

ORIGINATOR: CHIEF CONSTABLE

PAPER NO: AP23/06

**SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL –
13 JANUARY 2023**

SUBJECT: WORKFORCE REPORT

SUMMARY:

1. The workforce report is provided six monthly, and includes details on workforce numbers, diversity and how the Constabulary attracts, recruits, retains, and develops its workforce.

Chief Officer Commentary:

Suffolk Constabulary is on track to meet its Police Officer Uplift target by April 2023. The Police Educational Qualification Framework (PEQF) entry provided in partnership with Anglia Ruskin University has high levels of satisfaction in its first year; but we are developing an option for those who want to be police officers but do not want to work towards a degree qualification.

Recruiting and retaining police staff is increasingly challenging in the current job market. The reasons are reflected in our interviews with those who are leaving us. However, our creativity in marketing has helped attract new people into key roles like control room operators and we have adapted our approach to make us more accessible and attractive.

The cost of accrediting police training is increasing. We are working with the College of Policing to keep a balance between accreditation through approved practice and what works for us in Suffolk.

Leading With Care provides exemplary opportunities for our talented leaders to develop.

RECOMMENDATION:

1. The Police and Crime Commissioner (PCC) is asked to consider the progress made by the Constabulary, and raise issues with Chief Constable as appropriate to the PCC's role in holding the Chief Constable to account.

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. As an additional element for consideration in this report, attrition rate analysis has been provided as following a request at the Accountability and Performance Panel on 8 July 2022.

1.2 This report supports the Police and Crime Plan commitment in that the Constabulary will:

- Develop the professionalism and diversity of the workforce by:
 - Focussing on attraction, recruitment, retention and workforce development.
 - Making the workforce more representative of the communities it serves.
 - Delivering the requirements of the Policing Education Qualifications Framework.
- Ensure the approach to people management supports the health, well-being and welfare of the workforce.
- Provide opportunities for young people through apprenticeships, internships and graduate opportunities.
- Make best use of volunteers to support and improve capacity and capability.

2. WORKFORCE NUMBERS

2.1 As at the end of November 2022, the Constabulary had a police officer establishment of 1,356, and a strength (FTE (full time equivalent)) of 1,312. In terms of strength, this is an increase of 12 FTE on the 1301 figures at the end of April 2022. Workforce Planning forecast the strength at the end of this financial year to be 1,350.

2.2 The Police Community Support Officer (PCSO) establishment at the end of November 2022 was 40.2 and there was a strength (FTE) of 37. This is a constant in the establishment level, and an increase of 1.6 (FTE) from the reporting point in April 2022.

2.3 The police staff establishment was 1,044.5 at the end of November 2022, and there was a strength (FTE) of 905.1. The strength has seen a small increase since the last reported data in April 2022, with an increase of 14.9 FTE.

2.4 The Constabulary is on track to meet its uplift target by Spring 2023. However, numbers continue to be tracked on a monthly basis to ensure that the Constabulary is proactive in spotting any trends.

3. WORKFORCE DIVERSITY

3.1 Data as at the end of November 2022 shows that the percentage of officers who have shared with us that they are Black, Asian and Minority Ethnic (BAME), which is how data is reported to the Home Office as part of Project Uplift, is 2.8%, which has remained stable over the past five years. This also shows no movement against the 2.8% reported rate in April 2022. 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 1.9%, this is however a drop off from the 2.4% reported in April 2022. The proportion of officers who have not provided this

information to the Constabulary is now just 1.4%, a decrease in disclosure rates from those reported in April 2022.

