



Meeting Date	12 June 2023
Report of	The Police and Crime Commissioner
Subject	Workforce Data

EXECUTIVE SUMMARY

The purpose of this report is to give members an insight into the following workforce data:

- The workforce mix of South Yorkshire Police
- Strength versus establishment
- Police officer headcount in relation to the national uplift target
- Police officer joiners and leavers
- Retention
- Detective recruitment

RECOMMENDATION(S)

Members of the Police and Crime Panel are recommended to:-

- a) Receive the report
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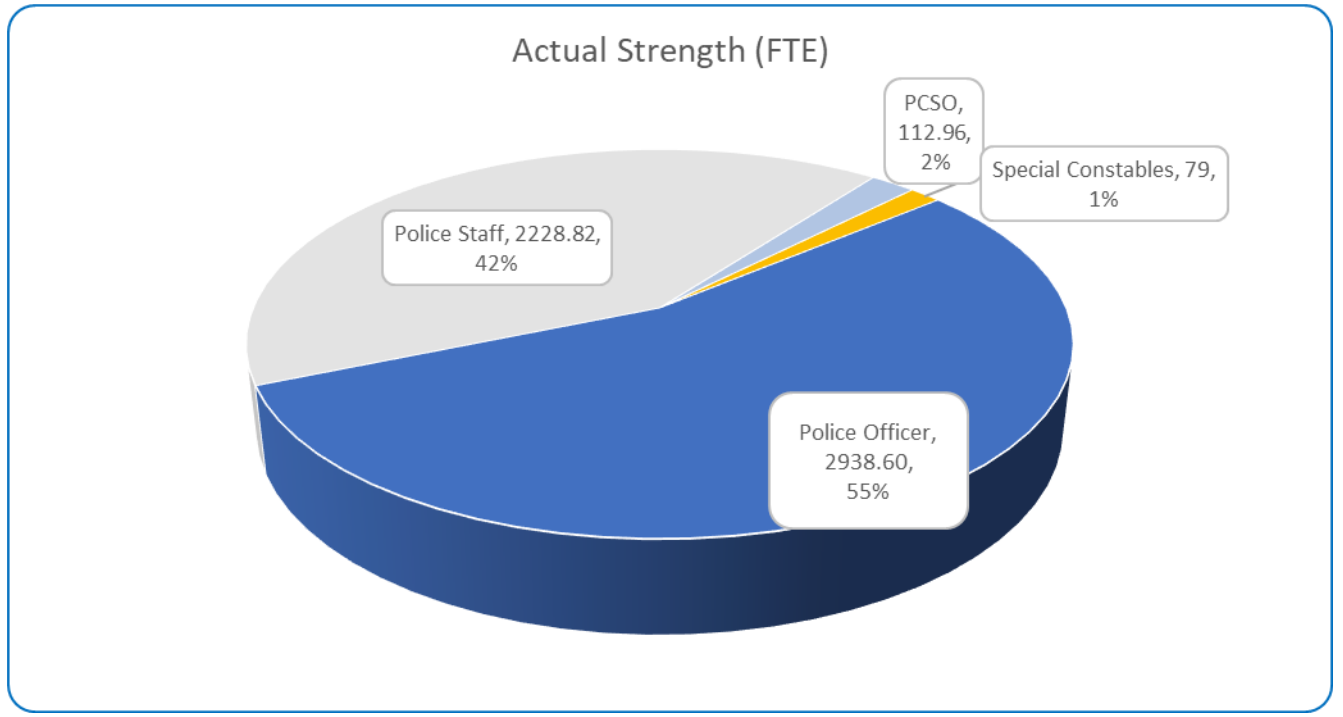
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1. Workforce Data

1.1 Workforce Mix

Overall strength of force 30 April 2023



The chart above reflects the workforce mix as at the end of April 2023. Just over half of the organisational strength are Police Officers (55%). Note that the Special Constable figure is headcount not FTE.

