Restricted duties	34		33	31	28
In post & working	879		1181	1194	1426

* No data provided for Police Staff

2.2.4. DESIGNATED OFFICERS IN POST

Designated Officers are persons employed by the police authority who have been chosen by Chief Officers to exercise specific powers which would otherwise only be available to police officers. Designated Police Staff were introduced as part of the Police Reform Act 2002. The table below provides summary data on designated officers in post. Where earlier data was provided, we also show the increase / decrease in officer numbers.

Table 8: Designated Officers in Post (rounded to nearest whole figure)					
	Force A	Force B	Leicestershire	Force D	Force E
Total in post at 31/12/08	*	281	266	162	319
Vacancies at 31/12/08		0	11	0	0
Total in post at 30/06/09	172	274	280	196	323
Vacancies at 30/06/09	3	0	6	0	30
Net increase / decrease 31/12/08 – 30/06/09		-7	14	34	4

* No data provided for Designated Officers as at 31/12/2008

2.2.5. PROFILE OF DESIGNATED OFFICERS IN POST AT 30/06/2009

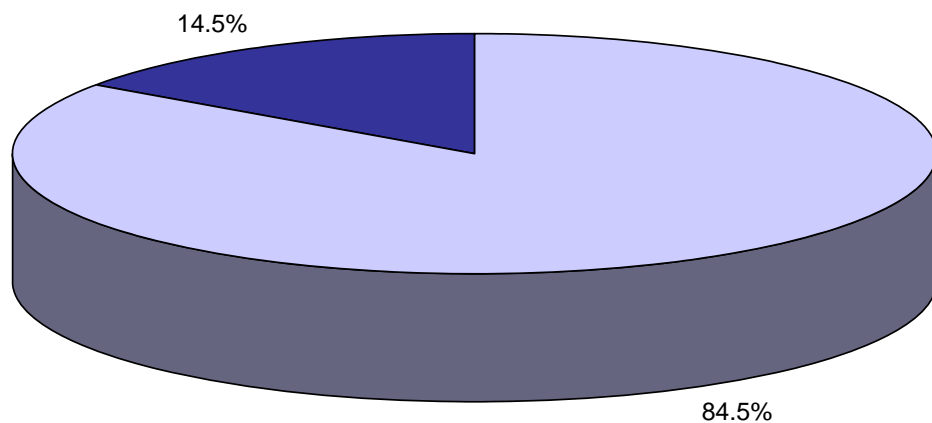
The Police Reform Act 2002 allows designation of skilled police staff to four roles:

- Police Community Support Officer (PCSO)
- Investigation Officer
- Detention Officer
- Escort Officer

Table 9: Profile of Designated Officers in Post (rounded to nearest whole figure)