- 3.2 The proportion of staff who are BAME is 2.1%, a slight increase on April 2022 and the proportion of staff who identify as being from any other white background is 2.0%. The proportion of those who have not provided this information to the Constabulary is 6.1%, showing a slight rise from the 5.9% in April 2022. The Constabulary is looking to address this via the “Safe to Say” campaign which is a national campaign to increase the proportion of those who share their protected characteristics with the Constabulary, providing the context on why this information is important and how it will be used.
- 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 from 61.0% to 62.9% over the same period. Both showing better representation of women within the Constabulary.
- 3.4 The proportion of officers who are under the age of 25 has increased to 13.6% from 4.9% five years ago; an increase of 1.2% can also be seen between November 2022 and the last reported figures in April 2022. This is as a result of the increased number of recruitment intakes, and targeted recruitment 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 3.3% to 3.6% over the five years. The proportion of officers who have not shared this information with us has reduced from 38.2% to 24.1%. 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 3.0%, the number of individuals who have not shared this information with us has reduced from 40.1% to 23.0% over the last five years. The proportion of staff who have shared this information with us is 4.6%, the number of individuals who have not shared this information with us now sits at 24.7% compared with 32.3% five years ago.

4. DIVERSITY EQUALITY AND INCLUSIVITY AND POSITIVE ACTION

- 4.1 Jointly with Norfolk, the Constabulary has been working on the current Diversity, Equality and Inclusivity (DEI) programme of work in order to create a shared approach to managing DEI across the Constabularies. The internal DEI offering has been brought back into the Joint People Directorate to manage and work is ongoing to formulate a joint strategy capturing the direction of travel of both Constabularies. Work has been undertaken to;
 - Create an overall strategy and action plan to outline the areas of focus for the Constabulary.
 - Re-align the DEI boards across both Constabularies to ensure they are efficient and effective at monitoring and delivering against the overall DEI strategy and action plan.
 - Provide a branded programme of work that all DEI project work and associated actions fall under.
 - Ensure actions in line with the Violence Against Women and Girls and the Police Race Action Plan are recognised and achieved for the Constabulary, in conjunction with the work ongoing around DEI.
- 4.2 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. The Positive Action recruitment pages on the Constabulary website have now been updated in order to promote the offering of the Constabulary. These focus around dispelling the myths surrounding Positive Action and

promoting both lived experience and the support on offer to candidates and the workforce of the Constabulary.

4.3 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 by those in attendance, taking place at West Suffolk College, Ipswich Jobs Fayre and the University of Suffolk. The events for the coming year are now being shared via the Constabulary website.

