

ORIGINATOR: CHIEF CONSTABLE

PAPER NO: AP24/06

**SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL -
19 JANUARY 2024**

SUBJECT: WORKFORCE REPORT

SUMMARY:

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

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 a previous Accountability and Performance Panel.

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 2023, the Constabulary had a police officer establishment of 1,359, and a strength (FTE (full time equivalent)) of 1338. In terms of strength, this is an increase of 4 FTE on the figures at the end of April 2023. Workforce Planning forecast the strength at the end of this financial year to be 1,346.

2.2 The Police Community Support Officer (PCSO) establishment at the end of September 2023 was 40 and there was a strength (FTE) of 32.2. This is a constant in the establishment level, and an increase of 0.3 (FTE) from the reporting point in April 2023.

2.3 The police staff establishment was 1,042.4 at the end of November 2023, an increase of 5.6 since the end of April 2023. There was a strength (FTE) of 945.8. The strength has seen an increase since the last reported data in April 2023, with an increase of 21.4 FTE.

2.4 The Constabulary has maintained its uplift maintenance target of 1403 throughout the financial year, and is working towards its “stretch” target of 1425 with an additional detective intake planned for March 2024.

3. WORKFORCE DIVERSITY

3.1 Data at the end of December 2023 shows that the percentage of officers who have shared with us that they are from a minority ethnic group is 3%, which has remained stable over the past five years (between 2.8% and 3.2%). This is a slight increase compared to the 2.8% reported rate in December 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 1.8%, this is however a reduction from the 2.1% reported in December 2022. 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 from a minority ethnic group is 2.3%, a slight increase on December 2022 (2.2%) and the proportion of staff who identify as being from any other white background is 2%. The proportion of those who have not provided this information to the Constabulary is 4.9%, showing an increase from the 4.7% in December 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 32% to 34.7% over the past five years. The proportion of police staff has grown from 62.5% to 64% over the same period. Both showing better representation of women within the Constabulary.
- 3.4 The proportion of officers who are aged 25 and under has increased to 15% from 6.0% five years ago. This is the 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 4.5% over the five years. The proportion of officers who have not shared this information with us has reduced from 37.6% to 22.9%. 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 2.8%, the number of individuals who have not shared this information with us has reduced from 38.6% to 21.8% over the last five years. The proportion of staff who have shared this information with us is 5.2%, the number of individuals who have not shared this information with us now sits at 21.8% compared with 31% five years ago.

