

Centre for  
Employment Relations  
Innovation & Change

LEEDS UNIVERSITY BUSINESS SCHOOL



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# The present and future of work: overall trends and challenges for policing

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## Context

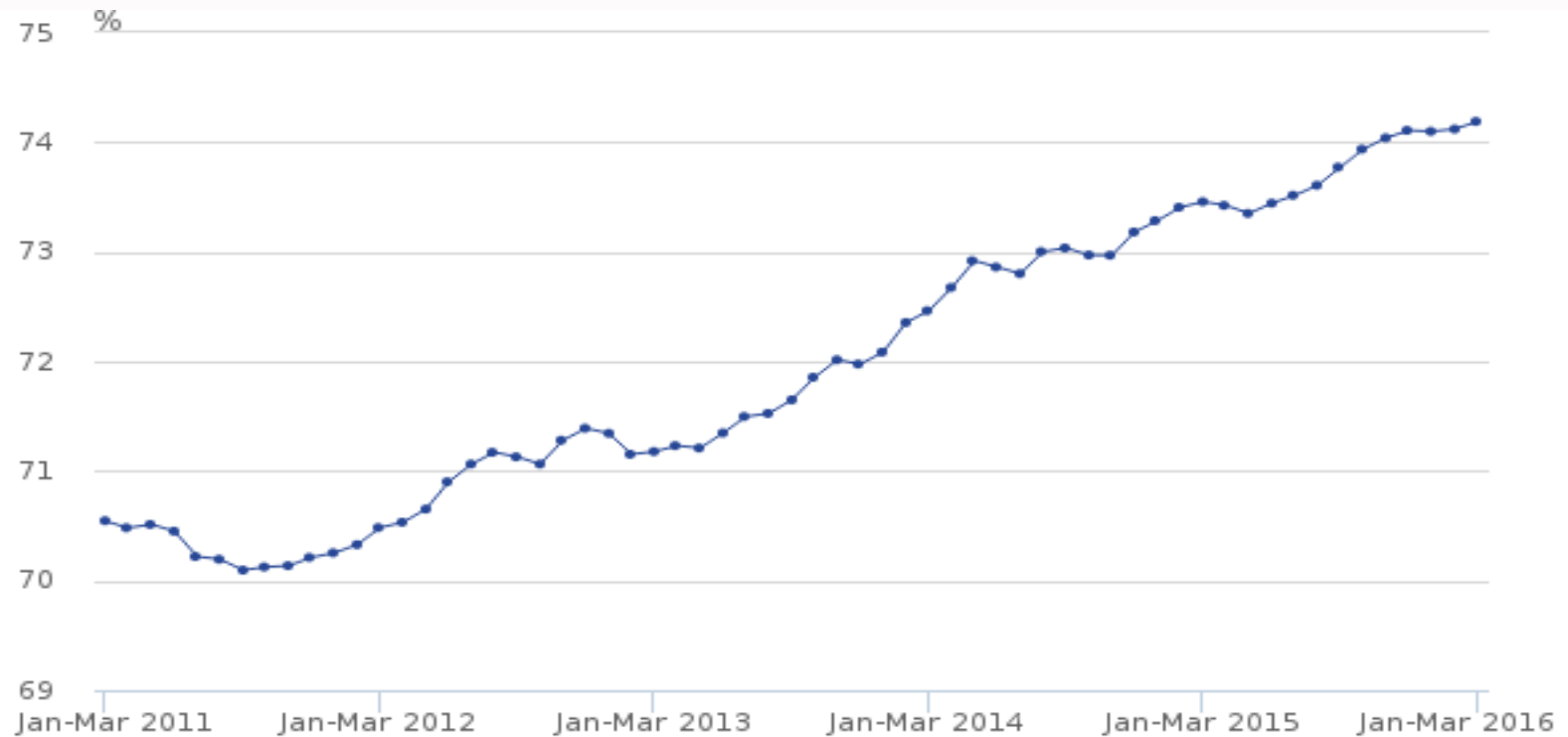
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- Austerity measures and recession in the UK have had a significant effect on the composition and experience of employment in the UK
- Employment rates have risen over the last 2 years, but the effects of austerity and recession can still be seen
- Employment and the experience of work in the public sector is much changed, and there are significant HR challenges and tensions