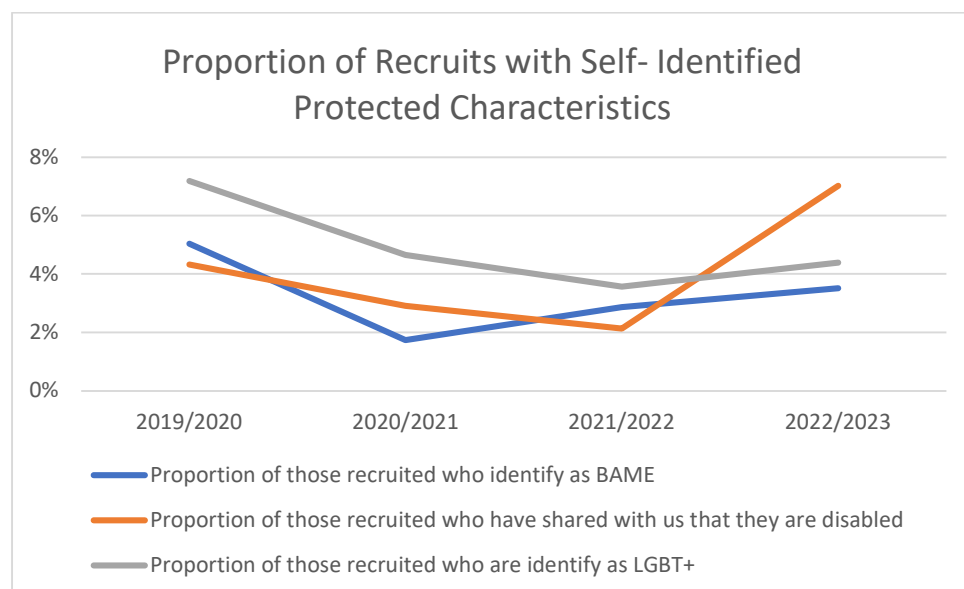
5. CHANGING WORKFORCE AND ATTRITION

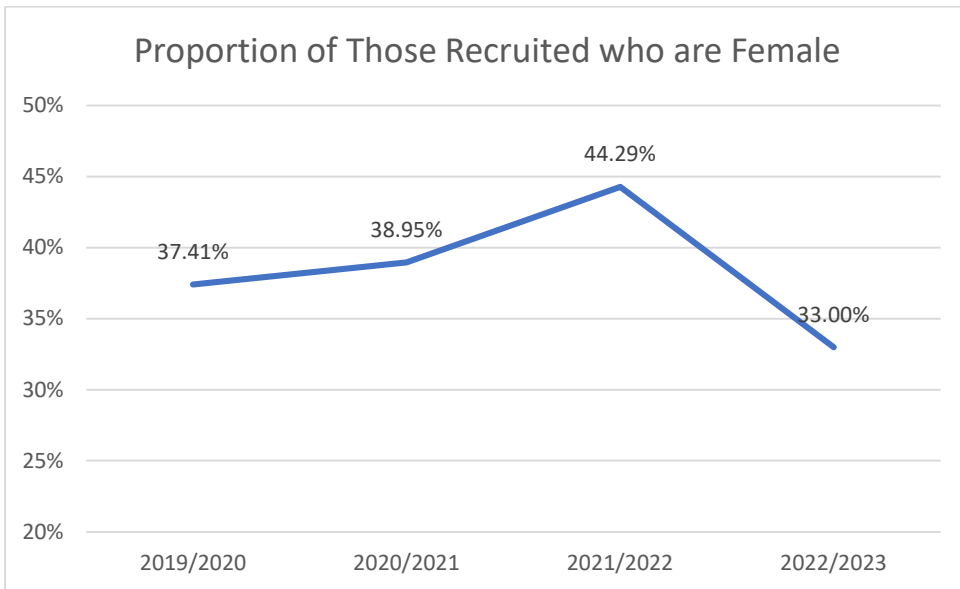
5.1 As stated above, the Constabulary has seen a high proportion of younger officers recruited than previously.

5.2 In addition to officers recruited via the regular intakes, 21 officers have been recruited as transferees during the 2022/23 financial year to date, compared with the 11 recruited across the 2021/22 financial year.

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 now made to all employees who leave (officers and staff), with set questions in order to build an effective data picture. This data has continued to be reported to the Constabulary's People Board, with the most recent summary of data collected and trends presented in December 2022.

