

**ORIGINATOR: CHIEF CONSTABLE**

**PAPER NO: AP17/34**

**SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL -  
16 JUNE 2017**

**SUBJECT: WORKFORCE REPORT 2016-2017**

**SUMMARY:**

1. This report provides an update on the Suffolk Constabulary's workforce, including workforce numbers, diversity, key people strategy and retention work, limited duties and sickness management.

**RECOMMENDATION:**

1. The Accountability and Performance Panel are asked to note the contents of this report.

## 1. WORKFORCE NUMBERS AND BREAKDOWN

1.1 The Suffolk Constabulary workforce position as at 31 March 2017 is:-

### Officer Establishment and Strength Levels

Establishment FTE = 1097  
Strength FTE = 1059

### PCSO Establishment and Strength Levels

Establishment FTE = 107  
Strength FTE = 95

### Staff Establishment and Strength Levels

Establishment FTE = 898  
Strength FTE = 806

### Specials and Volunteers Headcount

Special Constabulary Headcount = 215  
Volunteers Headcount = 161 + 500 Community Speedwatch individuals

## 2. WORKFORCE MIX

2.1 The table below shows the force establishment against strength by rank (as at 31st March 2017).

2.2 With the continued changes in workforce mix and the development of police staff roles that historically would have been police officer roles, particularly in the investigative arena, the HR Department are exploring whether it is possible to produce a report that identifies the establishment for operational policing roles undertaken by police officers and police staff. This would allow the Constabulary to identify the FTE that directly undertakes operational policing work, which is wider than just police officer FTE.

	Force Estab	Rank Held	Male FTE	Female FTE	Total FTE	Total In Rank	Variance To Estab
<b>Ch Officers</b>	<b>3.00</b>	ACPO	2.00	1.00	3.00	4.00	<b>1.00</b>
		T/ACC		1.00	1.00		
<b>Ch Supt</b>	<b>3.00</b>	Ch Supt	2.00	1.00	3.00	3.00	<b>0.00</b>
		Ch Supt/T			0.00		
		Ch Supt/A			0.00		
<b>Supt</b>	<b>9.00</b>	Supt	8.00	3.00	11.00	11.00	<b>2.00</b>
		Supt/T			0.00		
		Supt/A			0.00		
<b>Ch Insp</b>	<b>14.00</b>	CI	8.00	2.00	10.00	14.00	<b>0.00</b>
		Ch Insp/T	3.00	1.00	4.00		
		Ch Insp/A			0.00		
<b>Insp</b>	<b>52.00</b>	Insp	40.00	4.60	44.60	54.60	<b>2.60</b>
		Insp/T	4.00		4.00		
		Insp/A	4.00	2.00	6.00		
<b>Sgt</b>	<b>167.00</b>	Sgt	107.75	33.61	141.36	175.12	<b>8.12</b>

<b>PC</b>		Sgt/T	13.00	4.00	17.00		
		Sgt/A	14.00	2.75	16.75		
	<b>848.50</b>	PC	564.13	233.00	797.13	797.13	<b>-51.37</b>
<b>Total</b>	<b>1096.50</b>		<b>769.88</b>	<b>288.97</b>	<b>1,058.85</b>		<b>-37.65</b>

**Force Establishment and Strength Profile by Rank**

- 2.3 The table below shows the predicted leavers and joiners for the next four financial years and projects the strength and establishment at the end of each financial year. This is a working table and is updated as the actual leaver and joiner profile becomes known.
- 2.4 A recruitment strategy is in place to address concerns with volume and quality of applicants.
- 2.5 An attraction progression and inclusion strategy is being drafted to address concerns with diversity of applicants, although the general recruitment strategy does include the use of 'imaging' and 'role modelling' specifically targeted to female, BME and LGBT+ applicants.

