

policing

west mercia



Employment Monitoring Report

April 2010 - March 2011



West Mercia
POLICE



SERVING - PROTECTING - MAKING THE DIFFERENCE



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1. INTRODUCTION

West Mercia Police is committed to being an organisation in which we recruit, progress and retain a workforce that is skilled, highly motivated, healthy and well informed; who are proud to work for us and maintain a positive approach to their work in delivering our policing service. We strive to ensure that our workforce is reflective of all the diverse communities we serve.

West Mercia's approach to people management is to recognise that our people are not only our most valuable asset but should be our most valued. Our overarching vision is to be an organisation in which:-

- Equality and diversity are embraced and integrity and fairness underpins all that we do.
- Leadership and initiative is demonstrated across the organisation at every level.
- Staff are motivated and developed so that they have the skills, knowledge and abilities to deliver quality services.
- People understand their role and take responsibility for their contribution to the delivery of our strategic aims.
- Our workforce is reflective of all our diverse communities and we are recognised as an employer of choice.
- Best use is made of all resources and the appropriate infrastructure is in place to manage people effectively.
- The capability, capacity and resilience of individuals is recognised and reflected in work plans.
- Good performance is rewarded and poor performance challenged.
- Learning and development is encouraged and continuous improvement is part of our culture and we always seek to learn from experience.
- All of our people are valued and supported.

West Mercia's Policing area of Herefordshire, Worcestershire, Shropshire and Telford and Wrekin covers nearly 7,500 square kilometres and it has a population of approximately 1.2 million.



The breakdown of the total working age population of the West Mercia Policing area is shown in the table below (figures shown are '000s'):

	Total Population	% BME
Herefordshire	179,300	2.6
Shropshire	292,800	3.6
Telford & Wrekin	162,100	6.9
Worcestershire	559,300	5.1
Total	1,193,500	4.7

Source: ONS Mid Year Population Estimates 2009 - Some figures are lower than the ONS Mid Year Population Estimates 2007. This is because in May 2010 ONS changed the way that it collected and modelled data.

2. STAFFING LEVELS

As of 1st April 2011 West Mercia Police comprised of: 2258 police officers, supported by 260 special constables, and 1831 police staff and 276 community support officers.

The following charts show the numbers of police officers and police staff in post as at 1 April each year over the past 3 years.

Employee Type	1 April 2009	1 April 2010	1 April 2011
All Police Officers	2484	2402	2258
BME Officers	34	39	37
Female Officers	681	673	651
All Police Staff	2173	2181	2107
BME Staff	34	36	33
Female Staff	1360	1363	1296
All Special Constables	234	238	260
BME Special Constables	3	3	3
Female Special Constables	84	84	94



The table below shows the percentage composition of the whole West Mercia workforce (both officers and staff) for female and BME, over a three year period:

Workforce Composition	April 2009	April 2010	April 2011
% BME	1.5%	1.6%	1.6%
% Female	43.4%	44%	44.1%

The female and BME workforce (officers and staff) has increased over the last three years and compares to the current economically active BME population of 4.7% and 72.6%* economically active female population for the West Mercia area.

* source www.nomisweb.co.uk

2.1. Workforce Composition by Role

The following table sets out the workforce composition by role as a percentage for both female and BME staff as at 1st April 2011.

Police Officers	Actual Numbers			%	
	Total	Female	BME	Female	BME
ACPO	5	1	0	20%	0%
C/Superintendent	7	0	0	0%	0%
Superintendent	14	1	0	7.1%	0%
C/Inspector	30	6	0	20%	0%
Inspector	121	22	5	18.2%	4.1%
Sergeant	389	71	10	18%	2.6%
Constable	1692	550	22	32.5%	1.3%
Total	2258	651	37	28.8%	1.6%



Police Staff (Including CSOs)	Actual Numbers			%	
	Total	Female	BME	Female	BME
Command	1	0	0	0%	0%
Grade 7 - 13	401	183	5	45.6	1.2%
Grade 4 - 6	1039	593	16	57.1	1.5%
Grade 1 - 3	666	520	12	78.1	1.8%
Total	2107	1296	33	61.5%	1.6%

Specials	Actual Numbers			Percentage	
	Total	Female	BME	Female	BME
Total	260	94	3	36%	1.2%

2.2. Police Officers

As of 1 April 11 the West Mercia figure for workforce representation for female police officers was 29%. West Mercia Police remains ahead in this area when compared to the national proportion of female police officers, which is currently 25.7%*.