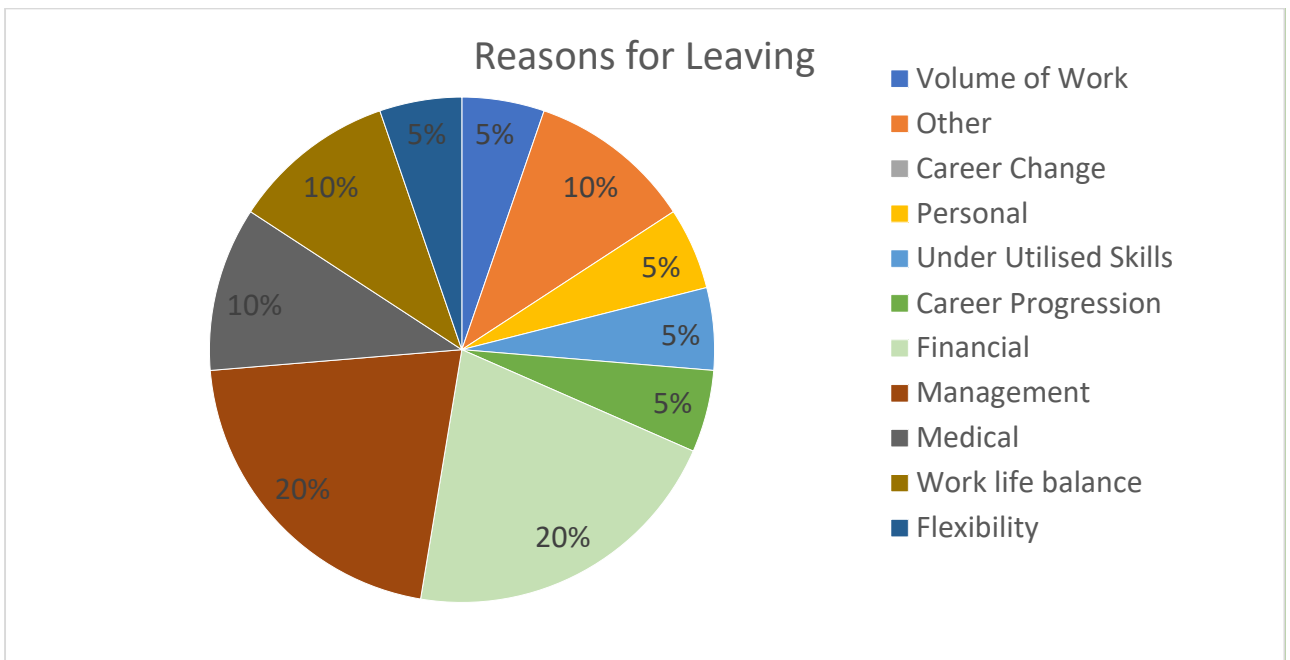
5.4 The below charts show the percentage of the new starters with self-identified protected characteristics recruited as police officers. This is for 2022/23 and from a sample of 114 individuals.