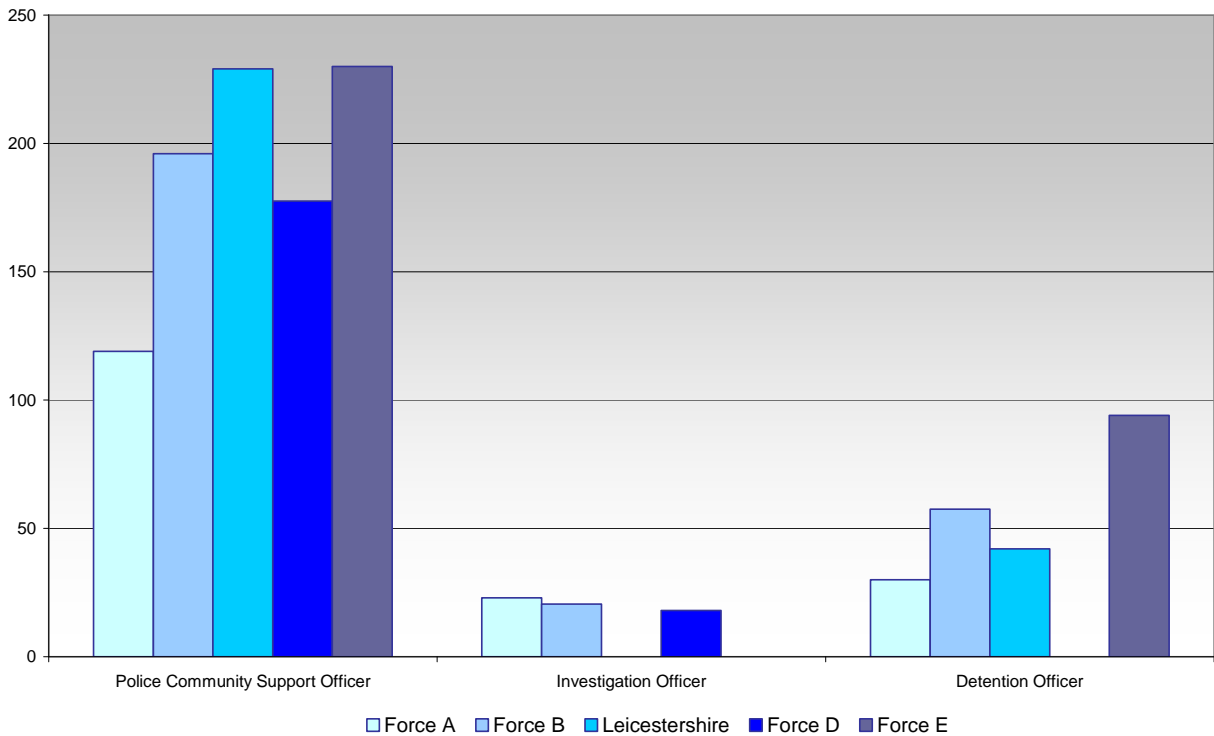
As at 30/06/2009	Force A	Force B	Leicestershire	Force D	Force E
Police Community Support Officer	119 (69.19%)	196 (71.53%)	229 (84.5%)	178 (90.79%)	230 (70.99%)
Investigation Officer	23 (13.37%)	21 (7.48%)	0 (0%)	18 (9.21%)	0 (0%)
Detention Officer	30 (17.44%)	58 (20.99%)	42 (15.5%)	0 (0%)	94 (29.01%)
Escort Officer	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Total	172	274	271	196	324

Graph 3 below represents the profile of Designated Officers for Leicestershire Police Authority as at 30/06/2009



■ Police Community Support Officer
 ■ Investigation Officer
 ■ Detention Officer

Graph 4 below shows the number of designated officers in post across all five forces as at 30/06/09:



3. WORKFORCE PLANNING

3.1. WORKFORCE PLANS

Each of the five forces is in a different stage of planning for its future workforce needs, and most also have plans in place to extend current workforce planning arrangements. The table below reflects the nature of workforce plans at the time of our reviews and future plans.

Force	Current	Future
A	12 months ahead	Planning to move to a three year plan to tie in with the three year Strategic Plan and Medium Term Financial Planning. Eventual move to ten year forecasting
B	Staff levels forecast for coming 12 months Workforce plan for officers covers next 2.5 years	New project commenced to map officer and police staff establishment
Leicestershire	Financial Year	Moving to three / five year projections The Force has recently prepared data on forecasts for officers, staff and PCSOs taking into account anticipated population growth up to 2031. Data has also been produced regarding the establishment including losses and gains for the current year and forward to 2026.
D	12 months developing into a three year rolling plan. Five year workforce plan includes high level data on forecast recruitment The Force has produced a three year rolling plan with detailed projections for the period to 2012. Data includes split of the various ranks, losses, gains, part time posts and actual based upon growth of 40 officers. Longer term projections for overall officer and staff numbers to 2026 based on population growth	Developing projections/ forecasting for "critical" police staff posts
E	12 months	Three years

3.2. VACANCY FACTORS

The level of vacancy factor built into budgets varies from Force to Force as shown in Table 10.

Table 11: Vacancy Factors used 2009/10	
Force	Vacancy Factor
A	1.5% officer posts plus 4.5% towards efficiency savings
B	2% of salary cost
Leicestershire	Police Officers: specific detailed projections based on retirement dates and intakes. Police staff: Varies from 0% to 5% depending on size of department.
D	1.25% built into budget for any department with more than eight members of staff
E	No overall or cross-division vacancy factor. Vacancies built into budgets for each division.