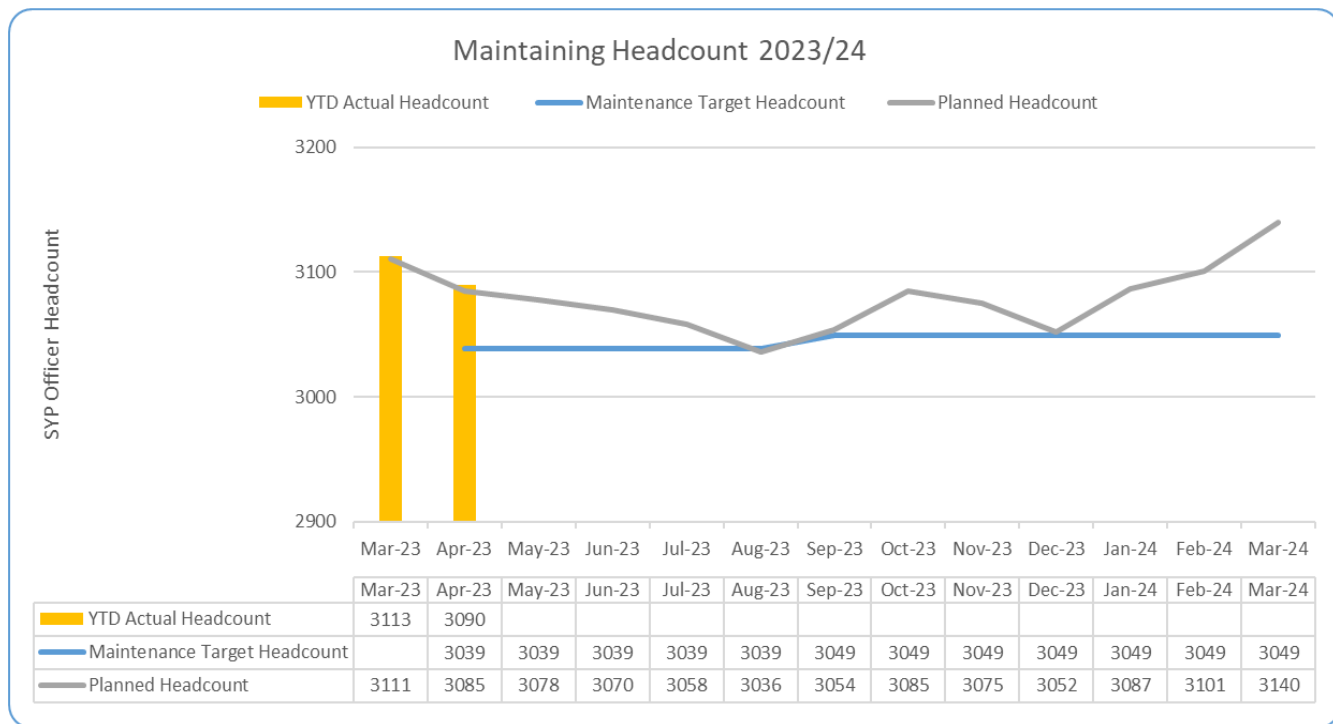
1.2 Strength and Establishment

The below table shows our total funded posts full time equivalent (FTE) and the strength in them as at 30 April 2023. Total funded posts include our established funded posts as well as grant funded and temporary funded posts. The current workforce operating model for police officers is set at a baseline of 3001 funded posts. Police officer strength currently exceeds posts as there are posts yet to be created as part of the expansion programme. This process is ongoing whilst the additional students that have been recruited complete their training. An intake of 12 PCSO Apprentices joined us in April, hence the PCSO strength figure exceeds posts.

	Total Funded Posts FTE	Strength FTE
Police Officers	2749.72	2938.6*
Police Staff	2451.57	2228.82
PCSO	104	112.96
Total	5305.29	5280.38

* note that this figure includes 325 first year students in training, which is why the strength is higher than funded posts

1.3 Police Officers – Maintaining Headcount



Having exceeded our National Uplift target by two, the chart shows the trajectory for this financial year. Note that the data is based on headcount (as specified by the Home Office) and not the conventional Full Time Equivalent (FTE) reporting. Data is as at 30 April 2023. Note that the numbers also include officers on career break and those who work in the Regional Collaboration.