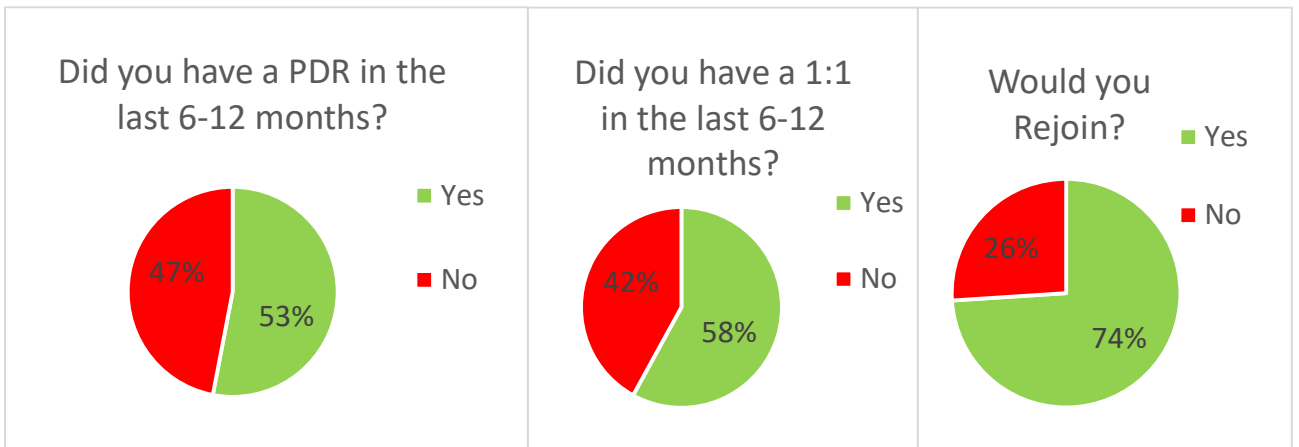
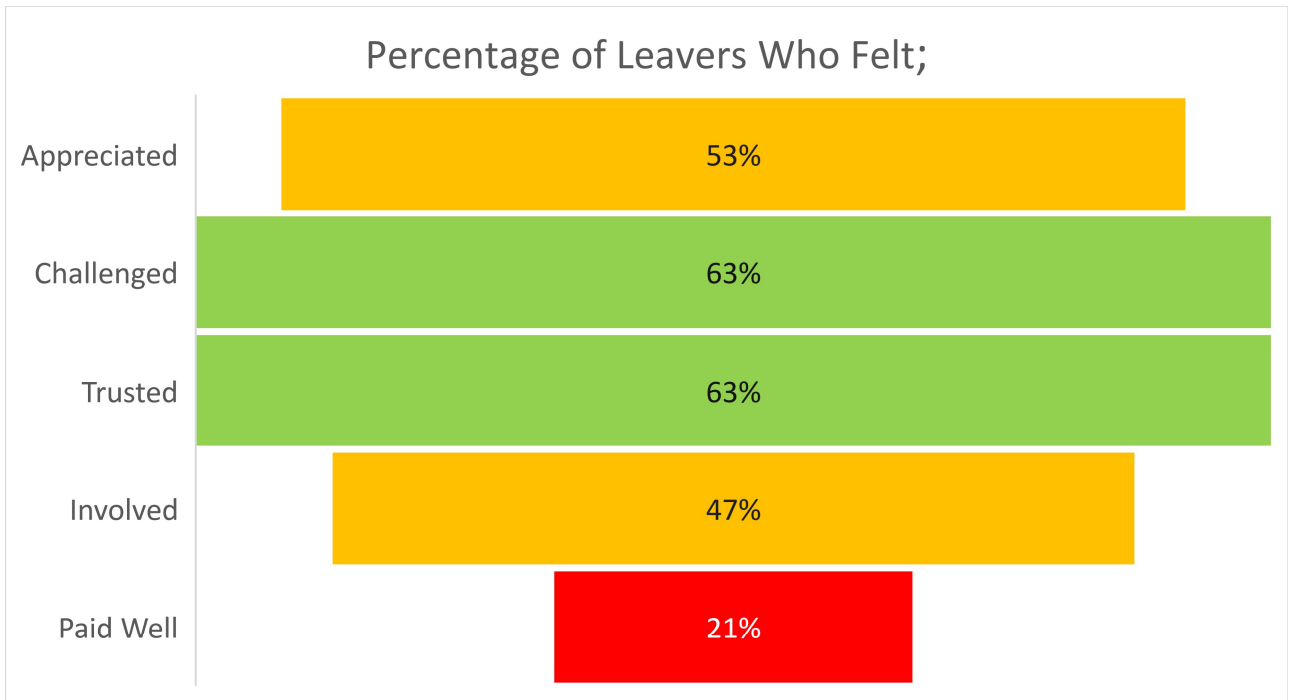




5.5 The Constabulary has continued to analyse attrition in both staff and officers. A full review of the leaving information and feedback from leavers from the Constabularies over the 2022/23 financial year has now been conducted. The review considers officers and staff from both Norfolk and Suffolk Constabularies due to the similarities in responses.

