



SUFFOLK CONSTABULARY

ORIGINATOR: CHIEF CONSTABLE

PAPER NO: AP24/33

**SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL -
19 JULY 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 June 2024, the Constabulary had a police officer establishment of 1,367.3, and a strength (FTE (full time equivalent)) of 1,364.5. In terms of strength, this is an increase of 26.5 FTE on the figures at the end of November 2023. Workforce Planning forecast the strength at the end of this financial year to be 1,367.

2.2 The Police Community Support Officer (PCSO) establishment at the end of June 2024 was 39 and there was a strength (FTE) of 28.2. This is a decrease of 1 FTE in the establishment level, and a decrease of 4 (FTE) from the reporting point in November 2023.

2.3 The police staff establishment was 1,091.9 at the start of June 2024, an increase of 49.5 since the end of November 2023. There was a strength (FTE) of 975.2. The strength has seen an increase since the last reported data in November 2023, with an increase of 29.4 FTE.

2.4 The Constabulary has maintained its “uplift” and “stretch” levels for 2023/24 meeting the headcount target of 1425. The Constabulary is projecting to achieve this again in March 2025.

3. WORKFORCE DIVERSITY

3.1 Data at the start of June 2024 shows that the percentage of officers who have shared with us that they are from a minority ethnic group is 2.89%, which has remained stable over the past five years (between 2.8% and 3.2%). This is a slight decrease compared to the 3% reported

rate in November 2023. The proportion of officers who have not provided this information to the Constabulary is now just 1.48%.

- 3.2 The proportion of staff who are from a minority ethnic group is 1.99%, a slight decrease on November 2023 (2.3%) and the proportion of staff who identify as being from any other white background is 2.46%. The proportion of those who have not provided this information to the Constabulary is 5.11% in June 2024.
- 3.3 The proportion of officers who are female has grown from 34.7% (November 2023) to 35.19% (June 2024). The proportion of police staff has remained constant from 64.31% (November 2023) to 64.3% (June 2024). Both showing better representation of women within the Constabulary.
- 3.4 The proportion of officers who are aged 25 and under is 14.6% (June 2024) compared to 6% 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 is 4.43% (June 2024). This is similar levels to November 2023 (4.5%). The proportion of officers who have not shared this information with us has reduced from 22.9% (November 2023) to 19.85% (June 2024). 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 2.84% (June 2024). The number of individuals who have not shared this information with us is 20.67% (June 2024) reduced from 21.8% (November 2023). The proportion of staff who have shared this information with us that they have a disability is 4.95% (June 2024, the number of individuals who have not shared this information with us sits at 20.74% (June 2024) compared to 21.8% (November 2023).

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 managed internally by the Joint People Directorate. Governance is through a Joint ED&I Board chaired by the Deputy Chief Constables (DCCs).
 - Plans are in place for a further inclusivity conference following the success of our Neurodiversity event. The event, which is scheduled to take place on 2nd July will focus on Allyship.
 - The People Directorate continue to roll out our Right Education package for first- and second-line supervisors, focusing on culture and incorporating upstander training.
 - Work is ongoing to develop the ED&I strand of the Leading with Care programme and to better support development and promotion opportunities for underrepresented groups.
 - Work has been undertaken to review the results of the People Opinion Survey from the perspective of underrepresented groups and results were presented at the most recent Joint ED&I Board.
 - Regular meetings are held with staff support networks to understand the concerns and issues facing staff and officers from underrepresented groups.
- 4.2 A dedicated Positive Action Advisor (PAA) is situated within Suffolk who attend various events throughout the county. Utilising stakeholder engagement community relationships as well as higher education institutions and colleges. Over the last year, the PAA has continued to deliver engagements at Further Education (FE) and Higher Education (HE) institutions. The PAA regularly attends job fairs across the county (organised by the Council, the job fair,

Department of Work and Pensions and Members of Parliament), and the Suffolk Show. The role works across both community and recruitment events, to support attraction into the force as well as engaging with our diverse communities. Up coming events for attendance include:

Community events upcoming:

- Windrush event on the Cornhill in Ipswich
- Nagar Kirtan – large Sikh event
- Acycle annual showcase
- Armed Forces Day
- One Big Multicultural Festival

Education events upcoming:

- Farlingaye
- Kesgrave

Other diverse engagements:

