

Devon and Cornwall Police Authority Human Resources Committee

24 March 2009

Open for the purposes of FOI

Report of Director Human Resources

Workforce Modernisation

Recommendation:

(i) The Committee considers the contents of this report and any further actions required.

Introduction / Summary

1. The report provides an update on the workforce modernisation programme and progress towards the key targets for increasing front line resources, civilianisation and reduced numbers of other police staff roles.
2. This has been an extremely involved piece of work involving many people across a wide range of departments and units over a period of time, both in planning and execution.
3. Very good progress has been made and the highlight has been success to date in minimising the numbers of people leaving as a result of redundancy.

Background Information

The situation is dynamic and the data referred to in this report is accurate at the time of writing (6 March 2009). Up to date figures will be available on the day the committee meets and inevitably will show some variance from the data provided here.

Increase in the number of Front line officers.

The agreed definition (as with any specification used in this way) focuses attention on key areas. Other important areas of policing activity such as work undertaken by detectives fall outside of the scope of 'front line' for the purposes of this exercise. A list of the roles falling within the scope of front line for this purpose are shown at Appendix A.

Devon and Cornwall Constabulary has made a commitment to put an additional 200 officers into front line positions by civilianising the support roles currently being done by some police officers. This has been done to not only respond to the wishes of the public to see more police officers on the street but also to deliver what the force's own staff have been asking for.

The process has consisted of two distinct stages. The first is that 200 police officer established posts have been taken out from supporting departments and moved to the front line. As part of this workforce modernisation process police staff have now filled many of these traditional police officer roles. The force committed to making these moves by the 31 March and this will have been achieved.

Furthermore, as agreed and previously shared with the Police Authority, where the newly created 200 front line posts are going and the 200 officers who will be filling these new roles have been identified.

These officers are a mixture of student officers who have already completed their 24-week initial training, transferees and other officers moving roles within the organisation.

The second part of the process is to maximise the benefit of these additional staff to the front line. It is critical to reduce the number of vacancies on the front line and ensure that the total level of front line staff actually increases over the March 2008 baseline. The importance of this has been discussed at earlier Police Authority meetings particularly in light of the economic situation and increasing acquisitive crime levels.

Reduction in non front-line police staff roles.

To accommodate previous investment in enhanced protective services there is a requirement to reduce police staff numbers by 196 full time equivalent posts. We are on target to achieve 146 of these reductions by the end of March 2009. The remainder are to be achieved in 2009/10.

With the agreement of the trade unions we have made significant temporary alterations to our HR processes in order to achieve these changes with the minimum impact on the people affected and on the service we deliver. Full opportunity has been taken to exploit the civilianisation of police officer roles as part of the drive to increase front line police officer numbers.

Once we had identified the key areas where reductions were required we ran closed selection processes with the aim of maintaining continuity where it was fair and appropriate to do so. A People Gold Group was established to determine when and how vacant posts should be advertised. Penna, a leading supplier of outplacement and related services has been retained to provide workshops, on-line and one to one support for people in posts which have been disestablished. Staff who are in receipt of redundancy notices are given priority consideration for police staff roles and if they can demonstrate the minimum level of competence required to do the job after receiving reasonable training, they are offered a 28-day work trial.

The overall effect has been extremely positive as in December 2009 we had a total of 48 people identified as being potentially subject to redundancy. Following matching and slotting and closed selection processes the number was reduced to 27. Furthermore, this number has continued to fall. We currently have 15 people who have been issued with redundancy notices of whom 5 are on a work trial. So far we have had 3 people leave on redundancy and expect the total to be less than 10. From the original 146 posts, 136 have been redeployed or are on work trials within the organisation.

A single redundancy is damaging in terms of the effect on the person involved, the loss of skills and experience and the cost to the Constabulary. However, the considerable efforts made to date by line managers and by local and central HR teams have been extremely effective and we have kept the total as small as could have been reasonably expected.

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Front line Roles

Automatic Number Plate Recognition Intercept Team Officer
Automatic Number Plate Recognition Intercept Team Supervisor
Armed Response Vehicle
Armed Response Vehicle (NEW)
Cheque & Credit Fraud Officer
Core Traffic
Core Traffic Officer (New)
Critical Incident Manager
Dog Handler
Enhanced Evidence Gatherer
Forensic Collision Investigator
Motorcyclist
Neighbourhood Beat Manager
Neighbourhood Beat Manager (Migrant Workers)
Neighbourhood Development
Neighbourhood Inspector
Neighbourhood Team Leader
Patrol Constable
Patrol Inspector
Patrol Sergeant
Patrol Support Sergeant
Sector Inspector
Serious Collisions Unit Investigator
Serious Collisions Unit Supervisor
Tactical Aid Group
Tactical Aid Group Divers
Tactical Aid Group Firearms
Targeted Policing Team
Targeted Policing Team Supervisor
Trainee Forensic Collision Investigator
Unit Manager
Youth Interventions Officer