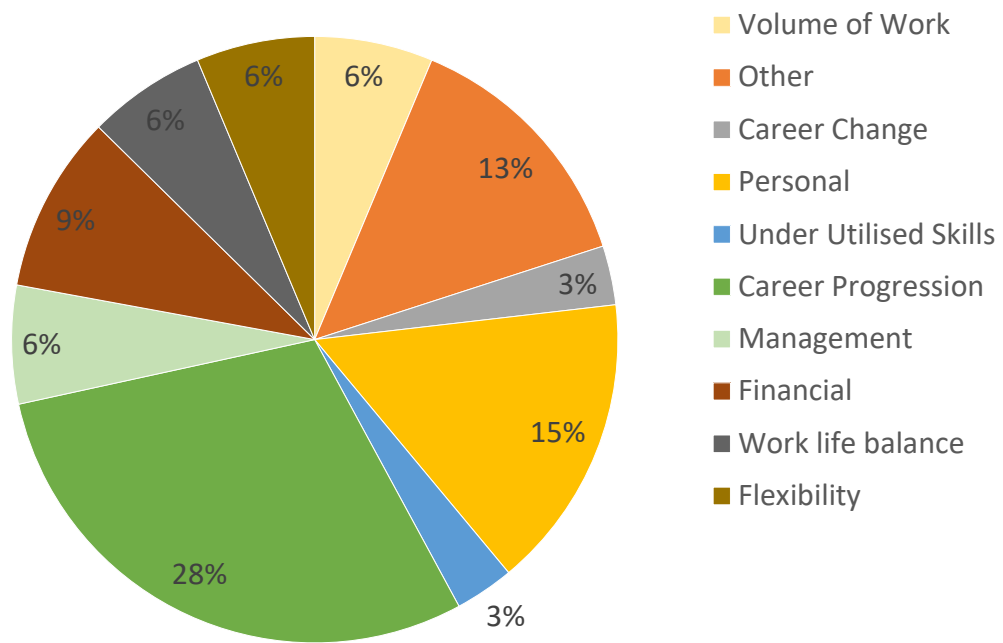
5.6 The below graphics show the findings for officers only.