Going forward we are expected to maintain a headcount of 3039. The checkpoint for this is September 2023. If we achieve a headcount of 3049, we will receive additional funding. Although we are tracking to reach 3140 by the end of the financial year, we would adjust recruitment intakes to bring us closer to 3111 which would maintain our position rather than exceed it.

2 Police Officer Joiners

2.1 The below table shows our planned and actual police officer joiners in 2022/23, broken down into student officers and transfers into SYP.

	Planned Student Officer Joiners	Actual Student Officer Joiners	Planned Returners	Actual Returners	Planned Transferees	Actual Transferees (Incl. Sgts) FTE	Joiners Insp and above and external promotion process	Total Planned Joiners	Total Actual Joiners FTE
Apr-22					12	12		12	12
May-22	40	40	1	0	5	5	1	46	46
Jun-22	50	44			6	2		56	46
Jul-22	24	25	0	0.5	7	2		31	27.5
Aug-22	0	0	0	0	25	10	1	25	11
Sep-22	64	64	0	0	0	4	1	64	69
Oct-22	50	33	0	0	0	0	0	50	33
Nov-22	0	0	0	0	0	2	0	0	2
Dec-22	0	0	0	0	8	13	0	8	13
Jan-23	30	44	0	0	0	0	0	30	44
Feb-23	50	51	0	0	0	0	0	50	51
Mar-23	54	54	0	0	0	0	0	54	54
Total	362	355	1	0.5	51	38	3	414	396.5

Notes: Planned Returners are officers returning under the 30 plus scheme. Transferees are officers transferring from other forces. Due to a number of variables, we are unable to predict Inspectors and above, therefore only actual figures are shown.

2.2 Police Officer Recruitment Plan

Our police officer recruitment plan for 2023/24 is shown in the table below:

	Planned Student Officer Joiners	Planned Transferees	Total Planned Joiners
Apr-23			0
May-23		12	12
Jun-23	20		20
Jul-23		12	12
Aug-23			0
Sep-23	40		40
Oct-23	60		60
Nov-23		14	14
Dec-23			0
Jan-24	60		60
Feb-24	40		40
Mar-24	60		60
Total	280	38	318

3 Police Officer Leavers

In the main, most police officers who are eligible to retire do so, therefore we are able to predict retirements. It is more difficult to forecast our 'other leavers' such as early retirements and resignations as there are so many factors that impact on the decision to leave.

3.1 Planned and Actual Leavers

The below table shows our planned and actual leavers for 2022/23

	Planned Retirements	Actual Retirements FTE	Planned Other Leavers	Actual Other Leavers FTE	Total Planned Leavers	Total Actual Leavers FTE
Apr-22	7	7.0	24	14.00	31.0	21.00
May-22	4	4.0	16	16.65	20.0	20.65
Jun-22	0	1.0	20	24.30	20.0	25.30
Jul-22	8	3.0	12	17.00	20	20.00
Aug-22	4	6.0	11	9.00	15	15.00
Sep-22	6	6.0	22	17.50	28	23.50
Oct-22	4	3.0	12	9.00	16	12.00
Nov-22	3	1.0	12	11.90	15	12.90
Dec-22	5	6.0	12	15.81	17	21.81
Jan-23	3	4.0	17	15.65	20	19.65
Feb-23	6	2.0	14	11.00	20	13.00
Mar-23	4	4.7	16	22.50	20	27.19
Total	54	47.7	188.0	184.31	242.0	232.0

3.2 Leaving Reasons

The 184.31 FTE 'other leavers' for 2022/23 are broken down as follows:

Leaving Reason	Total FTE
Deceased	1.00
Dismissal or Resignation Pending Investigation	21.50
Early Retirement	45.26
End of Secondment	1.00
Joined Other Force	28.90
Medical Retirement	4.00
Resignation	82.65
Total	184.31

4 Retention

4.1 Student Officers

Current trends suggest that our retention rate for Police Constable Degree Apprenticeship (PCDA) is 90% and for the Degree Holder Entry Programmes (DHEP/DDHEP) is 94%.