FY	Predicted Retirements FTE	Predicted Secondments set at 6 FTE*	Other Leavers set at 25 FTE **	Total Predicted Leavers FTE	Predicted New Joiners FTE ***	Predicted Other Joiners FTE ****	Total Predicted Joiners FTE	Projected Strength FTE at 31 March	Projected Establishment FTE at 31 March
16/17								1059	1097
17/18	44.32	15.00	25.00	<b>84.32</b>	94	20.95	<b>104.95</b>	1080	1080
18/19	31.00	6.00	25.00	<b>62.00</b>	54	3.80	<b>57.80</b>	1076	1076
19/20	37.16	6.00	25.00	<b>68.16</b>	5	13.21	<b>68.21</b>	1076	1076
20/21	27.00	6.00	25.00	<b>58.00</b>	58	0.00	<b>60.00</b>	1076	1076

**Leavers and Joiners Profile**

**3. WORKFORCE DIVERSITY**

**Gender Distribution**

Overall

- 3.1 Of the overall headcount (including the Special Constabulary), 999 employees (43.15%) are female and 1316 employees (56.85%) are male. This is an increase of 0.88% of female members of the Constabulary during the 2016/17 financial year.

Police Officers

- 3.2 Amongst police officers, 316 (29.07%) are female and 771 (70.93%) are male. There is a slight increase in the proportion of female police officers from 2015/2016, however, the main cause of the increase in proportion of female police officers has been the reduction in the number of male police officers and indeed the headcount figure for female police officers is a reduction by one.
- 3.3 However, during 2016/17 the Constabulary recruited 53 Student Officers, 42% were female and 11% were BME. There were 21 officers who transferred into force with 29% who were female and 10% BME. The force recruited 48 Specials with 44% who were female and 0% BME. Within new recruits the proportion of female and BME is higher than in the general population and is pleasing to see. If maintained this will lead to a more representative workforce.

Police Staff

- 3.4 573 (62.76%) are female and 340 (37.24%) are male. The overall headcount of female members of police staff increased during 2016/2017 from 558 to 573, and the overall proportion increased slightly as well from 61.86% to 62.76%.

### **Ethnicity**

#### **Overall**

- 3.5 Of the overall headcount (including the Special Constabulary), 95.12% employees identify themselves as White with 2.16% identifying as BME.

#### **Police Officers**

- 3.6 Amongst police officers, 95.95% identify themselves as White with 2.58% identifying as BME. 1.47% of police officers have not stated their ethnicity. The proportion of BME police officers has increased by (0.24%) but the overall headcount has increased by two (28).

#### **Police Staff**

- 3.7 93.54% of police staff identify themselves as White, whilst 4.82% have not stated their ethnicity, which is higher than other workforce groups. 1.64% of staff identify themselves as BME, which is a decrease of 0.13% from the previous year, and is the result of a reduction of BME individuals from sixteen at the end of 2015/2016 to fifteen at the end of 2016/2017.

### **Disability**

- 3.8 Of all police officers, police staff, PCSOs and members of the Special Constabulary, 4.54% of individuals state that they have a disability (105 individuals). 35 are police officers, 54 are police staff, 5 PCSOs and 11 members of the Special Constabulary.

### **Sexual Orientation**

#### **Overall**

- 3.9 30.84% of the workforce have either not stated their sexual orientation, or have advised that they would prefer not to disclose this. Of those individuals who have disclosed their sexual orientation, 96.56% are Heterosexuals, 2.93% are Gay/Lesbian and 0.49% are Bisexual. The proportion of Heterosexuals has increased marginally in the last 12 months, but the actual headcount of individuals who identify themselves as Gay/Lesbian or Bisexual increased by five compared to 2015/16.

#### **Police Officers**

- 3.10 39.93% of police officers have either not stated their sexual orientation or have advised that they would prefer not to disclose this. Of those police officers who have disclosed their sexual orientation, 94.94% are Heterosexuals, 4.59% are Gay/Lesbian and 0.45% are Bisexual. The proportion of Heterosexuals decreased in comparison with the previous year, and the actual headcount of individuals who identify themselves as Gay/ Lesbian or Bisexual also increased by two.