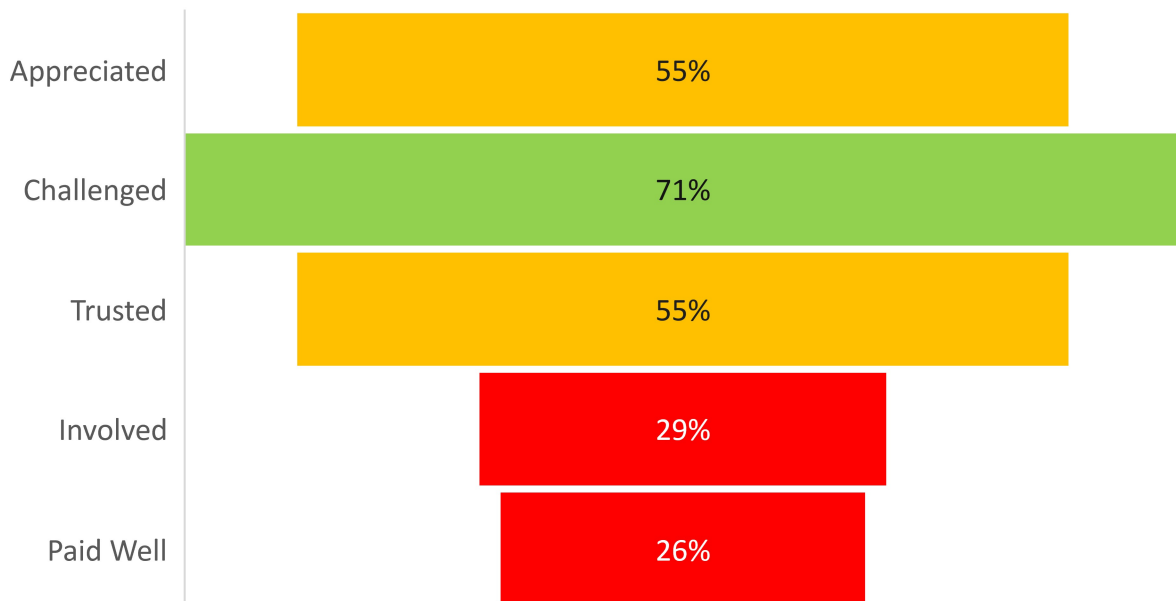


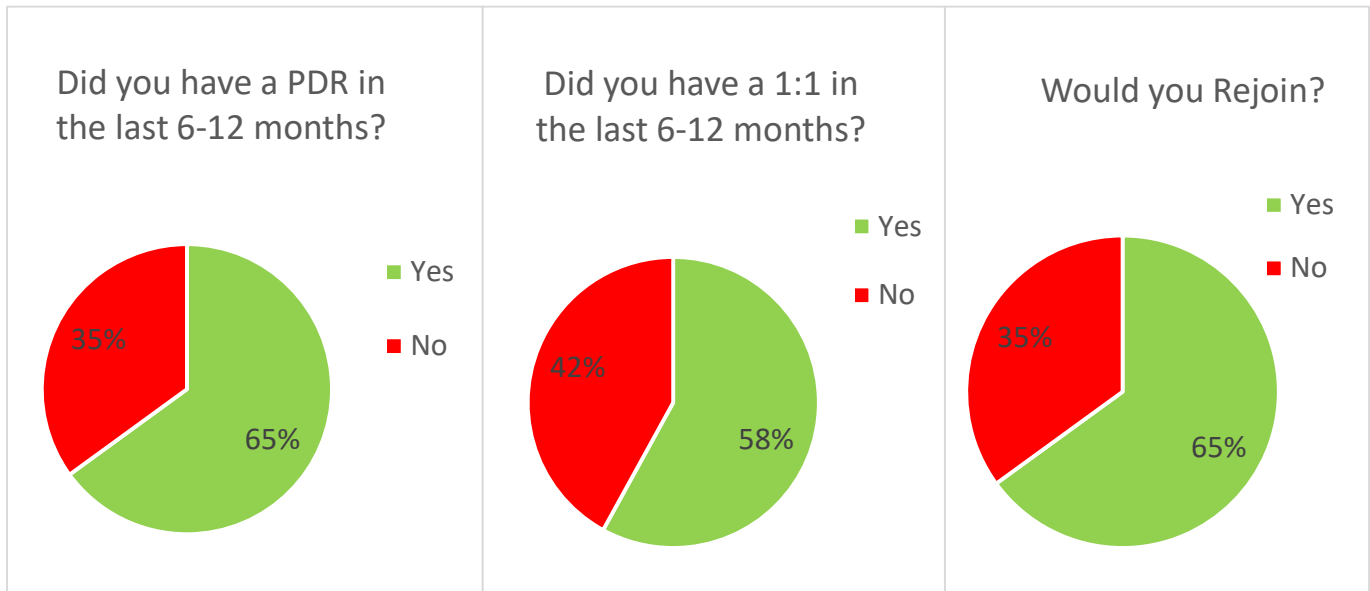
5.7 The below graphics show the findings for Staff only.

Reason for Leaving



Percentage of Leavers Who Felt;





5.8 The work resulting from this, will be to look at forming a retention strategy based on the feedback from this attrition work. This will look at the areas of focus for both officers and staff to aim to increase the retention rates of both groups. The current process around gathering of information from leavers from the Constabulary will continue, ensuring any themes that develop are pulled out.

5.9 Some of the key feedback from both officers and staff is represented below. For officers, the most commonly reported reason was work-life balance, whilst for staff internal-progression was the mode reason given.



6. ABSENCE MANAGEMENT

6.1 The Constabulary remains committed to supporting the workforce with both their physical and mental wellbeing. The absence rates for the Constabulary remain low for the workforce, rates continue to be monitored to look out for any trends.

6.2 Amongst Suffolk Officers, the year-to-date absence rate for Suffolk County Policing Command (CPC) in 2022/23 is 5.2%, whilst for Suffolk Crime, Safeguarding and Incident Management Command (CSIM) the year-to-date absence rate is 3.7%. For Suffolk Police Staff, the year-to-date absence rate for Suffolk CPC is 7.0% and for Suffolk CSIM the year-to-date absence rate is 5.3%.