4. DIVERSITY EQUALITY AND INCLUSIVITY AND POSITIVE ACTION

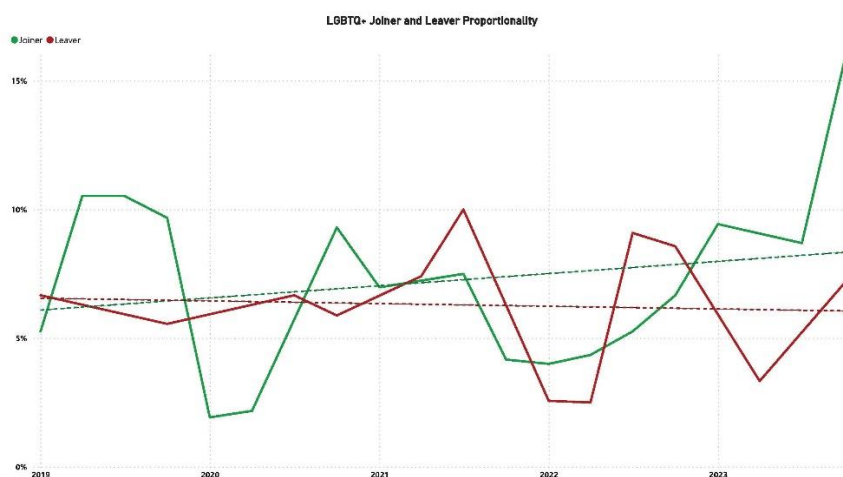
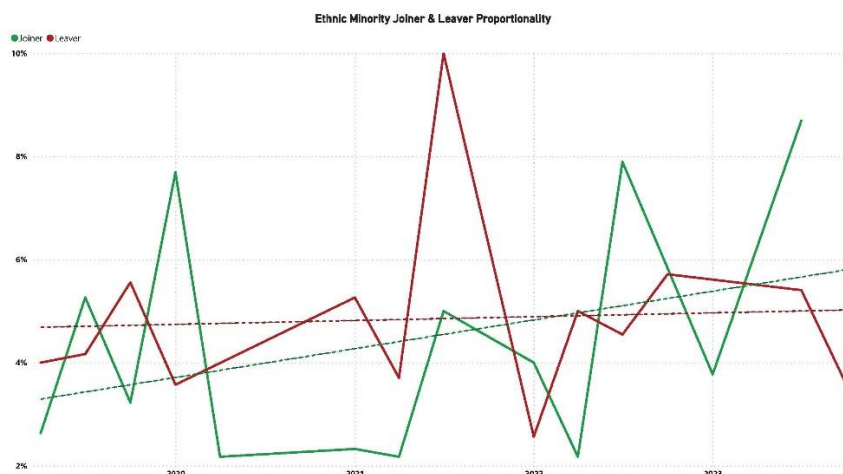
- 4.1 Jointly with Norfolk, the Constabulary continues to work on their Equality, Diversity and Inclusivity (EDI) Action Plan, which is internally managed by the Joint People Directorate, in order to create a shared approach to managing DEI across the two Constabularies.
 - Suffolk EDI strategy has been signed off and published both internally and externally.
 - Annual EDI event focussing on Neurodiversity took place on 16th November. This was very popular with 150 officers and staff attending who gave very positive feedback on the speakers we provided. Slido questions were asked throughout the event, with responses collated that can provide us further insight, helping us better support our neurodivergent staff and officers.
 - College of Policing will be coming to Suffolk Constabulary to carry out face-to-face equality impact assessment training in January 2024.
 - The Right Education training package is being rolled out in January 2024, running for the full calendar year for all first and second line supervisors/managers, focusing on culture and will incorporating active upstander training.
 - Work is underway to raise the profile of Positive Action internally and to support with promotions for underrepresented groups.
 - A full review of end-to-end recruitment documentation will be undertaken within the next 6 months, along with a review of the application process in line with College of Policing standards.