3.3. ASSUMPTIONS MADE IN WORKFORCE PLANNING

Other than vacancy factors, there are a number of assumptions that are made when developing a plan, several of which are used across all of the Forces. The various assumptions used when developing workforce plans are:

- Minimum 4% turnover / that leavers will follow previous years' trends
- Officers in training will not drop below 36
- Set and agreed new intakes each year
- Transferees are not a guaranteed source of resource.
- Retirement levels and trends / increased retirement levels for coming few years following significant intake of officers 30 years ago.
- That a proportion of PCSOs will apply to become police officers; this is used specifically when monitoring PCSO establishment.
- Time to recruit
- New recruits
- Population and housing growth

3.4. ENVIRONMENTAL SCANNING

There are numerous sources of information available. Some forces have an HR-focused environmental / horizon scanning report, while others cover wider topics. Not all forces were fully using the information from environmental scanning to inform future workforce plans. Below we list those sources that one or all of the five forces use for environmental scanning:

- Chartered Institute of Personnel and Development (CIPD).
- Links to a Barrister reporting on outcomes on cases and case law.
- Xpert-HR – online HR intelligence subscription service.
- Mechanism in place to share horizon scanning across the South East Region.
- ACPO website
- NPIA
- HMIC
- Home Office
- Monitoring new government information, guidance, white and green papers.
- Regional networking forums
- National press
- Merseyside Police
- Set up of Force's own environmental scanning group, including representatives from HR and Workforce Planning teams
- Population growth projections
- Housing growth projections

Some forces sharing horizon / environmental scanning information with their neighbours.

3.4.1. 2010 OLYMPICS

The full implications of the 2012 Olympics for any one Force is not yet known. Although we did not review how Forces are preparing for the Olympics, when discussing assumptions and horizon scanning with Forces, the following were noted:

- **Authority B:** the Authority has a nominated lead member for 2012 Olympics. On agenda for Commanders Resourcing Group. June 2009 minutes stated that whilst there is unlikely to be an effect on uniformed patrol officers, there will be an impact on the Firearms and Dog Units. The implication is that these individuals will be seconded for a period of three to four months.
- **Leicestershire:** The Force has a London 2012 Olympics Steering Group to review and prepare for the impact of the Olympics.
- **Authority D:** The Force is seeking to predict likely gaps for roles which will be needed for the 2012 Olympics and the movement of firearms officers to the Metropolitan Police Service.

4. GOVERNANCE AND REPORTING

4.1. AUTHORITY COMMITTEES OVERSEEING WORKFORCE PLANNING

For all authorities, workforce planning is a topic that is not limited to discussion at just one committee. We asked Authorities which committee or panel had overall responsibility for overseeing workforce planning. For four Authorities, an HR Committee or Panel took a lead, although related information was discussed at or reported to the full Authority and / or Finance related committees. One Authority (as set out in tables 11 and 12) has a Resources Committee which has both Financial and Human Resources functions, and therefore provides a useful and effective joined up overview of the implications of workforce planning.

4.1.1. WHICH AUTHORITY COMMITTEE OVERSEES WORKFORCE PLANNING?

Authority	Committee or Panel	Reports to
A	HR Committee	Authority
B	HR committee	Authority
Leicestershire	HR Committee	Authority
D	Resources Committee	Authority
E	HR & Diversity Panel	Performance Committee (which reports to the Authority)