- Police Powers Scrutiny Panel
- Healthwatch Suffolk Job Centre meeting
- Suffolk Refugee Support Refugee Day event

- 4.3 The dedicated recruitment events, include detective constable Degree Holder Entry Programme (DHEPD) briefings and webinars, and police constable recruitment webinars for Police Constable Degree Apprenticeship (PCDA) and DHEP candidates, presenting the role of the PAA in recruitment and informing potential candidates of the various staff support networks and support available once they join. These are held throughout the year, providing information on the recruitment process, and the support available throughout this journey and beyond.
- 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.
- 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 (SEPA). 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.
- 4.6 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,

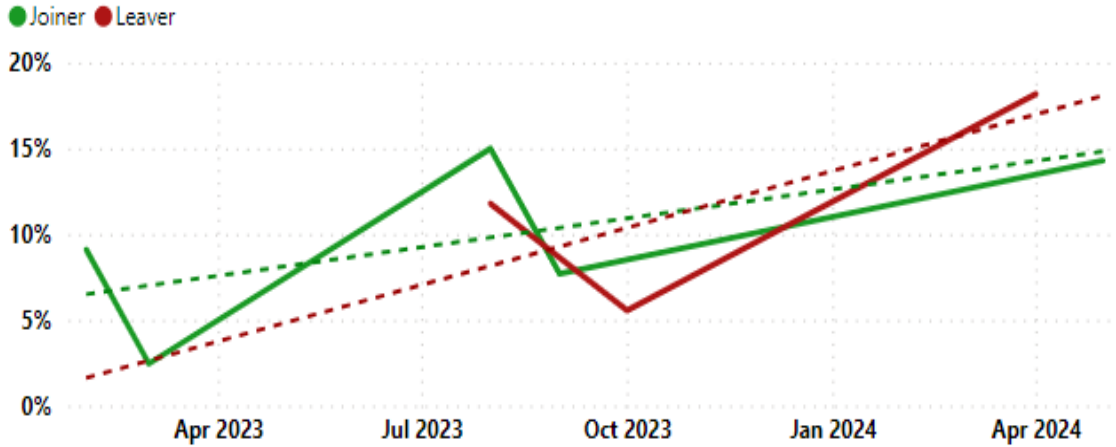
assisted with the organisation of the force wide Culture event, and has delivered ED&I inputs to senior officers.

- 4.7 The Suffolk PAA delivers a new starter input at the newly formed Staff Induction events around the Staff Support Networks for underrepresented groups to aid their transition into our organisation. They will continue to promote specialisms alongside departments which lack diversity and hosting bespoke events to support this, for example, women into the Roads and Armed Policing Team (RAPT).
- 4.8 From May 2024, there is a Recruitment Intranet page with an ED&I section linking to the internal ED&I Hub, which contains useful ED&I resources for the workforce.