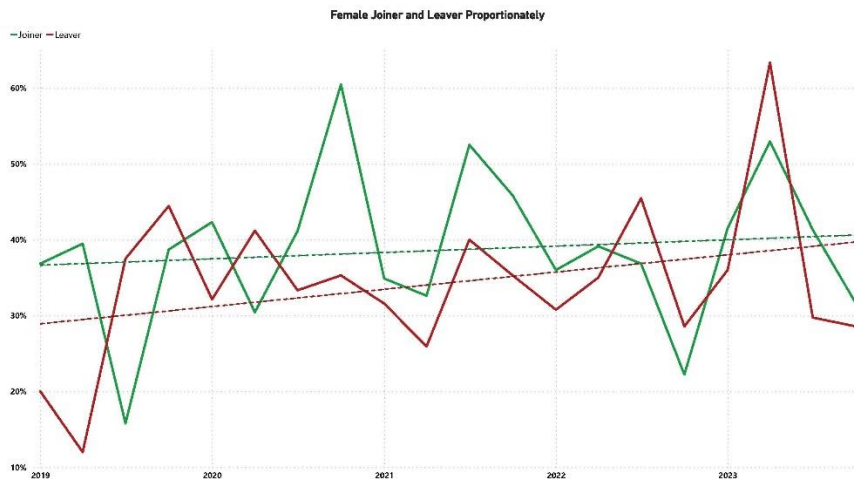
- 4.2 A dedicated Positive Action Advisor (PAA) is situated within Suffolk. Across the county, Positive Action events are now in place utilising stakeholder engagement and community relationships as well as higher education institutions and colleges. Over the last year the PAA has delivered 53 unique engagements at Further Education (FE) and Higher Education (HE) institutions, attended 11 community job fairs across the county (organised by the Council, the job fair, Department for Work and Pensions and Members of Parliament) attended the ITFC Family Day, Suffolk Show, Suffolk Skills Show and ran the first Ipswich town centre 'Emergency Services Day' in collaboration with the fire and ambulance service.
- 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. Jointly with Norfolk the PAAs have completed three series police run workshops for Ethnic Minority, LGBT+, Disability and Neurodiversity, Women and Degree Holder Entry Programme (DHEP) and Professional Policing Degree (PPD). They have now engaged with a total of 640 external people from these backgrounds through these events alone. The Suffolk PAA ran the first in person recruitment open event at Martlesham Police Headquarters in June 2023 which highlighted the roles available. We attracted over 100 attendees to this evening.
- 4.4 The PAA supports every under-represented individual through the Suffolk recruitment process who applies to be a Police Constable/Detective Constable through a dedicated mentoring programme. This includes contact (at minimum) at each stage in the recruitment process, general queries; characteristic related queries, recruitment process queries, 1:1 Email/ Microsoft Teams/Calls, invitations to bespoke webinars to support with the online assessment centre and board interviews, pre-employment support and onboarding/introductions to staff support networks upon joining. From May 2020 - December 2023 82 candidates from marginalised groups (Ethnic Minority, LGBT+, Disability and Neurodiversity) have joined Suffolk Constabulary through Positive Action support. Of the 82 candidates, 17 have joined as PC/DCs in 2023.
- 4.5 The Suffolk PAA has implemented a programme to support ethnic minority staff and officers through the promotion process and development opportunities working with the Suffolk Ethnic Police Association. Suffolks PAA has been an integral part in the gold group and working group for the Police Race Action plan and organised and ran a focus group with ethnic minority individuals who have left our organisation over the last few years to hear about their experiences working in our constabulary. This is all to aid with the Retention Strategy to better understand people's reasons for leaving. The Suffolk PAA has been working closely supporting the ongoing internal Culture work, assisted with the organisation of the force wide Culture event, and has delivered EDI inputs to senior officers. Moving forward the Suffolk PAA will deliver a new starter input at the Staff induction event around the Staff Support networks for under-represented groups to aid their transition into our organisation. Moving into next year, they will continue to promote specialisms alongside departments which lacks diversity and hosting bespoke events to support this, for example, women into the Roads and Armed Policing Team (RAPT)

5. CHANGING WORKFORCE AND ATTRITION

- 5.1 Though the uplift window has now closed, the Constabulary continues to recruit large numbers of officers to fulfil overage commitments and fill additional growth from over this period. As in previous reports, these cohorts comprise of a high proportion of younger officers than recruited pre-uplift.

- 5.2 In addition to officers recruited through regular intakes, 16 transferees have been recruited year to date, with a full year forecast of 28 for 2023/24, compared with 22 officers across the 2022/23 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 October 2023.
- 5.4 The newly established People Analytics function has created an 'ED&I' dashboard that will allow the organisation to track proportionality of leaver and joiners based on ethnicity, sexuality, disability, sex and gender that will provide the monitoring of trends in real time.
- 5.5 The below charts show the proportion of joiners from a specific underrepresented group, compared to proportion of leavers for the same group. The data shows growth in proportion of joiners for all three categories. Proportion of leavers from an ethnic minority group has remained static, for those officers that are LGBTQ+ has shown a decline, and for female officers an increase, however this remains below proportion of joiners. This is representative of 732 joiners over the period and 523 leavers.





5.6 The first draft of the Constabulary’s Retention Strategy, aligned to the People Strategy, is now complete and consultation is underway with key stakeholders to ensure alignment with the Chief Constable’s Delivery Plan. The Strategy incorporates selection and induction; development and support; effective live management; culture and communication; and wellbeing.

5.7 In parallel, we are reviewing our data capture from leavers and working to improve data quality. This information will then be shared in future iterations of this report, and used to inform the retention strategy action plan, which will be compiled on completion of consultation.