*Source Home Office Statistical Bulletin Police Service Strength 14\10 22 July 2010

Between April 2010 and March 2011, we recruited 15 student police officers, of these 10 were male (66.7%) and 5 were female (33.3%). We accepted 1 transferee, a female.

Our numbers for BME officers remains lower than the West Mercia population composition. The Chief Constable recommended in 2010 that the overall proportion of BME staff in the workforce increase by one percentage point each year and that a 5% overall representation target be achieved by 2013/14. As of 1 April 2011, the total BME figure for police officers in West Mercia Police was 1.6%. During 2010/11, there were 0 BME Student Officer starters.



2.3. Police Staff

As of 1 April 2011, female police staff represents 61.5% and BME police staff representation stands at 1.6%. Women occupy the largest proportion of police staff roles and nearly half (45.6%) of the senior grades (grades 7 – 13) are occupied by women.

Female community support officers (CSOs) represent 45.7% of the total number of CSOs whilst BME individuals represent 2.9%. This is very positive, as historically we have found that for some CSOs a natural career development move is that to the role of police officer.

2.4. Special Constabulary

Women represent 36.2% of special constables and BME represent 1.2%. Special Constabulary numbers are slowly beginning to rise and targeted recruitment campaigns in Herefordshire, South & North Worcestershire have resulted in 1584 expressions of interest. A campaign is ongoing in Shropshire. A campaign is planned for Telford. The Specials Team are also working closely with Job centres and regional Universities to promote the Force.

2.5. Local Employment Targets

In response to the previous Labour Government's call for police forces to set local employment targets around workforce representation, West Mercia Police aspires to reach an overall target of 5% BME of all its new appointments by 2013/14.

To achieve this target, the overall workforce composition should see the proportion of both BME and female police officers increase by one percentage point each year. In addition, individual targets will be set to reflect the percentage BME population per Territorial Policing area.

3. OTHER STRANDS OF DIVERSITY

We have continued to remind our workforce to update their personal records, which includes their faith/religion, sexual orientation and whether they consider themselves to have a disability. This has been achieved through reminders being published in the organisation's weekly Force Orders bulletin and with automatic reminders generated to staff from the new HR Origin system. Year on year the data quality and quantity of personal details voluntarily provided is improving.



3.1. Faith/ Religion

In previous reports the *not disclosed* total had been added to *prefer not to say* for clarity and validity this is now presented as a separate category.

Workforce Composition Faith/Religion	West Mercia Police			West Mercia Community 2009
	April 2009	April 2010	April 2011	
% Buddhist	0.1%	0.8%	0.1%	0.28%
% Christian	32.5%	26.2%	29%	73.67
% Jewish	0.0%	0.0%	0.0%	0.07%
% Muslim	0.1%	0.1%	0.0%	1.72%
% Sikh	0.1%	0.1%	0.1%	0.32%
% None	2.6%	0.3%	2.5%	22.96%
% Prefer not to say	64.3%	72.6%	0.2%	*
% Other Religion or Belief	0.3%	0.4%	1.5%	0.98%
% Not disclosed	n/a	n/a	66.9%	

*information not available

Our Force Chaplain has been working on faith awareness initiatives with the Positive Action and Diversity Teams and is setting up an Internal Faith Network for West Mercia. He is also taking the lead in representing the Force in relation to interfaith work.

The Christian Police Association West Mercia Police Branch was launched in January 2011.

3.2. Sexual Orientation

We have worked to encourage more individuals to declare their sexual orientation within their personal data and this year 928 staff provided details of their sexual orientation which is 20.06 of the entire workforce, a rise from last years 19.4%.

Currently, the figures show that 3.2% of those who responded have declared themselves as gay / lesbian (An increase of 0.2% from 2009\10). Stonewall have advised that according to government statistics, the national representation is between 5 & 7%. For clarity and validity *not disclosed* is presented as a separate category.