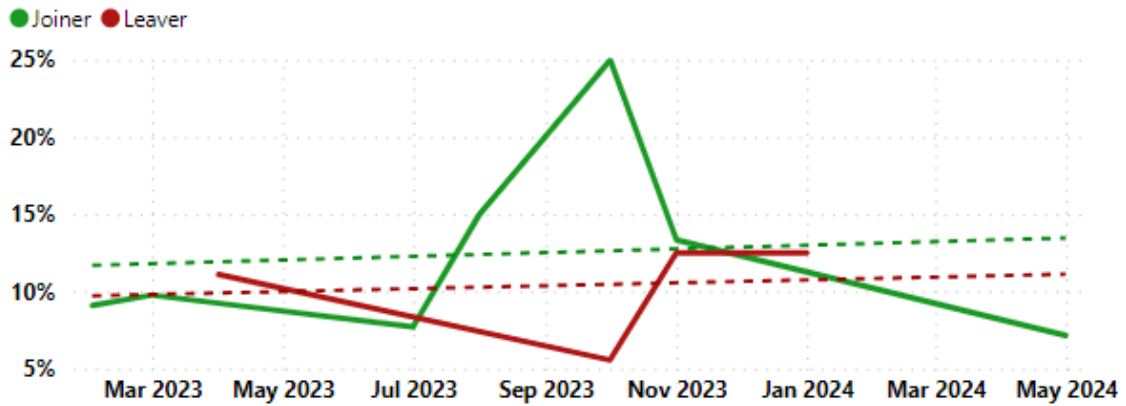
5. CHANGING WORKFORCE AND ATTRITION

- 5.1 For the financial year 2024/25, the uplift programme moves to maintenance, with the same target headcount of 1425 by year end, however the force is still recruiting to growth due to the policing requirement of Sizewell C. The establishment is projected to increase by 17 FTE over the twelve-month period, which will require additional staffing through recruitment.
- 5.2 To supplement recruitment intakes, transferee pipelines remain open in Suffolk Constabulary for Constables and Sergeants. In 2023/24, 24 transferees were onboarded, with 17 predicted in the current year.
- 5.3 Annual attrition for Suffolk as of June 2024 was at 9.57%. For Suffolk officers this was 8.46% and for Suffolk staff this was 11.06%. Between November 2023 and May 2024, there were 58 officer leavers and 53 staff leavers.
- 5.4 In recent months, People Analytics in collaboration with HR Delivery, have introduced a “Say and Stay” retention interview for employees that are thinking about leaving to have an open conversation with a HR Advisor (HRA) into understand the reasons why they are considering leaving. Currently, 33 employees have completed the Say and Stay retention interviews, 41% of those from Suffolk. Furthermore, a new Exit Interview survey has also been created to replace the exit interview phone calls. The set of questions explore reasons for leaving, if leaving for another job, personal experience, the organisation and working environment, culture, managements, and factors that would influence to stay. Currently, 23 employees have completed the Exit Interview survey.
- 5.5 The below charts show:
- Proportion of leavers from ethnic minority groups compared to joiners has increased since November 2023.
 - Proportion of leavers from LGBTQ+ groups compared to joiners has remained static since November 2023.
 - Proportion of leavers that are female officers compared to joiners has declined since November 2023.
 - This is representative of 69 joiners and 62 leavers (November 2023 to June 2024).

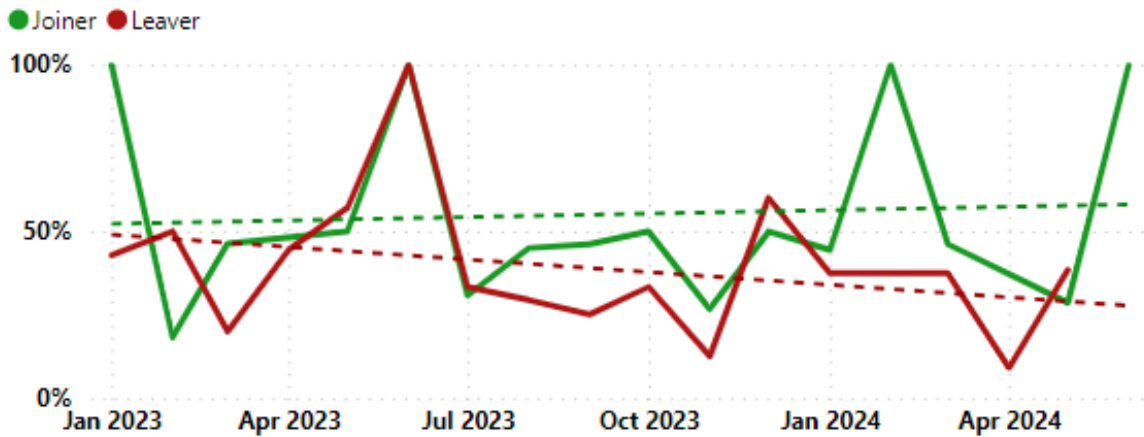
Ethnic Minority Joiner & Leaver Proportionality



LGBTQ+ Joiner and Leaver Proportionality



Female Joiner and Leaver Proportionately



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 yearend absence rate for Suffolk County Policing Command (CPC) in 2022/23 was 5.5%, whilst for Suffolk Crime, Safeguarding and Incident Management Command (CSIM) the year absence rate is 4.1%. For Suffolk Police Staff, the year end absence rate for Suffolk CPC is 5.1% and for Suffolk CSIM the yearend absence rate is 5.6%. This does represent an increase in sickness across all groups in comparison with the period ending in March 2023.