4.1.2. COMMITTEE TERMS OF REFERENCE

Table 13: Functions / Responsibilities of Committees with oversight of Workforce Planning	
Authority	Committee / Panel and Terms of Reference
	This only includes those elements that relate to workforce planning.
A (HR Committee)	<ul style="list-style-type: none"> ▪ To keep under review the workforce mix to ensure the right combination of skills, posts and numbers of personnel with sufficient flexibility to meet the demands of policing for the foreseeable future. ▪ To consider and advise the Police Authority in respect of responsibilities for the strategic management of the Force's personnel including collaboration initiatives on issues such as: <ul style="list-style-type: none"> Recruitment & retention Training and development Progression and career development Leadership and Management ▪ To ensure adequate links are maintained with appropriate Force Strategy groups and other Police Authority Committees in order to provide a coherent HR response.
B (HR Committee)	<ul style="list-style-type: none"> ▪ To oversee the Force's Human Resources Business Plan ▪ To maintain an overview of the Force's and Authority's policies, practices and performance in relation to: retention, recruitment, workforce modernisation, development and training, welfare and occupational health. ▪ To set and monitor the implementation of the Force's local employment targets.
Leicestershire (HR Committee)	<p>Referred functions:</p> <ul style="list-style-type: none"> ▪ To consider and make and necessary recommendations on strategic matters relating to police officers and support staff. ▪ To oversee the Force's Human Resources Plan. ▪ To oversee the appointment of Chief Officers, and for members' involvement in the selection process for equivalent graded support staff. <p>Delegated Functions:</p> <ul style="list-style-type: none"> ▪ Agree policies and procedures within its Terms of Reference ▪ Monitor, review and agree revisions to the Human Resources Plan. ▪ Determine the staffing arrangements, requirements and structure of the Authority employees.

Table 13: Functions / Responsibilities of Committees with oversight of Workforce Planning	
Authority	Committee / Panel and Terms of Reference This only includes those elements that relate to workforce planning.
D (Resources Committee)	Finance related matters: Approval and monitoring of the Efficiency Plan Human Resources Related: Approval of the Human Resources and Training Plans of the Force.
E (HR & Diversity Panel)	To consider and make recommendations to the Performance Committee on matters relating to HR policy and strategy, including: <ul style="list-style-type: none"> ▪ workforce modernisation ▪ the HR Strategy and annual business plan ▪ recruitment and retention issues ▪ training and development (including the Annual Costed Training Plan)

4.1.3. ASSIGNED LEAD MEMBER FOR WORKFORCE PLANNING

Table 14: Lead Members for Workforce Planning (or related topics)	
Authority	Lead member arrangements
A	Chair of HR Committee
B	There are a number of lead members with responsibilities linked to specific divisions. In addition there are lead members for: <ul style="list-style-type: none"> ▪ Workforce modernisation ▪ Olympics 2012 ▪ Special Constabulary ▪ Training ▪ Vacancy Control and Moving Forward Project
Leicestershire	Chair of HR Committee
D	Nominated liaison Authority Member
E	Each member of the HR and Diversity Panel is assigned a Division and meets with the Division Commander to discuss various issues.

4.2. REPORTING TO THE AUTHORITY / COMMITTEES

The level and frequency of reporting of workforce planning data varies across the five Authorities. We set out below a high level overview of some of the reporting to the Authorities where the reporting particularly stood out as useful reporting for Authority members (see also section 6 of this report on good practice).

4.2.1. AUTHORITY A

On a quarterly basis the HR Committee receives a quarterly report on the performance, workforce plans and associated HR issues. For example the report for June 2009 included a breakdown of predicted officer numbers for the next six months, a breakdown of officer strength both by rank and division / directorate and staff by division for elements including:

- Establishment
- Strength
- Vacancies
- Sickness
- Maternity
- Restricted duties
- Recuperative Duties; and
- Overall effective strength

The data provided provides clearly the position for each division and rank and provides a good level of details highlighting the overall vacancies for each of the areas set out. There is also the facility to drill down further to provide even more detail if / where required

4.2.2. LEICESTERSHIRE

The Authority's HR Committee oversees Force workforce planning matters on behalf of the Authority. The Chair of the HR Committee also sits on the Finance & General Purposes Committee.

The HR Committee receives quarterly reports on HR matters and also a report on the Business Plan performance information. This includes details on officer strength forecasts, recruitment, establishment versus strength, PCSO establishment and actual strength projections, as well BME / Female representation data, sickness data, updates on various planned developments information on the leadership scheme.

Details of the establishment figures are set out in rank order for officers and a comparison is provided between the current period and the same period the previous year.

4.3. REPORTING TO CHIEF OFFICERS

Each Force has its own internal management structure, and therefore workforce planning is discussed at different meetings and groups. We set out below an overview of some of the reporting within Forces where workforce planning is / may be discussed.

4.3.1. FORCE A

The Force Executive and People Services Management Group receive monthly information through the People Services Performance reports.