Workforce Composition Sexual Orientation	April 2009	April 2010	April 2011
% Bisexual	0.8	0.7	0.8%
% Gay / Lesbian	3	3.0	3.2%
% Heterosexual	90.3	90.5	89.7%
% Prefer not to say	5.9	5.7	6.4%
% Not Disclosed	n/a	n/a	1.7%**

** % of total workforce

We will continue to encourage individuals to record their sexual orientation and have again for the third year running achieved a rating from Stonewall Top 100 Employers, rising in the index to 38 out of 100, which recognises the work that we do to support our gay/lesbian and bisexual staff. Our LGBT Representative Group (formerly LINK) also received Star Performer Network status this year recognising the work they do to support the workforce and the organisation.

3.3. Disability

During 2010/11 the number of individuals who voluntarily declared themselves with a disability has increased to 125 individuals which amounts to 2.7% of the workforce, and compares with the 112 declared in 2009/10.

The table below shows the proportions of the different types of disabilities declared:

Workforce Composition Disability	April 2009	April 2010	April 2011
% Learning Difficulty	1.0%	1.0%	2.4%
% Learning Disability	9.3%	8.0%	6.4%
% Long Term Illness	36.1%	42.8%	44.8%
% Mental Health Condition	6.2%	4.5%	3.2%
% Physical Impairment	21.6%	22.3%	19.2%
% Sensory Impairment	9.3%	9.8%	12%
% Other	16.5%	11.6%	12%

The Positive Action Team has provided support and advice to internal staff, applicants and student officers around signposting to occupational health and reasonable adjustments for selection processes. It is hoped that this helps to instil confidence, particularly with new starters, to declare a disability from the outset.



Personnel Services have been continuing with work on the development of an electronic police staff recruitment application form and has received support and advice from the Disability Independent Advisory Group. The group have been very helpful especially with suggestions for layout and user accessibility and have tested the form using assistive software for those with visual impairment.

3.4. Age

Our workforce composition continues to show an increase towards an older population, particularly those in the age groupings of 41 – 55 and over 55.

Workforce Composition Age	April 2009	April 2010	April 2011
18-25	8.6%	7.7%	6.5%
26-40	41.9%	41.4%	40.6%
41-55	41.8%	43.1%	44.4%
Over 55	7.7%	7.8%	8.5%

Age		18-25	26-40	41-55	Over 55
Officers	2009	5.3%	49.5%	44.4%	0.8%
	2010	4.6%	48.2%	46.3%	0.9%
	2011	2.88%	48.6%	47.6%	1%
Staff	2009	10.0%	34.1%	40.0%	15.9%
	2010	8.3%	34.9%	41.1%	15.6%
	2011	6.5%	33%	43.4%	17.1%
Special Constables	2009	31.9%	33.6%	29.3%	5.2%
	2010	32.8%	33.2%	28.6%	5.5%
	2011	38.6%	30.9%	25.5%	5%



Total	2009	8.6%	41.9%	41.7%	7.7%
	2010	7.7%	41.4%	43.1%	7.8%
	2011	6.5%	40.6%	44.41%	8.5%

Police officers have a fairly even distribution in the 26-40 and 41-55 age brackets however, there is a marked decrease in the under 25 age group, probably linked to the Force's freeze on recruitment this year.

Police officers demonstrate a low figure within the over 55 age bracket as they may retire after 30 years service.

Police staff are mainly represented in the 26-55 age brackets with a trend towards an ageing workforce in the 41 – 55 age bracket. As with police officers, there is a marked decrease in the under 25s.

Special constables are fairly evenly distributed across the age groups although under represented by the over 55s and this is likely due to a previous mandatory retirement age of 55 years. The Positive Action Team and Recruitment Team have been targeting individuals in the 18 – 25 age group, which therefore may explain the rise in this particular staff grouping.