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 May 2024, there were 132 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 177 limited duties officers. Of these officers on limited duties, 45 are currently on adjusted duties whilst 132 are currently on recuperative duties. These officers continue to be monitored by the HRA's. This is a particular area of focus currently within the People Directorate linking into the ongoing strategic workforce planning work.

7. POLICY DRIVERS

7.1 The project phase of our Modern Workplace programme has now come to an end and shifted into business as usual with all posts going through the categorisation process and relevant policies being updated.

7.2 Targeted Variable Payments (TVP) have ceased with effect from April 2024 in line with the previous APP report, detailing that this was reviewed in December 2023 on receipt of the financial settlement from the Home Office and not continuing into 2024.

8. PEOPLE OPINION SURVEY

- 8.1 In April 2024, the second iteration of the internal People Opinion Survey was launched across Suffolk Constabulary, as part of the ongoing Right Culture programme. 61.4% of Suffolk staff and officers participated which was an increase of 3.5% on the previous iteration.
- 7.5 The survey explored the same ten themes as the original version: culture; equality, diversity and inclusion; employee voice; flexibility; learning and development; organisational justice; personal experience; senior leadership; supervision and, wellbeing. A limited number of adjustment were made to the question set to improve internal consistency for each theme.
- 7.6 Results from the survey were circulated to Chief Officers, Command Leads and Department Heads within the Constabulary in June 2024. Results will be published internally through the organisations intranet, and department specific action plans refreshed, with a suggested return of the end of July 2024.
- 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, the organisation will start to see student officers graduate from their respective programmes and celebrate their success in July 2024. This will be an important milestone and will allow us to better understand the longer-term impact on these individuals will have within both Forces. It will be important that the organisation look to evaluate the effectiveness of the development that they have undertaken during this formative period.
- 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. Work is ongoing to promote the opportunities within the Forces, doing so in a realistic and pragmatic way to ensure that new recruits join us with a good understanding of what the role has to offer, and its challenges.
- 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. Planning for the implementation of new initiatives, such as the new personal and public safety training (PPST) and first aid continues. This presents significant challenges in relation to both cost and time, as new facilities will be required, as well as considerable planning by the Resource Management Unit (RMU) to release officers to attend the training.

- 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. In addition to this work, work is being undertaken to looks at a "skills dashboard" to provide an overview of skills across the two Forces.
- 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 the constabulary 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 In May 2024, the Constabulary launched the new version of the digital learning platform 'Best I Can Be'; this forms a critical part of our approach to delivering learning programmes at the point of need and in the flow of work. The new platform provides an opportunity to enhance our online learning capability and reporting. The system continues to host Athena training, which is ongoing in terms of upskilling Force wide.
- 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. Learning and Development 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 The implementation of the new Learning Management System (LMS) enabled a full review of the Leading with Care content and provision. Pathways within the offer have been

streamlined and work continues to build on the success of this programme, which support progression through the Forces, as well as offering development opportunities to those from underrepresented groups.

- 8.12 Of 2,254 eligible staff and officers, 1,756 had an open PDR in the e-PDR system for the financial year of 2023/34, accounting for 78% of the organisation. Of these, 893 are showing as in-progress and 863 are showing as completed (51% and 49% respectively of those that were opened).
- 8.13 For the current financial year, there are 637 recorded PDR's showing as in progress, accounting for 28% of eligible workers. It is important to note due to limitations with the system, that it is not possible to open a PDR for the new year prior to the previous one being closed.
- 8.14 The People Opinion Survey has highlighted the importance of supporting managers in effective performance management, this will be an area of focus in the months ahead. Work also continues in relation to encouraging quality performance and development discussions. The e-PDR system provides a platform to capture the outputs of these conversations. More guidance and tools to enable good quality conversations will be launched this year.

9. KEY LEARNING, AREAS OF IMPROVEMENT, AND/OR ADDITIONAL INVESTMENTS

- 9.1 The Casey Report was published in March 2023, and in response to that and other factors, the Constabulary has developed a Cultural Change Program which includes Right Education Training for all first- and second-line managers. The program centres around the Constabulary's agreed cultural objectives and includes elements from the College of Policing's Upstander training underpinned by the Code of Ethics and the need to ensure that both police officers and police staff feel able to challenge and report inappropriate behaviour. The People Opinion Survey was launched as part of the culture program and the People Directorate are currently evaluating and analysing results from the second iteration with Chief Officers and manager to develop both local and corporate action plans, but it is a crucial piece of work to ensure our people have a voice within the organisation.
- 9.2 The Culture Program will also incorporate recommendations from the Angiolini Inquiry which was published in February 2024. The People Directorate, in conjunction with the DCC's, have established a working group to consider and progress the recommendations in conjunction with guidance received from the National Police Chief's Council (NPCC).