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 was 5.1%, whilst for Suffolk Crime, Safeguarding and Incident Management Command (CSIM) the year-to-date absence rate is 3.9%. For Suffolk Police Staff, the year-to-date absence rate for Suffolk CPC is 4.8% and for Suffolk CSIM the year-to-date absence rate is 4.5%. This represents a reduction in sickness for all groups when compared to April 2023 reporting, with the exception of officer in CSIM, where there was an increase of 0.2%.

6.3 For context, the National Policing Productivity Review report published in October 2023 reported a median percentage of 4.38% for police officers and 4.71% for police staff.

6.4 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.”

- 6.5 As at the end of September there were 157 officers on recuperative duties. These duties may have non-obtrusive restrictions, but do give officers the opportunity to return to the workplace.
- 6.6 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”.*
- 6.7 As at the end of September there were 189 limited duties officers. Of these officers on limited duties, 32 are currently on adjusted duties whilst 157 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 are being rolled out to staff.
- 7.2 Targeted Variable Payment (TVP) continues for officer 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. Eligible posts were identified by command leads in 2022, and payment continues on a monthly basis.
- 7.3 The cost of TVP for 2022/23 was £295k, and with limited establishment changes this is the forecast for the current financial year. The TVP offering was reviewed by chief officers in December on receipt of the financial settlement from the Home Office and will not be continuing next year.
- 7.4 In October 2023 the Constabulary launched its own internal engagement survey named the ‘People Opinion Survey’ to replace the previously utilised survey from Durham University. This saw an increase in completion of approximately 37%, with 57.91% of the Constabulary participating.
- 7.5 The survey asked 48 questions split over the ten themes of culture; equality, diversity and inclusion; employee voice; flexibility; learning and development; organisational justice; personal experience; senior leadership; supervision and wellbeing.
- 7.6 Results from the survey were circulated to Chief Officers, Command Leads and Department Heads in November 2023 to allow for the creation of bespoke actions plans, and individual data has been provided for their specific areas. The survey will run every six months and its next iteration will launch in April 2024, allowing the Constabulary to monitor changes over time, and assess impact of interventions.
- 7.7 Data from the survey will also be provided to the Constabulary Strategic Business & Operational Services (SBOS) department for consideration in the Force Management Statement, and the Equality, Diversity & Inclusion Board to identify differences scoring between different demographics. The People Directorate continues to explore opportunities

to use this information to assist with organisational decision making and identify synergies with ongoing workstreams.

8 LEARNING AND DEVELOPMENT

- 8.1 The Constabulary is now in its third year of delivery following changes to the police initial learning programme under the Police Education and Qualification Framework (PEQF). In this year, we will start to see student officers graduate from their respective programmes and celebrate their success.
- 8.2 The benefits of student officers having a structured learning programme through their initial years is beginning to emerge. Student progression and performance based on an entry programme that gives them greater depth and breadth of understanding of the modern police force, is beginning to emerge into improved service at operational incidents. The combination of greater ability to navigate the complex IT systems and processes with greater confidence of policing means that the public and wider Constabulary will start to see and feel the rewards of the investment into these programmes.
- 8.3 This comes at a time when the Constabulary is also seeking to attract more than ever new recruits, through national uplift programmes. Competition amongst wider employers, many who offer greater financial rewards and more sociable hours than policing, means that the Constabulary will need to address challenges around both attraction and retention. More work is needed to help inform potential recruits of the advantages of a police career and the personal and academic advantages of a training programme that provides a lifelong value.
- 8.4 Investment is also being made in readiness for new College of Policing programmes linked with personal and public safety training and first aid training that 'Go Live' in 2025. The standardisation of national delivery and governance across policing presents an opportunity to further professionalise these areas in response to the national Officer and Staff Safety Reviews (OSSR) and the Manchester Arena enquiry. It was also improve trainer delivery and assessment skills whilst also seeing delegates being more reflective of their use of force and first aid through a more scenario based learning curriculum. The delivery of this, whilst beneficial in the professionalism of these skills, does mean more time is needed by operational officers and staff for training as well as wider challenges around those not meeting these new standards.
- 8.5 Each of these standards are assessed via national auditing and licensing scrutiny enable the College of Policing to standardise learning so that personal and organisational liability is clear. This replicates the demand and energy that goes into supporting His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspections into additional requirements that fit the College of Policing audits of training licences.
- 8.6 The Constabulary continues to develop its Chronicle System to ensure robust training and accreditation records are aligned to the differing standards across the various licensed policing skill areas. This supports skills monitoring, compliance, and capability, significantly improving the position from when the original HMICFRS Area For Improvement (AFI) was set. The system has now been extended to cover all investigative skills and compliance with the Forensic Science Regulator Act.
- 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.
- 8.8 The E-PDR platform is continuing to be modified but is not as intuitive as we would like it to be, with limitations on drawing out data and analytics; this is essential for our future talent