## Police Staff

- 3.11 24.53% of police staff have either not stated their sexual orientation or have advised that they would prefer not to disclose this. Of those police staff who have disclosed their sexual orientation, 98.11% are Heterosexual, 1.45% are Gay/Lesbian and 0.43% are Bisexual.

## **4. KEY PEOPLE STRATEGY AND RETENTION WORK**

- 4.1 The priorities for the Joint Human Resources Department developed in response to the Police and Crime Plan(s), Strategic Assessment of Risk, and outcomes of recent HMIC inspections are to:

- Deliver an effective transactional HR service, making best use of the ERP system;
- Ensure effective Workforce Planning, Succession Planning and Talent Management, with appropriate policy, process and access to workforce information;
- Embed the annual appraisal process and introduce ePDRs;
- Deliver a leadership and management programme across all levels of management;
- Develop career pathways and embed promotion processes;
- Update and simplify key HR policies (absence, disciplinary, capability, grievance) with manager toolkits and a blended learning training programme for all managers;
- Develop a recruitment and selection code of practice and accompanying strategy, policy and processes;
- Deliver high volume police officer recruitment and changes to the workforce mix identified by various projects and reviews;
- Undertake an annual training needs analysis and training plan process to ensure an understanding of training demand and priorities;
- Ensure operational training is delivered as efficiently as possible, utilising a blended learning approach;
- Develop a revamped HR and Learning and Development website;
- Develop and implement a recognition and wellbeing strategy and plan.

- 4.2 Some key pieces of work have been described below:

### Employee Engagement Survey

- 4.3 Within both Suffolk and Norfolk, an Employee Engagement Survey was undertaken. Part A ran in November and December 2016, with Part B in January 2017. Response rates are detailed below:

	<b>Part A</b>	<b>Part B</b>
<b>Suffolk</b>	569 responses (40.3%) (382 police officers) (178 police staff)	427 responses (30.2%)
<b>Joint Space (figures include both Suffolk and Norfolk officers and staff)</b>	891 responses (45.4%) (263 police officers) (622 police staff)	616 responses (31.4%)

- 4.4 27 key measures were rated on a scale of one to seven, with four and above rated as a positive response and scores of less than four rated as more of a negative response. Some of the key measures included Job Satisfaction, Vision Clarity and Mission Importance, Organisational Pride and Procedural justice (Fairness). A full paper will be provided to the Accountability and Performance Panel showing the results and intended next steps.

## Graduate Recruitment

- 4.5 Suffolk Constabulary has been part of a working group looking to establish a single Suffolk System Public Sector Graduate Programme. As well as the Constabulary, the following organisations have been working together to establish the programme:
- Suffolk Constabulary
  - Great Yarmouth and Waveney Clinical Commissioning Group (CCG)
  - Ipswich and East Suffolk Clinical Commissioning Group CCG
  - Waveney and Suffolk Coastal District Councils (East)
  - Mid Suffolk and Babergh District Council
  - Ipswich Borough council
  - Forest Heath and St. Edmundsbury (West)
  - Suffolk County Council
  - Health East England
- 4.6 Across the Suffolk system, there are ten opportunities for a two year fixed term contract, during which time individuals would undertake four 6 month placements. Suffolk Constabulary has agreed to have one graduate within the initial phase.
- 4.7 The opportunities were advertised locally and nationally, and resulted in 78 applications. These have been sifted and the highest scoring 30 candidates will be invited to an assessment centre in June 2017. Following this, the Constabulary will need to identify suitable placements for the graduate opportunity.

