The South Yorkshire Workforce Planning Model

The workforce planning model ensures that the structure, deployment and development of our workforce are directly linked to the Plan-on-a-Page (see Appendix 1) and the delivery of the Police and Crime Plan - as well as the National Policing Vision 2025 and our local Operational Delivery plan. The plan ensures that the workforce is shaped to meet those needs identified through our demand analysis and understanding of future demand. It also ensures that the outcomes are driven by operational need within the resource envelope available to the force such as our people, finance, IT, Estates and Equipment. The model is consistent with the emerging national workforce planning framework (see Appendix 2).

- Meet the current and future Capacity & Capability/Skills Gap
- Dynamic Operational Resource Allocation
- Strategic Resource Planning & Deployment of Assets based upon Demand need
- Continuous Improvement (Marginal Gains)

South Yorkshire Police employs a substantive workforce of just over 5,000 Police Officers, Police Staff, Special Constables, Community Volunteers and Police Cadets at any one time. Our workforce is paramount in delivering high quality policing services to the people who live, work and holiday within South Yorkshire.

This document is a high level summary of the Workforce Plan. Accompanying this summary is a detailed reference document available on request.
The requirements outlined in the workforce plan are key to achieving the Police and Crime Plan (PCP). The three key priorities of the PCP are:

- protecting vulnerable people
- tackling crime and anti-social behaviour
- treating people fairly

Further, this workforce plan is a key mechanism in achieving our strategic intent. In terms of the People implications this is about ensuring we have a resilient and engaged workforce that reflects our communities, with the right skills and culture to meet current and emerging demands. Therefore, to achieve the PCP and Plan-on-a-Page the workforce plan is structured to cover the 5 key workforce enablers developed to underpin our strategic intent.

Valuing our People

South Yorkshire Police is committed to ensuring that our workforce is appropriately skilled and enabled to deliver high quality policing services for the future. Policing always has been and always will be about people. In order to achieve our Plan-on-a-Page we must have a workforce that reflects our communities. We must have the right skills, which are fit to meet emerging 21st century policing demands, and we must ensure we are committed to our values as dedicated public servants.

The recent results from the Culture & Climate (Staff) survey in 2017 have been incorporated into the Workforce Plan. The areas identified for improvement have directly informed our approach to address the following key needs:

- Work on fairness and the perceived fairness with regards to the treatment of colleagues
- Improve the perceptions amongst colleagues regarding their individual beliefs on the how the organisation values their contributions, and cares about their wellbeing
- Improve staff pride in the organisation
- The extent to which people feel they have the relevant resources available to them
- Our people are motivated and want to do a good job for the public but their feelings towards the force are still quite negative in some respects
- Recognise the current demand placed on our staff and the impact this is having on wellbeing

As a consequence, the workforce plan highlights the requirements to: change leadership style; enhance the engagement & well-being of our staff; and create greater talent management opportunities for all. Our intent is to invest in building the skills, capabilities and wellbeing of our workforce ensuring that we enable them to be fully engaged with their work, and that our leaders are engaged with them.

Our key actions around focusing on the wellbeing of our people aims to develop three things: our working environment, the effectiveness of our leadership and the resilience of our staff. This is underpinned by the Force’s culture and climate action work and the Well-Together working group. These initiatives are crucial to ensure we continue improving the current levels of sickness. The main reason for long term sick revolves around mental health and psychological issues, which makes our commitment in this area crucial.

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**Plan-on-a-Page**

**The 5 Key Workforce Enablers**

1. Valuing our People
2. Managing our Talent
3. Creating Strong & Stable Leadership
4. Understanding Demand & Matching Resources
5. Using our Resources Effectively

‘By 2025 policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements.’

*National Policing Vision 2025*
Managing our Talent

Driven by our Plan-on-a-Page underpinning 5 key workforce enablers, four broad work streams have been identified as our structured focus for managing our talent:

**Leadership**
In order to ensure a talent pool to meet our future requirements it is critical that we attract people who are values-driven and emotionally intelligent and who display resilience, adaptability and excellent problem solving skills. For our current leaders we need to embed a learning culture that both offers support in the form of a clear CPD framework and expectations but also holds leaders to account for their own professional development.