10. CHALLENGES/MITIGATION IN RELATION TO DETECTIVE CAPACITY, EFFECTIVE MANAGEMENT OF UPLIFT, AND UNDERREPRESENTED GROUPS

- 10.1 People Analytics have provided the people subgroup of the Investigations Standards Board with a new reporting provision to give greater insight around the detective establishment and those within it.
- 10.2 This will create greater insight into the qualification status of those officers and allow for better long-term planning.
- 10.3 There are plans to evolve this data set over time, projecting forward qualification and skill attainment, projected movement in and out of these posts, as well as forecasted attrition.
- 10.4 Further Degree Holder Entry Programme Detective (DHEPD) cohorts are planned in 2024/25, alongside this work continue in relation to detective tutoring and development.

11. CONDUCT CASES

11.1 Professional Standards (PSD) has seen a huge surge in the volume of work coming into the department with nearly a 100% increase in reporting in the last two years alone. The total number of recorded conduct cases over the last 18 months was 229 in comparison to 128 cases in the same period 18 months prior, highlighting an increase of 79%. Since the beginning of April 2024, PSD have already recorded 31 conduct cases, which is a continued upward trajectory from the last year of 7%. This increase was recognised, and a Business Case was agreed by Chief Officers, bringing additional resources into PSD to ensure effective management of cases. These were:

- An additional member of the Senior Leadership Team (SLT) with a Detective Chief Inspector (DCI) joining the team to provide added provision and resilience to conduct the Appropriate Authority (AA) responsibilities and determinations, as delegated by the Chief Constable.
- Three additional Investigation Officers (IO's) within the Serious Cases Unit (SCU). The SCU investigates all Police Officer and Police Staff misconduct, all serious, sensitive, and complex public complaints and all Deaths and Serious Injuries (DSI's) across Norfolk and Suffolk. They are also the single point of contact (SPOC) for the Independent Office of Police Conduct (IOPC) independent investigations.
- Four additional detective constables into the Anti-Corruption Unit (ACU). The ACU records and investigates all reports of suspected corrupt, criminal, dishonest and/or unethical behaviour against all employees of Norfolk and Suffolk Constabularies. It also, supports officers and staff by recognising potential vulnerabilities whether it be behaviour, financial, or disclosable associations, by offering support/guidance, but also proactively managing the associated risks linked to vulnerabilities.
- One Prevent Officer – this new role will work with key stakeholders with PSD and HR, the wider organisation and partner agencies to ensure opportunities for corruption and wrongdoing are minimised. They will also develop and deliver training courses to educate and inform employees, helping to embed professional standards themes, complaints, vetting and the standards of professional behaviour; whilst providing advice and guidance relation to corruption and ethics.
- One Hearing Manager – this new role, which will professionalise the management and coordination of conduct hearings and meetings, ensuring they are legally complaint and held in a timely manner. The role will also maintain stakeholder relationships between all parties to ensure continuous learning from investigation debriefs and to improve service and conduct within the Constabulary. It is recognised that this role will assist with the significant transition of process from Legally Qualified Chair (LQC) to Chief Officer lead hearings.

11.2 The Constabulary has publicised the new Code of Ethics via the intranet and internal publications highlighting the changes and educating people on the new principles. The new Code of Ethics is also promoted within our Right Education Culture training program which is for first- and second-line managers. The training support and reinforces the new Code of Ethics and managers are encouraged to discuss this with their teams.

12. FINANCIAL IMPLICATIONS:

12.1 There are no Financial Implications associated with this report.

13. OTHER IMPLICATIONS AND RISKS

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

14. CHIEF OFFICER CONCLUSION

14.1 Suffolk Constabulary has a talented and skilled workforce which is adapting and growing to meet the demands of modern policing in order to provide the best possible service. Looking after our people is a key priority. As the report shows, we are doing all we can to attract new talent and develop our people. We have put a lot of focus on wellbeing, and the people opinion survey provides insights with which we can do this even better.