

**ORIGINATOR: CHIEF CONSTABLE**

**PAPER NO: AP22/34**

**SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL –  
8 JULY 2022**

**SUBJECT: WORKFORCE REPORT**

**SUMMARY:**

1. A workforce summary which is provided six monthly to the Panel, including Workforce Numbers, Diversity and Learning and Development

**RECOMMENDATION:**

1. The Police and Crime Commissioner is asked to consider of the contents of the report.

## **DETAIL OF THE SUBMISSION**

### **1. KEY ISSUES FOR CONSIDERATION**

- 1.1 The purpose of this report is to provide reassurance regarding how the Constabulary attracts, recruits, retains, and develops its capacity and capability to provide an effective police service, and manages and understands its workforce, to deliver its duty of care as an employer and meet the needs of the organisation.

### **2. WORKFORCE NUMBERS**

- 2.1 As at the end of April 2022, the Constabulary had a police officer establishment of 1283.3, and a strength (FTE) of 1301.8. In terms of strength, this is an increase of 62.1 FTE on the corresponding point of the previous financial year. Workforce Planning forecast the strength at the end of this financial year to be 1357.12.
- 2.2 The Police Community Support Officer (PCSO) establishment at the end of April 2022 was 40.2 and there was a strength (FTE) of 35.4. This is a reduction of 3.2 FTE on the corresponding point of the financial year.
- 2.3 The police staff establishment was 1022.9 at the end of April 2022, and there was a strength (FTE) of 890.2. The strength has remained fairly stable since the corresponding point of the previous financial year, with a reduction of 6.4 FTE.
- 2.4 The Constabulary is on track to meet its uplift target by Spring 2023

### **3. WORKFORCE DIVERSITY**

- 3.1 Data as at the end of April 2022 shows that the percentage of officers who have shared with us that they are BAME (which is how data is reported to the Home Office as part of Project Uplift) is 2.8%, which has remained fairly stable over the past 5 years. The proportion of officers who have shared with the Constabulary that they are from any other white background has increased from 1.4% five years ago to 2.3%. The proportion of officers who have not provided this information to the Constabulary is now just 1.5%.
- 3.2 The proportion of staff who are BAME is 2.0% and the proportion of staff who identify as being from any other white background is also 2.0%. The proportion of those who have not provided this information to the Constabulary is 5.9%. This is being addressed (and overseen by the DEI Board) through the "Safe to Say" campaign which is a national campaign to increase the proportion of those who share their protected characteristics with the Constabulary.
- 3.3 The proportion of officers who are female has grown from 29.0% to 35.0% over the past five years. The proportion of police staff has grown 60.8% to 63.7% over the same period.
- 3.4 The proportion of officers who are under the age of 25 has increased to 12.4% from 2.8% five years ago. This is as a result of the increased number of recruitment intakes, and a lower average age of those applying and being selected.
- 3.5 The proportion of officers who identify as Lesbian/Gay or Bisexual has increased from 3.2% to 3.7% over the five years. The proportion of officers who have not shared this information with us has reduced from 39.7% to 25.6%. Owing to improved recruitment processes, the Constabulary is much more effective now in collecting the information from new recruits.

3.6 Officers that have shared with us that they have a disability is 2.6%. The proportion of staff who have shared this information with us is 5.0%.

#### **4. INCLUSIVITY STRATEGY AND POSITIVE ACTION**

4.1 Jointly with Norfolk, the Constabulary held a successful Inclusivity Conference in March 2022. During this the constabularies' Inclusivity Strategy was launched. The strategy captures a number of actions which in turn support 5 key statements:

- We will place emphasis on leadership standards by providing effective learning programmes
- We will empower and hear colleagues' voices
- We will prioritise the development of an inclusive workplace
- We will take a zero-tolerance approach to all forms of inappropriate behaviour
- We will provide rigorous vetting and recruitment standards
- We will deliver effective and inclusive policies including supplier due diligence

4.2 Progress against the strategy is monitored at the Constabularies' People which is chaired by the Deputy Chief Constable, with actions also being reviewed in greater detail at the Diversity, Equality and Inclusion Board, attended by our Staff Support Networks.

4.3 A dedicated Positive Action Advisor is situated within Suffolk. Across the county Positive Action events are now in place utilising stakeholder engagement and community relationships as well as higher education institutions and schools.

4.4 Dedicated recruitment events were held throughout the year for all underrepresented groups, providing information on the recruitment process as well as what individuals may expect from a career in policing. These were very well received.

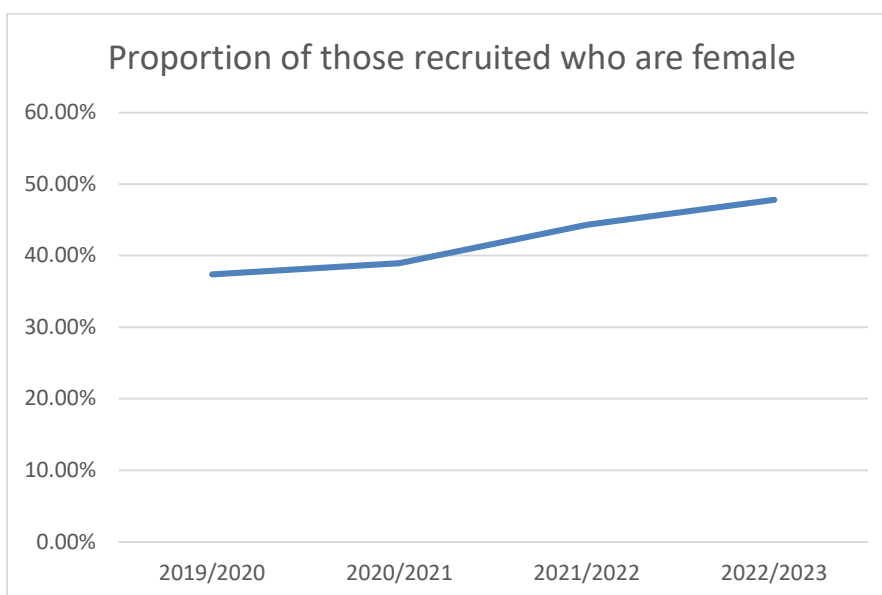
#### **5. CHANGING WORKFORCE**

5.1 As stated above, the Constabulary has seen a high proportion of younger officers recruited than previously.

5.2 In addition to officers recruited via the regular intakes, 11 officers were recruited as transferees during the 2021/22 financial year and three were recruited in April (2022).