**Specialist Skills**
The ongoing national professionalisation agenda recognises that many officers and staff occupy positions in force critical areas that require additional skills sets and accreditations beyond a generic rank or role requirement. These include but are not limited to investigation skills, public protection, problem solving, specialist operational support e.g. public order and firearms.

**Career Paths**
An important factor in attracting people to leadership and specialist areas is ensuring a clear career path that recognises and realises talent.

**Recruitment Opportunities**
The above areas focus upon managing and developing talent from within our existing talent pool. However, we will also develop opportunities to recruit for specific skills sets and specialisms. In terms of Leadership – we advertise externally all promotion opportunities and are currently engaged in the Direct Entry scheme to recruit existing highly skilled middle managers into police leadership positions at Inspector rank. For Specialist skills sets – we are exploring opportunities regarding direct entry to roles such as investigation. We are also part of the Police Now graduate recruitment scheme, which supports direct entry of calibre graduates into neighbourhood constable roles.

**Creating Strong & Stable Leadership**

The future for policing will demand a fundamental change in the way we equip all our people, at all levels, with greater leadership skills and knowledge. The future will bring with it opportunities around increasing professionalism and specialisation of policing models, as well as the need to respond and prepare for even more new challenges of legitimacy and scrutiny. To rise to these challenges and opportunities will require strong and stable leadership at all levels and across all areas of the service. Our approach to leadership has been developed to support delivery of the Plan-on-a-Page but also to respond to the recent staff survey that identified a need to increase the confidence in the leadership of the Force. As we are part of the wider policing family the leadership approach is consistent with national developments around leadership and the policing code of ethics.

The recent staff survey along with feedback from key stakeholders acknowledges that a shift in the organisational Culture is required to create a sustainable and high performing Force - where staff feel more trusted and empowered, where leadership is seen as being more authentic, consistent and supportive, underpinned by a genuine commitment to continuously learn and improve. In order to support culture change across the Force we have adopted an Organisational Development (OD) framework (see Appendix 3).
Understanding Demand & Matching Resources

Understanding Demand is an absolute in informing effective resource allocation and decisions around the deployment of our officers and staff. This workforce plan reflects the Force’s emerging work around demand analysis. Our early analysis for South Yorkshire Police has identified the following demands to focus on over the next 3-5 years:

Vulnerability – this covers many key and emerging areas such as Domestic Abuse, Mental Health and Suicide & Self Harm, along with specific emerging demands which are informed by partner data such as the increasing aging population in the area and rises in those suffering from depression and the needs they may have. The Force will consider the skills of the workforce needed to best deal with these demands and the pressures they may bring to the service including the need for those with the ‘softer skills’ such as dealing with the elderly, specialist knowledge in areas such as dementia along with working in partnership with local agencies to work collectively together to manage these demands in the future.

Cyber Crime – this covers the many varied and increasing demands emerging from this rapidly expanding threat. The Force will profile the workforce skills with respect to ensuring we have individuals which are sufficiently equipped with the skills, e.g. in technology areas, and have the knowledge needed to match the requirements of tackling this highly specialised investigation area.

New Systems Implementation – the Force recognises that as it plans to introduce a number of new key systems in the next few years it needs to adequately up-skill the workforce in the use of these in order to best support the implementation and adoption of the new working practices and requirements, both internally and externally with partner and other agency links. Training needs analysis will be conducted and the appropriate staff training and support put in place to manage the implementation of the systems to the key business areas on a priority basis which will involve significant staff abstractions while this takes place.

Hidden Demand – the Force identifies the need to further build in its development of the emerging areas under hidden demand – covering areas such as Honour Based Violence, Forced Marriage, Human Trafficking, Modern Slavery and Female Genital Mutilation (FGM). This also covers the areas of hidden demand within changing communities and the populations which now make up areas, including ensuring that community ethnic and cultural behaviours are understood, including how they do or don’t engage with the Police, along with any demands these may bring now and in the future. The Force places a premium on ensuring the workforce are adequately trained and equipped to deal with these demands as the picture develops on the shape and size of these within the Force area and the skills the staff need to deal with and reduce these issues where possible.