## Apprenticeships

- 4.8 Following the introduction of the Apprenticeships Levy, the Constabulary has been evaluating how this is best utilised up until the 2019 when the higher police degree apprenticeship comes into force. At that point there will effectively be three main entry routes to become a police officer:
- Those who enter the Constabulary with a policing degree (ready to start);
  - Those who have a degree and then do a conversion course (which cannot be claimed from the levy);
  - Those who the Constabulary will put through the Higher Level Apprenticeship (for which the apprenticeship levy will be used).
- 4.9 An Apprenticeship Working Group has been set up which is evaluating how the levy is best used until the introduction of the Higher Level Apprenticeship in 2019. The group have met with a number of different providers to outline the courses available. Given that the levy can be spent on new and existing staff, the working group is looking into utilising the levy to upskill current staff in the first instance. There are a number of more generic apprenticeships that can be used across police staff departments such as Supervisor, Business Administration and Customer Services which will allow the Constabulary to start using the money now and more effectively workforce and succession plan within police staff roles.
- 4.10 The steps being undertaken by the group are to meet with managers and understand skills gaps, to see where apprenticeships can be best utilised within their departments.

### Direct Entry Detective Constables

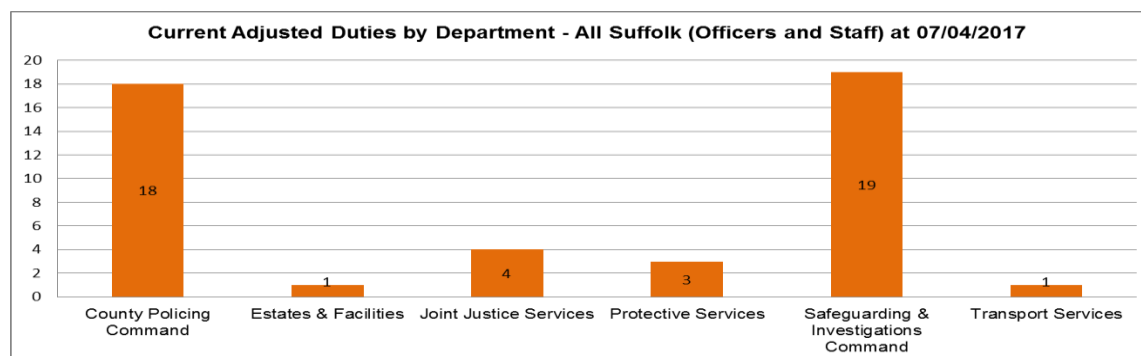
- 4.11 The traditional route into policing is through a standardised entry assessment process and a two year probationary period which comprises a uniform foundation course followed by uniform deployment to complete all elements of the Integrated Learning and Development Programme (IPLDP) which results in a level 3 diploma. Officers become substantive uniform constables at the end of their probation and only later may consider starting to work towards a detective pathway. Police regulations govern the two year probationary period for constables and College of Policing standards provide the need to complete the standard IPLDP.
- 4.12 There is currently a nationwide shortage of investigative skills. There are many reasons that are behind this but it is mainly due to a significantly reduced desire to take up a detective career path and work in volume crime. It is recognised that work needs to be done to plug the issues but, at the same time a new generation of detectives must be attracted.
- 4.13 Whilst it is currently the position that all recruits must complete IPLDP and serve a two year probationary period there is significant flexibility as to how that is achieved. Many of the core skill areas are generic to both uniform and investigation and thus it is possible for IPLDP to be completed through a mainly investigative rather than uniform exposure only.
- 4.14 The Constabulary is piloting a Direct Entry/Fast Track programme where officers will complete the IPLDP within a shorter period of time than traditionally and then provide support to accelerate them through the Professionalising Investigations Programme (PIP) 1 process. Essentially officers will have a two year probation that exposes them to both uniform and investigative training which culminates in PIP 2 at the end of the probationary period.