Other reporting channels include:

- **Force Executive:** Associated issues / reports including the Performance data produced is reported overviewed and discussed.
- **People Services Management Group:** Issues relating to all HR and associated workforce planning issues including outcomes and related matters in connection with the Performance Data Pack
- **The Performance Improvement Board**

4.3.2. FORCE B

The Constabulary has a rolling plan and this is reported to the Commanders Resourcing Group (CRG), the forum where strategic and operational decisions are made with regard to managing transfers, intakes and establishment levels. CRG is provided with monthly reports in spreadsheet form which highlight the following:

- Breakdown of Officer by Rank
- Deployable Strength by Division & Department, Constables, Sergeants only
- Constable Strength by Division and Department - Current Picture
- Seconded Officers
- PCSOs

Due to budget constraints, a vacancy control panel has been established which is chaired by the ACC (Support), and feedback is reported to HR Committee as a standing item on the Committee agenda.

4.3.3. LEICESTERSHIRE

The Establishment Board receives the strength data for officers overall for the current year (profiled and actual strength forecasts), in addition to a rolling 12 month report on the overall Police Officer establishment (versus actual strength and details of actual strength after abstractions) for the BCUs.

The Chief Officers of the Force receive various reports on workforce planning activity and progress depending on their requirements. In addition to the HR plans, reports and workforce plans reported to various groups, we confirmed through review of papers that the Chief Officers received details of the High Potential Development Scheme, (and the national scheme linked to this HPDS), a report on the Police Promotion Process linked to career development.

Chief Officers also attend Performance Delivery Group meetings where data and details on the establishment and movements are discussed. The Force's Director of HR sits on all Chief Officer Groups (as ACC equivalent) in the organisation.

4.3.4. FORCE D

The HR Scorecard is produced by the Department for Service Improvement (DSI) and includes details of associated key performance data, turnover data for officers and staff, actual FTE for staff and officers, BCU and departmental headcount data. The data is subject to discussion at the HR Operations meetings and elements included in various reports produced for the Force/ Authority. There are a number of forums where workforce matters are reported and discussed:

- **HR Planning and Steering Group** meetings are departmental and held monthly to discuss associated strategic and transactional matters and to determine actions required etc. to progress / deliver requirements.
- **Strategic HR Planning Steering Group** The Group meets monthly (and includes 3 Chief Officers) to set the strategic direction on workforce planning matters.
- **Chief Officers Group** discuss matters relating to workforce planning and receive ongoing reports/ updates on workforce planning matters depending on issues arising / planning matters and do request specific information on an ongoing basis. As set out above 3 Chief Officers also attend the Strategic Planning Steering Group meetings and therefore are aware of associated ongoing issues and matters arising.
- **Managing Staff Group** These meetings are held bi-monthly and receive reports covering the Police Staff establishment figures. Details also include funding levels for each department/BCU breakdown of actual establishment, vacancies, unfunded posts, losses and gains.
- **Managing Finance Group meetings** are held monthly and they receive reports/ updates on associated financial matters, which may be linked to workforce planning issues.

4.3.5. FORCE E

There are a number of different forums within the Force where information regarding staffing levels is discussed:

- Regional HR Directors Meetings
- Force Executive Group (FEG)
- Focus Group
- Staff Planning Group (SPG)

Each month the SPG feeds into the FEG. The Director of HR also provides further updates and information on particular HR issues. The report on establishment is broken down by division and by Police Officer and Police Staff Numbers.

4.4. USE OF RESOURCES

The methodology used by the Audit Commission and other external auditors for Use of Resources assessments for 2008/09 has been updated since the previous PURE assessment. In late 2009 the Audit Commission published on its OnePlace website the Use of Resources assessments for all organisations that come under the new Comprehensive Area Assessment (CAA), including police authorities and their use of resources scores. Not all topics are reviewed every year; in 2008/09 Workforce Planning was the specific topic covered under the Managing Resources assessment.

Authority	Overall Score	Managing Resources	Workforce Planning (KLOE 3.3)
A	3	3	3
B	3	3	3
Leicestershire	3	2	2
D	3	3	3
E	2	2	2

Description of scores:

1. An organisation that does not meet minimum requirements (performs poorly)
2. An organisation that meets minimum requirements (performs adequately)
3. An organisation that exceeds minimum requirements (performs well)
4. An organisation that significantly exceeds minimum requirements (performs excellently)

Note: None of Police Authorities in England scored a 4 for overall URE assessment or for the Managing Resources element of the assessment.