Change Management – the Force is undergoing significant change internally and externally as it shapes its business to work closer and smarter together with partners. The Force will ensure it profiles and employs the correct resources required to provide a workforce skilled in change management evaluation and process and business re-design in order that areas of change can be regularly monitored and appraised to ensure we have a business always fit for the future.

The following 5 angles of demand will inform the views and considerations of the Force, as proposals and actions are considered for what can be undertaken to improve, reduce or mitigate these demands for the future:

Failure Demand – e.g. what are the root causes, is the demand a result of a failure of service or poor service design?

Avoidable Demand – e.g. is the demand arising from a particular behaviour(s) that could be influenced or changed, can we shift resources to help manage demand downsteam / proactively deal?

Excess Demand – are we providing a service greater than what is needed or inadvertently creating demand through dependency or due to another agency not dealing with a particular demand?

Co-dependent Demand – e.g. to what extent is demand unintentionally reinforced and entrenched by service dependence. What strategies can be put in place for building resilience and productivity of communities to assist with their demands?

Preventable Demand – e.g. to what extent is demand arising from causes which could have been addressed earlier, what are the early signs of the demand?
Our Current Capability Gap

Plan on a Page

- Includes PCP, 2025, SIA

Capability & Skill Gap Analysis

3 Step Approach

Learning & Development Plan

Recruitment & Retention Plan

- Implement
- Review

Our Current Capability Gap

Our People want an organisation that is:

- Focussed on community engagement and creating community activism
- Resilient and safeguards the health and well-being of staff
- Open to scrutiny and is transparent, not defensive, fearful or risk averse
- Committed to learning from mistakes
- Consistent in communication and engagement with our people, public and partners
- Confident in sharing responsibilities with other organisations
- Not a slave to technology!

Specialist skills – critical post capability

In addition to identifying general leadership capability, we have also developed an assessment process for identifying critical posts. This risk assessment identifies roles that:

- If either suddenly vacant or left vacant would cause major disruption or risk to the organisation
- That are operationally and/or strategically critical.

A red/amber/green risk rating is then attached to these roles according to the likelihood of them becoming vacant and/or a significant gap in succession to undertake these posts. This work will roll out across the Force in 2017/18

Plans are managed and monitored via local management teams and overseen by the Senior Leadership Group on a quarterly basis

Our gaps can be specifically broken down into key areas, which also link to our talent management key talent management work streams previously outlined above.

The Skills Audit – High Level Summary

It is not possible to include the full comprehensive skills audit as this draws from a large number of sources; however, from our workforce planning stakeholder event the following key high level workforce capability needs have been identified:

- Responding to an ageing population – the impact on our communities and our workforce
- Adult safeguarding – increasing understanding of risks and the decline of funding for local services
- Dealing with vulnerability – developing more sophisticated skills and mainstreaming skills
- Managing digital evidence and forensics – effective triage and specialist skills to examine/investigate (not necessarily our own staff)
- An effective front-end response that can problem solve and address a range of complex issues
- An ability to lead beyond our authority – i.e. seamless cross border working internally and with partners

Working to the PCP & Plan-on-a-Page, gaps and needs are identified by undertaking the above Capability gap/ Skills Audit analysis, which includes a combination of horizon scanning via our local demand work, national work that seeks to identify future challenges facing the police service, an assessment of emerging crime/ incident or problem types and threats, and information sharing with operational command areas identifying current and anticipated service delivery.

Factors that contribute to current capability gaps include:

- Growth in areas due to a developing understanding of risk e.g. public protection, human trafficking, safeguarding, domestic abuse, mental health, all captured under the umbrella of vulnerability. This area will continue to increase in importance as we further expand our understanding of harm and the many ways in which the public are vulnerable.
- Emerging crime types e.g. cyber, digital-enabled
- Global threats from terrorism – this has led to a national uplift requirement for authorised firearms officers - although the uplift itself does not directly affect South Yorkshire Police.
- College of Policing leadership review – this has identified a broad range of recommendations required to support the police service to develop a more development focused, people-oriented culture
- National reforms – changes to police officer pay and conditions e.g. removal of Special
- Priority Payments, pension changes, and police officer and staff job reductions have impacted the psychological contract and factors that encourage discretionary effort including moves to specialist roles perceived as more high risk
- Societal changes in attitudes to work – desire for better work-life balance and flexible working leaves some roles less desirable.
Our people want us to:

- Provide a modern and appropriate service in relation to the risk presented to us
- Become a learning organisation
- Have a whole organisation approach to effectively Managing Demand
- Become less risk averse
- Understand the expectations of the workforce

Our people want us to think more broadly about skills to:

- Have a different workforce mix and use of police staff
- Combining roles and skills – multi-agency staff, blurring the lines between different public service agencies
- Clearer understanding of what roles need warranted powers
- Problem solving is key – at all levels, in all roles
- We need people with enquiring minds who are professionally curious with a resilient mind-set/ coping strategies
- We also need to deal with the here and now and address existing needs e.g. mental health awareness
- Our workforce need to understand the business e.g. ensuring enabling services understand service delivery

Diverse and bolder service provision – look to commission services out to other agencies/partners rather than feel that we have to develop/bring the skill in house and deliver it ourselves

The workforce planning stakeholder event also identified the following key skill development needs:

- problem solvers
- multi-skilled with breadth of experience (lateral moves and experiential learning)
- aware of our expectations and can match them to their aspirations
- willing to take personal responsibility and are accountable for their actions
- able to engage with each other, staff and partners
- proactive and take ownership
- comfortable with ambiguity
- skilled in adult safeguarding
- able to ‘think differently’ and innovate
- resilient

These high level findings have directly informed both our workforce plan and our fully costed and prioritised Leaning and Development plan. A central file (available on request) is kept up to date and is broken down into core sections that includes the raw data feeds from, for example, the Technical Frameworks for all Command and Functional Areas, Training Administration System (TAS), Chronicle, PDR, Operational Commands other identified needs and bespoke major Change Projects (such as Connect, MIP and Smart Contact).

Using our Resources Effectively

Productivity, in terms of effectiveness and efficiency, is at the heart of our approach to workforce planning. Our workforce plan directly supports achievement of the South Yorkshire Police Efficiency Plan. It is designed and developed on the basis of our demand analysis, the capability gap analysis and shaped within the resources available (affordability, people & skills, technology and estate/equipment) to deliver the Force Plan-on-a-Page and Police & Crime Plan.

In June 2016, the Senior Leadership Group determined a minimum establishment of 2,450 police officers (i.e., Authorised Funded Posts [AFP] 2,400 + an average of 50 externally funded posts). The most recent analysis of future need indicates that the numbers of Police Officers required to deliver the Force’s Plan-on-a-Page allows for a reduction of 250 posts by 1 April 2022 (from 2,450 in 16/17 to 2,200 in 21/22). It is the intent to reconstitute 200 of these posts into new police staff roles. The plans around police officer post conversions are a central plank of our productivity drive by converting these posts into new modernised police staff roles. This will ensure we are able to secure more capacity for the same resource. This conversion of police officer posts is driven by our capability and capacity analysis based upon the current and projected demand analysis.

SLG has previously discussed and agreed to the proposed changes to the Police Officer Post numbers, as follows:

<table>
<thead>
<tr>
<th>Month</th>
<th>Change Type</th>
<th>Posts</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jun 2016</td>
<td>- Agreed AFP + Externally Funded Posts</td>
<td>-</td>
<td>2450</td>
</tr>
<tr>
<td>Apr 2017</td>
<td>- SCS 20 post conversions</td>
<td>-</td>
<td>2430</td>
</tr>
<tr>
<td>Jul 2017</td>
<td>- SCS further 20 conversions</td>
<td>-</td>
<td>2410</td>
</tr>
<tr>
<td>Oct 2017</td>
<td>- VES 50 non-replacement</td>
<td>-</td>
<td>2360</td>
</tr>
<tr>
<td>Apr 2018</td>
<td>- Bus Change 60 conversions</td>
<td>-</td>
<td>2300</td>
</tr>
<tr>
<td>Apr 2019</td>
<td>- Bus Change 50 conversions</td>
<td>-</td>
<td>2250</td>
</tr>
<tr>
<td>Apr 2020</td>
<td>- Bus Change 50 conversions</td>
<td>-</td>
<td>2200</td>
</tr>
</tbody>
</table>

Please note that the figures beyond 31/3/18 these are planning assumptions that would be informed and finalised by future Business Change, Operational Demand and the available future Financial envelope.
Appendix 4 shows our anticipated police officer recruitment plan which aligns fully with our 2017/18 budget plan as well as the MTRS and Force Efficiency Plan – it also explains our approach to recruitment and attraction. Appendix 5 outlines our positive action plans.