### Positive Action

- 4.15 Recruitment lines opened on the 13<sup>th</sup> March 2017 for the start of the 2017/18 Recruitment Campaign. A new process has been put in place for 2017/18 to track the progression of applications from BME, female and other protected characteristics through each stage of the recruitment process to identify any potential disproportionality or discrimination. An 'end of campaign' report will be produced, reported and discussed at both the Management/Command Team meetings and at Diversity Group meetings allowing for action to be taken as appropriate.
- 4.16 The Constabulary will continue to build on the Positive Action work being undertaken which includes:
- Open Evenings
  - Attendance at recruitment engagement events
  - Attendance at community events
  - Engagement with IAGs and local community groups
  - Engagement with local colleges
  - BME Insight Courses
  - Posters sent out and put up in locations used by minority groups
  - Events held to attract applications
  - Targeted work with specific groups and IAG members
  - Business cards carried by all SNT members and Engagement Officers
  - Updated Marketing Strategy for 2017/18 which includes using female, LGBT and BME student officers across a range of communications – images, testimonials, FaceBook live etc.

## 5. LIMITED DUTIES

- 5.1 Following the regulation changes, recuperative duties are defined as “duties that fall short of full deployment, undertaken by police officers and staff following an injury, accident, illness or medical incident, during which the individual adapts to and prepares for a return to full duties and the full hours for which they are paid.” Adjusted duties are defined as “duties falling short of full deployment in respect of which workplace adjustments have been made to overcome barriers to working”. It is therefore to be expected that the numbers of officers and staff on recuperative duties fluctuates more than the number of officers and staff on adjusted duties.
- 5.2 As at 7<sup>th</sup> April 2017, there were 144 individuals carrying out recuperative duties and 46 carrying out adjusted duties. Of the 46 individuals carrying out adjusted duties, 18 are situated within the County Policing Command and 19 within the Safeguarding and Investigations Command. A breakdown of the adjusted duties within the Suffolk County Policing Command is below.
- 5.3 It should be noted that many individuals on recuperative or adjusted duties will be undertaking full police roles and adjustments may be minor. A Limited Duties Working Group has been established to review the policy, process and outcomes in more detail and to make recommendations for change where appropriate.



## 6. SICKNESS MANAGEMENT

### Sickness Reasons

- 6.1 For the purpose of this paper, the reasons for sickness absence during 2016/2017 have been categorised using the Dorset Twelve Sickness Reason classification, which establishes twelve categories of sickness absence.

#### Suffolk Police Officers

<b>Dorset 12 Sickness Categories</b>	
01 – Headache and Migraine	1.98%
02 – Ear and Eye	1.40%
03 – Respiratory	13.38%
04 – Cardiac or Circulatory or Metabolic	1.35%
05 – Digestive Disorder	11.25%
06 – Genito-Urinary or Gynaecological	1.70%



07 – Musculo-skeletal	20.52%
08 – Skin	0.65%
09 – Infectious Diseases	0.04%
10 – Nervous Systems Disorders	3.00%
11 – Psychological Disorders	28.13%
12 – Miscellaneous	16.53%

### Suffolk Police Staff

<b>Dorset 12 Sickness Categories</b>	
01 – Headache and Migraine	5.56%
02 – Ear and Eye	0.94%
03 – Respiratory	18.25%
04 – Cardiac or Circulatory or Metabolic	3.77%
05 – Digestive Disorder	10.53%
06 – Genito-Urinary or Gynaecological	3.10%
07 – Musculo-skeletal	10.55%
08 – Skin	0.49%
09 – Infectious Diseases	0.38%
10 – Nervous Systems Disorders	1.56%
11 – Psychological Disorders	22.61%
12 – Miscellaneous	21.95%

- 6.2 The full year position for Suffolk Police Officers was 4.32%. This was 0.51% higher than the previous financial year.
- 6.3 The full year position for Suffolk Police Staff was 4.49%. This was 0.50% higher than the previous financial year.
- 6.4 Amongst police officers, the highest category of sickness absence during 2016/2017 was that of psychological disorder, with 28% of sickness absence being attributed to this category. Whilst the proportion is lower amongst police staff, 23% of sickness was categorised as being related to psychological disorders. This trend is reflected within the research carried out by the CIPD (Chartered Institute of Personnel and Development) who stated in their 2016 Absence Management Study that despite organisations that they surveyed taking greater steps to invest in the wellbeing of their staff, a third of organisations reported an increase in stress related absence and two fifths a rise in reported mental health problems<sup>1</sup>.