5. RISK MANAGEMENT

Tables 16 and 17 set out the risks identified by the Authorities and Forces relating to workforce planning.

5.1. RISKS IDENTIFIED BY THE AUTHORITIES

Table 16: Risks linked to Workforce Planning included in Police Authority Risk Registers	
Authority	Risks
A	<ul style="list-style-type: none"> ▪ Insufficient or inexperienced police authority members reduces Authority’s effectiveness ▪ Insufficient resources to maintain an effective police authority ▪ Lack of strategic leadership capacity ▪ Officers may work to rule of industrial action taken by staff ▪ Temporary staff are only supplied by a small number of agencies
B	<ul style="list-style-type: none"> ▪ Resources may not be adequate to deliver priorities ▪ Attracting and appointing effective members ▪ In relation to HR initiatives: <ul style="list-style-type: none"> - Initiatives not agreed, inappropriate or not delivered - Basic data flawed - New head of HR not yet in post and new relationships o be developed
Leicestershire	<ul style="list-style-type: none"> ▪ Failure to deliver and monitor a robust financial plan. ▪ Failure to deliver a strategic agenda, including East Midlands Collaboration <ul style="list-style-type: none"> - by not aligning strategic plans between the Authority and Force - by not linking performance to its planning and resource allocation - by not working collaboratively with East Midlands police authorities. ▪ Failure to attract and retain quality candidates for Authority and Force.
D	<ul style="list-style-type: none"> ▪ Poor Police Performance ▪ Vacancy at ACPO level ▪ Inadequate financial controls over local / regional resources
E	<ul style="list-style-type: none"> ▪ Increased sickness absence, due to a failure to manage significant risks ▪ Skills Matrix prepared for National assessment of skills. [The Police Force] do not readily have a workable system which can identify staff with key skills. ▪ Terrorism - Capacity and Capability to investigate a terrorist incident. ▪ Dismantling Barriers - The force will not be representative of the community is serves and this will in turn affect trust and confidence and citizen focus

5.2. RISKS IDENTIFIED BY FORCES

Table 17: Risks linked to Workforce Planning included in Force Risk Registers	
Force	Risks
A	<ul style="list-style-type: none"> ▪ Failure to recruit and retain Force staff ▪ Failure to recruit specialist officers e.g. Detectives ▪ Lack of succession planning in Protective Services ▪ Training does not add value to the organisation ▪ Failure to benefit from an improving attendance policy ▪ Inability to recruit and retain officers.
B	<ul style="list-style-type: none"> ▪ Resource availability for operational or support function deployment. ▪ High staff turnover driving higher support costs, reducing net skills across the organisation, reducing deployment options, increasing training costs and overloading training capacity, reducing level of commitment to the organisation from existing staff.
Leicestershire	<ul style="list-style-type: none"> ▪ Increasing abstractions and demand on specialist resources and other Staff ▪ 2012 Olympic Games ▪ National Flu Pandemic ▪ Impact on public confidence if promises are not delivered
D	<ul style="list-style-type: none"> ▪ Ongoing loss of specialist officers because of active recruitment on better terms by other forces resulting in key knowledge and capability gaps in the Force ▪ Available Force staffing resources are dramatically reduced (e.g. Flu pandemic or any other reason) resulting in an inability to deliver core policing services ▪ A sustained Police Staff strike occurs because of proposed changes to terms and conditions of employment resulting in significant disruption or reduction or loss or non delivery of key services (e.g. FCC, SOCO, PCSO, Payroll) ▪ The current recession means that there is likely to be less funding available, both from public sources to enable the force to prepare for growth. ▪ Inadequate risk assessment and management of major incidents due to lack of trained bronze level commanders, resulting in serious injury, damage to force reputation and loss of public confidence.
E	<ul style="list-style-type: none"> ▪ Police Officers – numbers must remain at authorised establishment level to ensure consistent service across the force ▪ Police Staff – vacancies must be reduced ▪ PCSOs – if an establishment of 257 not achieved in March 2010 there will be a loss of grant of £20,793 per post

6. GOOD PRACTICES AND IDEAS

Here we set out some of the practices and arrangements in place that we noted during our audits and consider worth sharing with all authorities.