3.5. 'Making the Difference' Staff Survey

The 'Making the Difference' staff survey conducted during September 2009, demonstrated that individuals are, in some instances, more confident about providing diversity information to the organisation where anonymity is maintained. The sexual orientation and disability statistics from this survey are shown below and compared against the April 2011 Force statistics:

Sexual Orientation:

Are you:	Making the Difference Staff Survey		Force Statistics April 2011
	Frequency	Percentage	Percentage
Bisexual	29	1.1%	0.2%
Gay/Lesbian	31	1.2%	0.6%
Heterosexual	2,284	87.8%	18%
Prefer not to say	256	9.9%	1.3%
Total	2,600		928 (total)



Disability

	Making the Difference Staff Survey		Force Statistics April 2011
Disability:	Frequency	Percentage	Percentage
Yes	178	6.6%	2.7%
No	2,371	87.8%	Not recorded
Prefer not to say	153	5.6%	
Total	2,702		

Personnel Services, with assistance from the Internal Support Networks, will work towards improving the confidence of minority groups to provide this information within individual personnel records.

4. RECRUITMENT

Our Recruitment and Selection Policy and Procedure is continuing to be reviewed and research work is being undertaken to identify the relative success rates for candidates from all strands of diversity regarding their applications to join West Mercia Police.

As with many other public sector organisations, recruitment in West Mercia has been significantly reduced over the last year.

For Police Staff roles there were 21 applicants who self-defined as being from a BME background, of those 1 (4.8%) was successfully appointed, exactly mirroring the experience of those whose ethnicity was not stated. There were 287 applicants who self-defined as being from a White background, of those 24 (9.1%) were successfully appointed.

Applications Received to join West Mercia	2007/8	2008/9	2009/10	2010/11
%Female	53.1%	50.7%	38.5%	58.7%
%BME	3.7%	4.5%	0.0%	6.4%
% Ethnicity not stated	n/a	n/a	n/a	6.4%



New Staff Appointed	2007/8	2008/9	2009/10	2010/11
%Female	52.8%	51.9%	42.3%	42.3%
%BME	2.2%	1.9%	3.8%	3.8%
% Ethnicity not stated	n/a	n/a	n/a	3.8%

Police Officers: There were a total of 15 student officers accepted between 01 April 2010 and 31 March 2011. 5 (33.3%) were female. There were none from a BME background.

We accepted 1 transferee, a female who self-defined as White British.

5. PROMOTION

5.1. Applicants for Police Officer Promotion Boards

		% BME	% Female
Inspector	Applications	8	36
	Successful	67	64
Sergeant	Applications	0	20
	Successful	0	88
Total	Applications	4	28
	Successful	67	73

The figures from this year's Promotion Boards attracted 20% of applications from BME Sergeants for the rank of Inspector. In terms of success 11.% of successful applicants were BME (an increase from 3.3% in 2009/10). A 67% success rate. There were no applicants from BME Officers for promotion to Sergeant.

5.2. Mentoring Scheme

Whilst implementation of a force-wide mentoring scheme has been agreed, the scheme will not begin until the current restructure of the force is complete.



6. TRAINING

The following statistics apply to non-mandatory training requests made between 1 April 2010 and 31 March 2011. Individuals request non-mandatory training through the Performance Development application process. If their applications are supported by their supervisor, they are then reviewed by a local training panel who decide if the training event is appropriate.

Training that is mandatory, or required, e.g. training for new officers/ newly appointed police staff, is exempt from the above process, as it is not subject to approval by a Training Panel, and therefore do not feature in the following statistics. Diversity awareness training, which is also mandatory, and forms part of the induction process, is also exempt.

6.1. Successful Applications for Training

This table records all training requests that have been accepted by a training panel.

	% BME	% Female
Police Officer Total	1.51%	31.9%
Police Staff Total	3.73%	73.29%
Special Constable Total	100%	0%
Grand Total	2.07%	42.42%

627 successful requests for training were made between April 10 and March 11. 13 successful requests were made by BME personnel, representing 2.07% of the Force total and 266 women representing 42.42%

The Force Operations Department continues to promote Positive Action initiatives for female officers, and force-wide all members of under-represented groups are encouraged to attend the Positive Action Leadership Programme (PALP). Feedback from members of the under-represented groups concerning the outcomes for individuals who have taken part in the PALP training has been very encouraging.