management and succession planning strategy. E-PDR continues to be the recognised central tool to support the College of Policing talent and progression changes as well as subject to external scrutiny from HMICFRS. It is therefore important that we continue to invest in E-PDR and modify and improve the system.

- 8.9 The Constabulary digital learning platform 'Best I Can Be' is now due for renewal and the Procurement process is currently live. It is a critical part of the forces Learning & Development strategy to deliver learning programmes at the point of need and in the flow of genuine work. The new version of Athena is solely hosted on the Learning Management System (LMS) and a force wide upskill is currently underway.
- 8.10 The College of Policing have launched the National Centre for Police Leadership (NCPL) to be the home of police leadership, set the standards for leadership and provide guidance, tools and development opportunities for everyone in policing. The NCPL has set out five leadership levels from practitioner to executive with accompanying Leadership Standards and curricula. We have implemented the new process for the selection and development of chief officers, the Police Leadership Programme Level 5. In addition, the NCPL is reviewing officer promotion processes for sergeants and inspectors, developing a new learning management system to host development material and setting out the requirements for force talent management processes.
- 8.11 Following an internal review, the Leading with CARE Programme is now under the remit of Learning and Development to ensure close alignment with the NCPL developments and to provide day-to-day support and direction for the programme managers. Governance remains with the Deputy Chief Constable.

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.

11. CHIEF OFFICER CONCLUSION

- 11.1 A significant achievement since our last report is how we have recruited and trained staff into our Contact and Control Room (CCR) in greater numbers than ever before. They are now making a real difference in the timeliness of both our 999 and 101 service to the public and we are currently adding digital contact and technology to provide more choice to the public in how they interact with us and access services. The recruitment and retention of police officers remains a priority for the Constabulary and we aim to maintain our high numbers from three years of national uplift and investment from precept rises, of 1425 officers.
- 11.2 Policing is a demanding job, and it is a challenge to be competitive in the current employment market. We have engaged actively with the national pay and review body for pay and conditions, and the rate of pay at the point of entry is now higher than previously, with faster increments through the pay scale. Suffolk has an enviable reputation as a "family friendly" place to pursue a career in policing, but as a Force that does not attract regional allowances, we have had to be innovative and adaptive in our marketing, including offering detective career pathways. We are still exploring new ways to attract and retain talent, including the possibility of part time officer entry for new recruits and transferees. We maintain excellent relationships with local Suffolk colleges and a productive pipeline through

cadets, police staff and special constabulary; as well as attracting a healthy number of career changers who want a job with a sense of purpose and value.

- 11.3 We have recently recruited two highly qualified people into our HR team to key positions: a senior role as Head of Recruitment and an experienced Recruitment Manager. This succession planning will further strengthen our team and enable us to remain competitive in a difficult market.
- 11.4 The review of the People Directorate continues with phase three now underway. This will increase the strategic capacity of the function in the areas of workforce planning and people analytics, identify synergies between teams by realigning work to provide a better experience for both internal and external customers, and introduce the role of talent acquisition specialist into HR People Services.