### **Action on Sickness Absence**

- 6.5 Over the course of the last 12 months, the HR Business Partners have run a series of Absence Masterclasses with police staff and police officer line managers. The masterclasses cover areas such as sickness triggers, formal stages, case studies,

<sup>1</sup> CIPD, *Absence Management 2016 – Annual Survey Report Public Sector Summary*, p.1

support available to officers and staff, and occupational health referrals. Over 270 officers and staff across Norfolk and Suffolk registered to attend these sessions within the last 12 months.

6.6 In addition, the Director of HR hosted an Absence Management Workshop which was well attended by senior police officers and staff managers, members of HR staff, UNISON, Police Federation and Legal Services. The group looked at four questions within the workshop:

- What are the reasons for member of staff becoming absent from work?
- What information do we as frontline managers and police staff need to help us manage sickness and supporting staff?
- What are issues and challenges in managing sickness and supporting staff?
- What support can the Constabularies give to their people to improve the sickness absence levels?

6.7 The basis of the responses have been used to inform the terms of reference for the Absence Management Group which will be discussing, drawing up and implementing an action plan for sickness absence within the Constabularies.

### **Sickness Absence Strategic Profile**

6.8 The Joint Performance and Analysis Department have been tasked with completing a Strategic Profile in relation to sickness absence. For this project, analysis will be carried out to provide findings for the following topics;

- Data quality
- Analysis of the absence and sickness data
- The cost of sickness absence to the organisations
- The effectiveness of intervention

6.9 It is expected that this will be presented to at a meeting of the Joint Chief Officer Team (JCOT) in July 2017.

### **Workplace Health, Safety and Wellbeing Strategy**

6.10 A new Health, Safety and Wellbeing Strategy has been developed showing how the Constabulary will support officers and staff to promote workplace health, health and safety and wellbeing.

6.11 One priority has already been achieved by the launch of a new Employee Assistance Programme (EAP) on the 2<sup>nd</sup> May 2017. The EAP is a confidential counselling and information service which is available 24/7 to assist employees with personal or work-related problems that may be affecting their health, wellbeing or performance. The EAP service is free to use and is delivered by The Validium Group, a professional and independent Employee Assistance provider who support over 350 organisations in the UK.

6.12 The new EAP provides access to telephone counselling and a range of specialist information services. In addition, short term face-to-face counselling is available with a professional psychologist or counsellor either close to where an individual lives or works.

6.13 Employees can also call the EAP for help, information, guidance or support with a wide range of issues including relationship difficulties to neighbour disputes, money worries to consumer rights. The following services are available from the EAP:

- Counselling & emotional support;
- Money and debt information;
- Legal information;
- Health and wellbeing information;
- Family care information.

**7. FINANCIAL IMPLICATIONS:**

7.1 There are no financial implications in regards to this report.

**8. OTHER IMPLICATIONS AND RISKS**

8.1 There are no other implications in regards to this report.

<b>ORIGINATOR CHECKLIST (MUST BE COMPLETED)</b>	<b>PLEASE STATE 'YES' OR 'NO'</b>
Has legal advice been sought on this submission?	No
Has the PCC's Chief Finance Officer been consulted?	No
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	Yes
Have human resource implications been considered?	Yes
Is the recommendation consistent with the objectives in the Police and Crime Plan?	Yes
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	N/a
Has communications advice been sought on areas of likely media interest and how they might be managed?	No
Have all relevant ethical factors been taken into consideration in developing this submission?	Yes