6.2. Unsuccessful/Deferred Applications for Training

During the year to the end of March 2011, 6 training applications by individuals from BME backgrounds were unsuccessful or deferred, either by a supervisor or subsequently by a Training Panel.

There does not appear to be any disproportionate disadvantage to any particular group of individuals.



7. DIGNITY AND RESPECT CASES

Dignity and respect cases relate primarily to formal complaints made as a result of working relationship issues between colleagues and our Dignity and Respect Policy and Procedure provides interventions to help achieve mutually agreed conciliated solutions.

Dignity and respect cases are recorded at the intermediate and formal stage and there was 1 such case recorded in 2009/10 and 2 in 2010/2011.

8. GRIEVANCE CASES

Grievances primarily relate to the application of policy and management decisions rather than interpersonal issues.

The following table provides a three-year comparison of total grievances made and the number of applications made by police officers.

	2008/9	2009/10	2010/11
Total	26	16	17
Police Officers	13	7	6

This year, of the 17 cases, 1 involved an individual from a BME background, 4 were female. 14 of these grievances were resolved locally.

9. MISCONDUCT CASES

This data relates to allegations of misconduct and complaints against police staff only. Such allegations may of course have no factual basis and will always be the subject of an investigation.

During 2010/11 there were 31 cases subject to disciplinary action 23 of which involved women.

During 2010/11 there were 14 allegations of misconduct against police staff, 12 of which involved women. Not all allegations resulted in disciplinary action and some cases were not concluded during the time frames stipulated by this report and were, therefore, ongoing on 31 March 2011.

There were 2 cases during the year which were heard by an Employment Tribunal, although 1 was not related to misconduct.



10. LEAVERS

10.1. Employees Voluntarily Leaving the Organisation

	BME Total	Female Total	Grand Total 2011
Police Officer Total	2	10	21
Police Staff Total	2	69	108
Grand Total	4	79	129

Voluntary Leavers	2008-09	2009-10	2010-11
% BME	4.9%	2.8%	3.1%
% Female	59.8%	51.4%	61.2%

The figures shown in the above tables refer to those individuals who have voluntarily resigned from West Mercia Police.

Exit Questionnaires are issued to staff who are permanent or have temporary contracts over 12 months. They are issued to police officers, police staff and special constables immediately following receipt of their notice of resignation. Exclusions include those who have retired on age, service or medical grounds.

Between 2010/11 a total of 46 Exit Questionnaires were received which represents a return rate of 28.3%. This shows a decrease from last years return rate of 41% and the 2008/09 return rate of 35.5%.

The majority of leavers cited finding a better job or career development reasons or their domestic situation being their main reason for leaving and positively, 89% (an increase of 10% since last year) of all respondents stated they would recommend working for West Mercia Police to others.

However more disappointingly, 15 individuals (32.6% a decrease from 34% last year) stated that they had experienced or observed discriminatory behaviour during their employment with West Mercia Police. 8 had personally experienced bullying, of which, 7 were white female and 1 BME female.

Whilst not cited as the main reason for leaving, 8 out of 46 (17.4) respondents also stated that they had a poor relationship with either their line manager or senior manager (compared with 7 out of 8, 87.5% in 2009/10) and 1 (12.5%) respondent had used internal policy and procedure to challenge this behaviour (compared with 5, 62.5% in 2009/10).



Of the 8 CSO leavers, 1 left to become a Police Officer, 1 found a better job, 3 left for Domestic reasons, 1 because of perceived discrimination/ harassment/ bullying and 2 cited other reasons. It is recognised that, with the reduction in the numbers of student officer placements being made available within the Force, and the lack of career development opportunities within the CSO role, the Force will have to work hard to maintain motivation and commitment to ensure that turnover does not become an issue.

There were no exit questionnaires returned for Specials during 2010\11.

11. TERMINOLOGY

- BME:** Black and Minority Ethnic origin. Police officers and staff are asked to self classify their ethnic origin according to the Home Office categories. In this document, people from black and minority ethnic backgrounds are grouped under the heading BME, and those that declined to state their ethnicity NS (not stated).
- Positive Action:** The term Positive Action refers to a range of measures and development initiatives that employers can lawfully undertake to help individuals from under represented groups.