- 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 November there were 146 limited duties officers. Of these officers on limited duties, 36 are currently on adjusted duties whilst 110 are currently on recuperative 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 Covid-19 pandemic has been a catalyst for the adoption of new ways of working across the Constabulary. An increase in flexible ways of working is being pursued by the Constabulary in line with wider workforce trends. This is being managed by the Modern Workplace programme, with support from the Human Resources Department. New contracts with role categorisation for affected police staff have been rolled out to staff.

- 7.2 Work is well underway to meet the demands of the new Pay Progression reforms. These will take effect from April 2023 and has been 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. Commands have identified these posts that should attract the payments, these were paid to eligible officers and staff in October 2022 and continue to be done so on a monthly basis.

8 LEARNING AND DEVELOPMENT

- 8.1 The Constabulary launched the new Police Educational Qualification Framework (PEQF) for student officers in April 2022 and has now commenced the contract with Anglia Ruskin University. The old entry pathway will cease after April 2023 when a final cohort of Fast Track Detective Entry students join the Constabulary.

- 8.2 The Constabulary has continued to deliver the student uplift numbers, and has increased cohort sizes and frequency to meet the demand. Space within the estate has been a challenge and a more permanent solution to accommodate demand is needed from March 2023. The Constabulary Estates Team is working to resolve the challenges.

- 8.3 The Head of Learning and Development (L&D) is now working with the College of Policing on scoping a fourth non-degree entry route to complement the existing PEQF. The timeline for this is still unknown and further information should become available in the new year.
- 8.4 The new E-PDR platform is reaching the end of the first year and there have been some significant successes in its use for accessing development, through Leading with Care and progression, through promotion processes. Further work is being done through the People Board to achieve more consistent compliance rates across the departments. The E-PDR will continue to be developed to include opportunities for proactive data collection to support talent management and succession planning strategies.
- 8.5 The use of the Constabulary digital learning platform the 'Best I Can Be' has grown from strength to strength, with stakeholders designing and delivering learning materials at the point of need and in an efficient and effective way. Masterclasses and access to continuing professional development (CPD) material are readily available for ongoing professional development. The 'Best I Can Be' platform is a one-stop shop for all learning opportunities and includes the Leading with Care pathways, College of Policing Leadership Hub, external materials and Constabulary learning priorities.
- 8.6 Protected Learning Time (PLT) features significantly in PEQF and more general apprenticeships. The Learning and Development Department will be piloting a more structured approach to wider PLT with the Strategic Business and Operational Services Team, and this will be launched in April 2023.
- 8.7 The professionalisation of policing skills through the increased level of licensing of locally delivered training undertaken on behalf of the College of Policing is a new and emerging challenge to the Constabulary. Local and national events (e.g., Manchester Bombing) frequently refer back to the training delivered to officers and whether this is consistent across the country.
- 8.8 The College of Policing are, through a licensing approach, now able to set a standardised baseline of competence in relation to driving, use of force (taser and firearms) and first aid. These standards combined through national auditing and licensing scrutiny enable the College of Policing to standardise learning so that personal and organisational liability is clear. The new Police Driving (Prescribed Training) Regulations 2022 are a good example that shifts the police officer liability away from those standards expected of the public to a more defined set of standards based around police driver training.
- 8.9 The Constabulary has given a commitment to developing the Chronicle System which is assisting this work and ensures officers and staff are compliant against the licensing requirements. This supports skills monitoring, compliance, and capability, significantly improving the position from when the original His Majesty's Inspectorate of Constabulary (HMICFRS) Area For Improvement (AFI) was set. The system has now been extended to cover all licensed activity from the College of Policing as well as its likely trajectory over the next few years. This programme also enables the key aspects of skills to be achieved;
- Single source of reference.
 - Improved data accuracy.
 - Better reporting of compliance.
 - Better understanding of the costs.
 - Steering the development of data to enhance future decision making for example skills distribution and succession planning.

8.10 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 small overspend is being forecast for the 2022/23 financial year due to the fallback from training affected by Covid-19. However, outside of this the budget would be balanced for the financial year.

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.