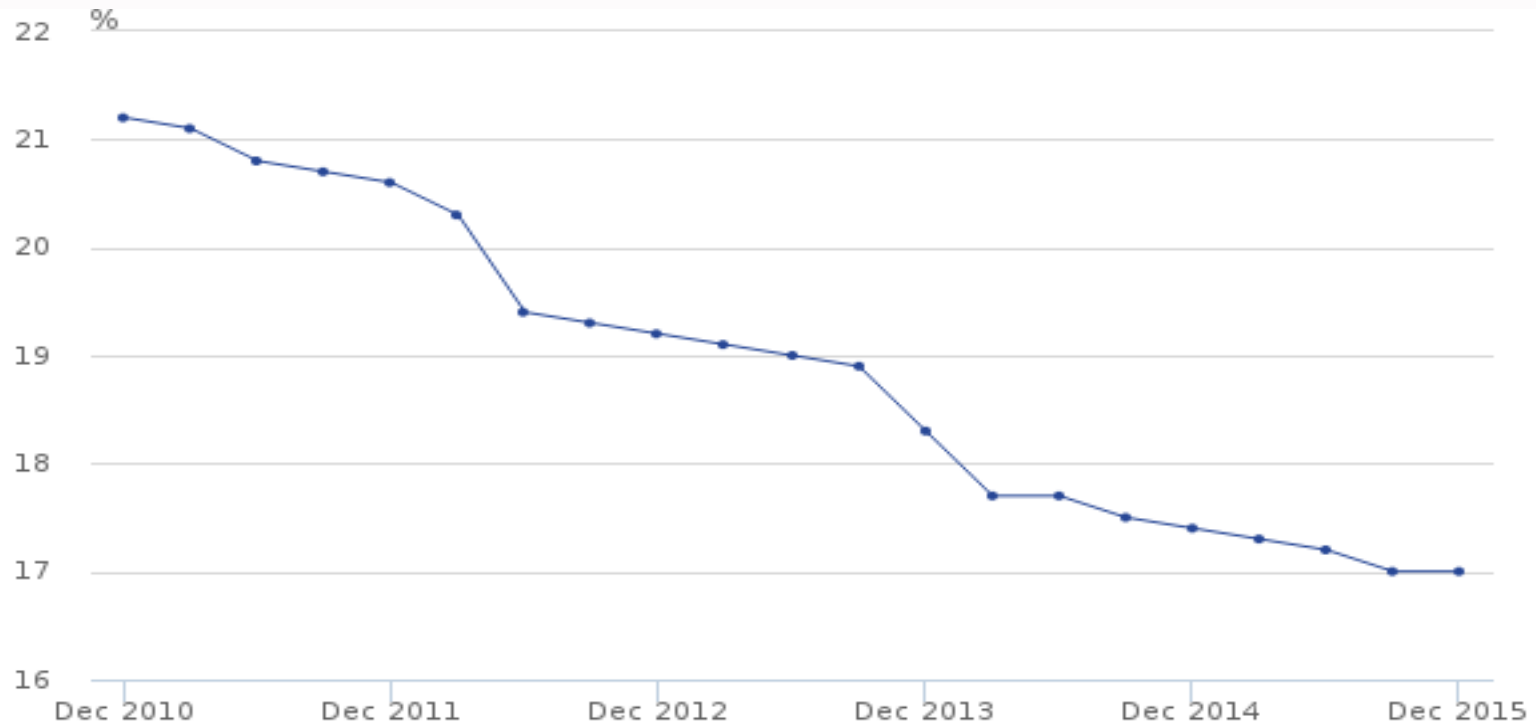
# Unemployment



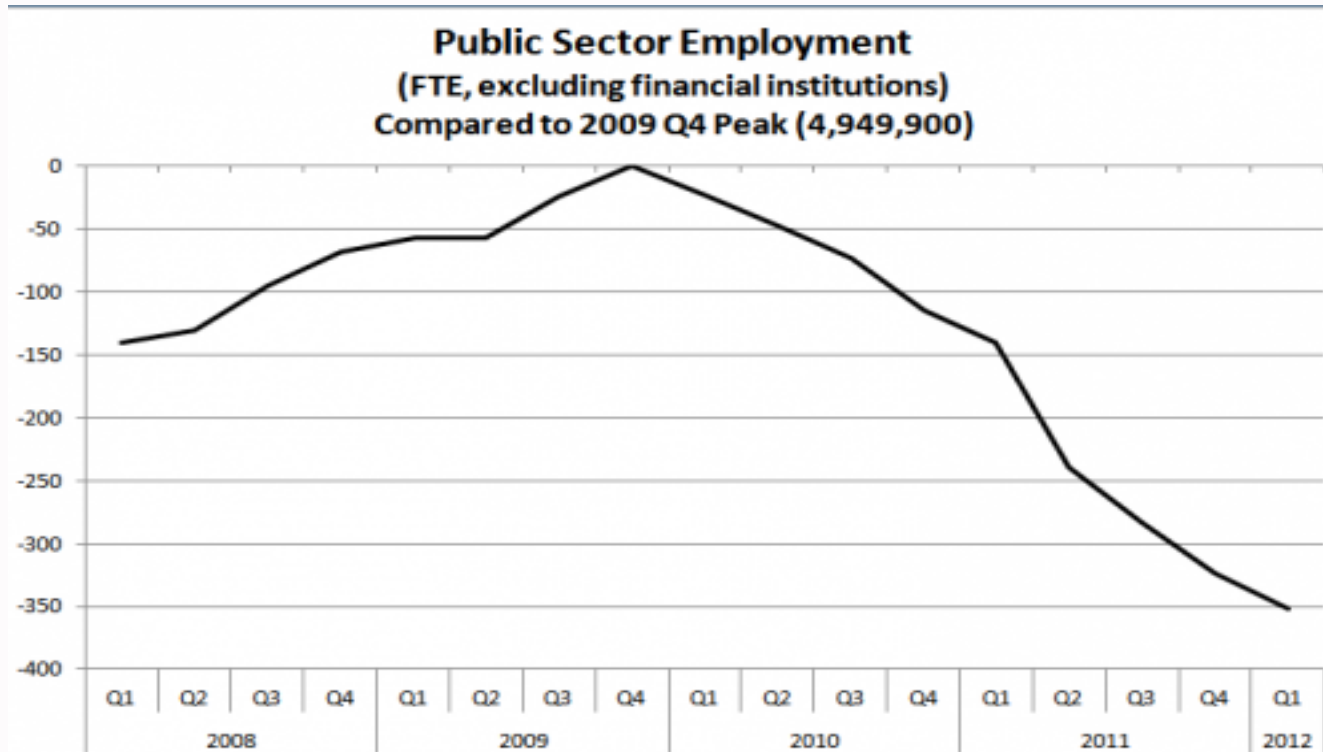
# Employment figures (ONS)



# Public sector employment share (ONS)



## Job losses in public sector (touchstoneblog.org.uk)



## The current state of the labour market

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- Rising precarity of work, in both the public and private sector
    - perceptions of insecurity have risen sharply
    - there has been a rise in 'non-standard', more precarious jobs, including temporary agency work, and zero-hours contracts
    - self-employment has risen sharply, as has the number of workers working less hours than they would like
    - in public sector, heavily gendered effects of austerity
    - there is a strong regional dimension to the effects of austerity in the public sector (see next slide)
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# Regional impact of austerity in public sector ([touchstoneblog.org.uk](http://touchstoneblog.org.uk))

**Regional public sector employment excluding effects of major reclassifications 2010-15**

	2010 Q2	2015 Q1	Change (000s)	% change	Unemployment rate
<b>NE</b>	268	232	-36	-13.4%	7.4
<b>NW</b>	648	587	-61	-9.4%	5.7
<b>Yorks &amp; Humber</b>	500	461	-39	-7.8%	6.9
<b>E Midlands</b>	359	333	-26	-7.2%	4.9
<b>W Midlands</b>	471	441	-30	-6.4%	6.4
<b>E of England</b>	429	408	-21	-4.9%	4.4
<b>London</b>	722	700	-22	-3.0%	6.3
<b>SE</b>	640	624	-16	-2.5%	4.1
<b>SW</b>	488	435	-53	-10.9%	4.2
<b>Wales</b>	325	297	-28	-8.6%	6.4
<b>Scotland</b>	574	533	-41	-7.1%	5.9
<b>N Ireland</b>	218	210	-8	-3.7%	6.1
<b>UK</b>	5667	5286	-381	-6.7%	5.5



# Challenges for the future of policing

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- Policing facing number of challenges in this current and future workforce context:
    - a constrained financial settlement: being asked to do 'more with less'
    - recruitment and retention challenges, exacerbated by pay constraints
    - greater performance management and auditing
    - technology as an enabler, but also something which can result in work intensification and increased strain (Turnbull and Wass)
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## Challenges for human resources in policing

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- What does a future career in policing look like?
    - -opportunities for promotion/progression, with flatter hierarchies
    - Leadership and development
    - Performance related pay
    - Managing and addressing tensions resulting from low morale, increasing insecurity and ongoing budgetary pressures
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