6.1. REPORTING

6.1.1. FORMAT AND ACCESSIBILITY OF DATA AND REPORTING (AUTHORITY A)

The data proved by People Services in their Performance Report to the HR Committee provides a good level of detail highlighting overall vacancies as well as the overall position for each division and rank. We found this data to be particularly accessible to the lay reader

In addition, the Chair of the HR Committee advised that she is particularly pleased with the way this is reported and shows the latest position in a way that is easily understood. There is also the facility to drill down further to provide even more detail if / where required.

While reporting of such data is common practice, the reports stood out to the audit team because of their accessibility and that the information was easy to interpret “at a glance” with use of tables and graphs.

6.1.2. FORMAT AND ACCESSIBILITY OF DATA AND REPORTING (LEICESTERSHIRE)

All forces within involved in our review prepare various reports, plans and data relating to workforce planning. We noted the data reported at within the Force provides the reader with good quality information that can be easily understood due to the format and layout. Use of graphs helps the reader interpret the data.

6.2. WORKFORCE PLANS

6.2.1. LONG TERM PLANNING (LEICESTERSHIRE & AUTHORITY D)

The Forces have produced officer projections for the period up to 2026 ensuring workforce planning takes account of future developments within the region including predicted population growth.

6.2.2. CONFIRMING ASSUMPTIONS (AUTHORITY D)

The Force monitors the accuracy of the assumptions it has made when compiling and revisiting its workforce plans; over a 12 month period the Force has achieved a 98.1% accuracy on the assumptions made.

6.2.3. TOOLKIT DEVELOPMENT (AUTHORITY D)

The Force has identified a toolkit to help towards planning for the make-up of the Force for the future; this is under development.

6.3. HR FUNCTION AND PEOPLE DEVELOPMENT

6.3.1. POLICING EXPERIENCE WITHIN THE HR FUNCTION (AUTHORITY B)

The HR team within the Constabulary currently has senior posts filled by police officers. Although not unique in doing this, we consider this to be a good way of ensuring that the HR team not only has HR expertise within its staff base, but can draw on policing experience to ensure that the HR team provides a support function that understands the pressures of policing.

6.3.2. PERFORMANCE DEVELOPMENT REVIEW (AUTHORITY D)

Although not specifically covered within workforce planning audits, it should be noted that the Force's annual Performance Development Review moderation process was recognised as good practice by the NPIA.

6.3.3. LEADERSHIP SCHEME (AUTHORITY A)

The Force has been using the National Police framework for two years for (of which they were a pilot) and they aim to manage aspirations and expectations of officers to 'grow their own leaders' to identify and develop skilled talent pools and future leaders through the Leadership Scheme.

6.4. VACANCY CONTROL

6.4.1. VACANCY CONTROL AND SHARING THE PAIN (AUTHORITY B)

As part of the scrutiny of deployment by the Commanders Resource Group (CRG), a vacancy control panel has been established which is chaired by the Assistant Chief Constable. A business case must be put forward for any new recruits or a position to be created. This is a tool to encourage managers to consider the financial implications of new recruits and consider the resources that may already be available before requesting a new post/ position. In addition, the Constabulary has an "equal pain" ratio in existence to ensure that no one Division / Department is carrying an excessive number of secondments / abstractions and the Constabulary as a whole share the burden of any workforce planning issues.

6.5. AUTHORITY / FORCE LIAISON

6.5.1. LIAISON WITH DIVISIONS (AUTHORITY E)

Each member of the HR and Diversity Panel is assigned a Division and meets with the Division Commander on a quarterly basis to discuss various issues. As part of this framework of regular meetings, a briefing paper is produced highlighting key issues that should be discussed. Information is then fed back through the Authority's Committee structure. For example, one briefing asked members to obtain information from Division Commanders regarding the withdrawal of Crime and Disorder Reduction Partnership, the impact it may have on posts and the actions being taken to mitigate this risk.

This process provides a structure not only for Authority Members to better understand policing issues facing the Force, but also to discuss and understand specific issues in more depth and to obtain officer opinions and feedback on those matters.