The talent market for 2022/23 has been particularly turbulent nationally, where employees are reassessing their employers offer around work/life balance, wellbeing, and reward packages. South Yorkshire Police has also been impacted by this shift in the workforce as well as a big increase in the number of new officers joining the police service over a short period of time.

4.2 Wider Retention Strategy

This is a complex picture so to understand the actions our force needs to take we need to look further at the wider evidence. The NPCC Strategic Assessment of Workforce 2022/23 report notes that forces nationally are seeing higher resignation rates for females and for ethnic minority officers, which have been consistently higher than their white and male colleagues over time. Higher levels are also seen for female officers in mid service (10-20yrs), as well as for ethnic minority officers in early years. Rates are higher for ethnic minority officers in early years, specifically for Asian officers. The reasons are not fully understood but work is ongoing with the staff networks to understand this.

The NPCC Strategic Assessment of Workforce is available here: <https://www.npcc.police.uk/SysSiteAssets/media/downloads/publications/publications-log/npcc/2023/npcc-submission-to-the-prrb-2023-24.pdf>

4.3 Current Retention Activity

South Yorkshire Police is currently reviewing its retention strategy and approach to ensure it addresses the national evidence presented by the NPCC. In addition, the force has already taken the following steps:

- Developing our Leaders – so that our force can continue to grow from strength to strength we recognise the need for skilled and supportive leaders and have launched a new SYP Leadership Academy. At all levels of our organisation we want to provide our people with the opportunity to develop their skills and confidence as a leader. We have designed the initial Academy to have something that will appeal to everyone, supporting officers and staff on their personal journey to develop and grow to fulfil their potential.
- Launch of the SYP Values Framework – Fairness, Integrity and Trust - Values and Behaviours Framework has been in place for a year, which is the first step in redefining our culture. Our values, behaviours and culture define our organisation both internally and externally. They set out the common ground we share with the public we serve. They build trust, satisfaction and confidence. A positive culture, which we all feel we can get behind, brings us together, provides us with a space in which we feel we belong and can thrive, and ultimately improves our sense of wellbeing which in turn improves our ability to perform at our best. Our people survey is currently live and closes in June and will give the force early measures with regards the culture shift.
- Smarter Ways of Working - South Yorkshire Police is committed to developing working practices which assist our officers and staff to balance

their personal and professional lives, whilst meeting the needs of the organisation. This in turn enables SYP to provide an outstanding service to the community. Whilst we are an emergency service however with a 24/7 responsibility to the people of South Yorkshire our aim is enable staff and officers to undertake work at the most effective location to do their job.

- Our Equality Hub - Our Equality Hub represents and coordinates the 12 diverse and thriving staff support networks that we have in South Yorkshire Police. The Equality Hub works closely with individuals and departments across the force, and often guests are invited to the Equality Hub meetings to discuss initiatives that would benefit from consultation with the diverse staff support networks representing colleagues right across the organisation.

Our networks



5 Detectives

It is nationally recognised that there is a shortage of detectives in the majority of Police forces nationwide and South Yorkshire are no exception.

A number of initiatives have been introduced to increase not only detective numbers but also the number of PIP2 (Professionalising Investigation Programme Level 2) investigators across all PIP2 portfolios. This included the recruitment of Police Staff Investigating Officers (IOs), who perform a crucial role in Protecting Vulnerable People and Domestic Abuse teams across all districts. In addition, new pathways have been introduced include Police Now – detective pathway (2021), Detective Degree Holder Entry Programme (2022) and greater opportunity for both DHEP and PCDA officers to elect an investigative option for career development.

It will take a number of years before the impact of these initiatives is felt in terms of numbers, due to the length of training involved. However, progress is starting to be seen. In November 2022, 25% of our detective constable posts were vacant, as of May 2023 this has reduced to 23.8%

To become a PIP2 investigator, officers must pass the National Investigators exam (NIE). As at March 2023, the national pass rate was 62%, but in SYP it was 76%. We have 50 officers who have currently passed the NIE and are awaiting the course element of their training.

List of background documents		
NPCC Strategic Assessment of Workforce 2022/23		
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