5.3 During this time, the Constabulary has observed a higher rate of attrition amongst those officers who are relatively junior in service. This is reflected nationally in officer numbers and is modelled and monitored through significant work within the Attrition Project to better understand all force leavers, the push and pull factors for joining, remaining and leaving constabulary employment (i.e. economic, career development). Phone calls are made to all employees who leave (officers and staff), with set questions in order to build an effective data picture. The first phase of this data collection will be reported to the Constabularies' People Board in June.

5.4 The below charts show that proportion of those with self-identified protected characteristics recruited as police officers. It should be noted that whilst a positive start, the 2022/23 data is related to a single intake at this stage (start of Police education Qualification Framework PEQF). This data is reported and monitored on at People Board.



5.5 Of the officers above the rank of Sergeant, 2.04% are identified as BAME, 21.63% are female and 2.04% have shared with us that they have a disability.

## 6. ABSENCE MANAGEMENT

6.1 The Constabulary remains committed to supporting the workforce should they become unwell. Over the past two years, the Constabulary has seen increased absence rates linked to the Covid Pandemic, but this has now reduced.

6.2 Amongst Suffolk Officers, the absence rate was 5.54% for the complete financial year. For Suffolk Police Staff, the absence rate was 5.39%.

6.3 The Constabulary actively manages officers who are on Limited Duties. Limited Duties are categorised as either Recuperative Duties or Adjusted Duties. The definition of Recuperative duties is as follows:

*“duties falling short of full deployment, undertaken by a police officer following injury, accident, illness or medical incident, during which the officer adapts to and prepares for a*

*return to full duties and the full hours for which they are paid, and is assessed to determine whether he or she is capable of making such a return.”*

6.4 As at the end of April there were 110 officers on recuperative duties. These duties may have non-obtrusive restrictions, but do give officers the opportunity to return to the workplace.

6.5 Adjusted Duties are defined as follows:

*“duties falling short of full deployment, in respect of which workplace adjustments (including reasonable adjustments under the Equality Act 2010) have been made to overcome barriers to working”.*

6.6 As at the end of April there were 38 officers on Adjusted duties. There is now an enhanced data set which provides greater scope for commanders to make decisions as to where adjusted duties officers can be accommodated where they can make the fullest contribution.

## **7. POLICY DRIVERS**

7.1 The pandemic has been a catalyst for the adoption of new ways of working across the Constabulary. This is being managed by the Modern Workplace programme, with HR support. New contracts for affected police staff are being drafted and will be sent to staff over the summer.

7.2 Work is well underway to meet the demands of the new Pay Progression reforms. These will take effect from April 2023, and is supported by the introduction of the Electronic Performance and Development Review (E-PDR) system.

7.3 The Chief Constable has made the decision to introduce Targeted Variable Payments this year. The target of these will be detectives in Professionalising Investigation Programme Level 2 (PIP2) designated posts, given that this has been a challenging area for the Constabulary to retain skills in the past. Work in underway with department heads to identify posts that meet the criteria, and then to introduce the mechanism for making the payments.

## **8 LEARNING AND DEVELOPMENT**

8.1 Demand within Learning and Development continues to increase. As stated elsewhere, Project Uplift has seen an increase in younger and more inexperienced officers who require development to support a sustainable workforce. Learning and Development work with operational commands to deliver a regular refresher courses, as well as introduce new programmes of learning.

8.2 A new E-PDR platform went live in April 2022 and will set a foundation for future succession planning, talent management and strategic training needs analysis. Over 1800 officers and staff across both of the constabularies have so far accessed the system and opened their E-PDR.

8.3 Learning and Development capacity and capability is being enhanced through the increased professionalisation of learning, in partnership with Anglia Ruskin University, which will particularly benefit new officers. Mobile and virtual learning mechanisms have been improved since introduction of the Learning Management System (LMS) and MS 365.

8.4 Partnership work with local colleges to develop and support the Police Constable degree and align this to the Special Constable programme so officers can be recruited within a significantly reduced timeframe, providing financial savings.

- 8.5 A S28 notice remains for first aid compliance which remains an area of concern due to reporting and wider clinical governance changes expected from national events (e.g. Manchester Bombing).
- 8.6 The Constabulary has given a commitment to developing the Chronicle System which is assisting compliance. Gaps remain, however, around areas not managed on the system, such as Detectives, Search, and Dogs. A skills matrix is an Area for Improvement (AFI) from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), and is being worked through with the ICT department and other relevant stakeholders.
- 8.7 Performance is being achieved and is on an upward trajectory in relation to skills compliance, which has previously been a risk for the Constabulary. A balanced budget has also been achieved.

**9. FINANCIAL IMPLICATIONS:**

- 9.1 There are no Financial Implications associated with this report.

**10. OTHER IMPLICATIONS AND RISKS**

- 10.1 There are no other implications and risks associated with this report.