The table below illustrates the Authorised Funded Posts (AFP) for the main workforce groups (headcount for Specials and Volunteers), comparing the difference between 2011 as well as the projection for 2021/22.

<table>
<thead>
<tr>
<th>Staff Group:</th>
<th>FTE</th>
<th>FTE</th>
<th>FTE</th>
<th>FTE</th>
<th>FTE</th>
<th>FTE</th>
<th>FTE</th>
<th>FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2011</td>
<td>01/04/16</td>
<td>3/01/2017</td>
<td>4/01/2017</td>
<td>01/04/18</td>
<td>01/04/2019</td>
<td>01/04/2020</td>
<td>01/04/2021</td>
</tr>
<tr>
<td>Staff (Exc. PCSO)</td>
<td>2338</td>
<td>1847</td>
<td>1883</td>
<td>1903</td>
<td>1888</td>
<td>1913</td>
<td>1963</td>
<td>2013</td>
</tr>
<tr>
<td>Staff includes growth for Conversions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-325</td>
</tr>
<tr>
<td>Staff includes productivity Savings linked to MTRS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff includes posts converted to Apprenticeships</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PCSO</td>
<td>306</td>
<td>225</td>
<td>217</td>
<td>225</td>
<td>225</td>
<td>225</td>
<td>225</td>
<td>225</td>
</tr>
<tr>
<td>Police (Authorised Funded External Funded)</td>
<td>2678</td>
<td>2494</td>
<td>2450</td>
<td>2430</td>
<td>2360</td>
<td>2300</td>
<td>2250</td>
<td>2290</td>
</tr>
<tr>
<td>Police Officers (Built into MTRS)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-678</td>
</tr>
<tr>
<td>Specials</td>
<td>269</td>
<td>380</td>
<td>396</td>
<td>355</td>
<td>400</td>
<td>400</td>
<td>400</td>
<td>111</td>
</tr>
<tr>
<td>Volunteers</td>
<td>58</td>
<td>98</td>
<td>150</td>
<td>149</td>
<td>200</td>
<td>200</td>
<td>200</td>
<td>192</td>
</tr>
<tr>
<td>Force</td>
<td>5449</td>
<td>5026</td>
<td>5063</td>
<td>4907</td>
<td>4938</td>
<td>4938</td>
<td>4938</td>
<td>-761</td>
</tr>
</tbody>
</table>

| Notes: AFP plus External funded Posts at 3/3/17 | Police Officers | 1883 |
|                                                 | Police Staff    | 2450 |

The number of police staff is 1883 (projected position 31/3/17), this represents a significant proportion of our capability and capacity to deliver the Plan-on-a-Page as part of an integrated workforce. As with police officers we anticipate the profile of police staff to change in the future to better meet the emerging demand on our services. We anticipate that the overall funded posts will increase to 2,013 by 01 April 2021. The reason for the growth is that:

- There are planned to be 200 police officer post conversions over this period
- There are only MTRS productivity savings for police staff posts of 70 over the next two financial years
- There is no growth as a consequence of the 160 Modern Apprenticeships as these are created from police staff posts.

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1 The productivity savings included for Police Staff (35 for 17/18 & 35 for 18/19) are the only approximated savings incorporated from the MTRS at this time. No other savings have been included. Broadly, these savings cover the following savings in the MTRS:

<table>
<thead>
<tr>
<th>17/18</th>
<th>18/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Staff</td>
<td>251k</td>
</tr>
<tr>
<td>Force Change</td>
<td>250k</td>
</tr>
<tr>
<td>Regional</td>
<td>250k</td>
</tr>
<tr>
<td>CJ</td>
<td>207k</td>
</tr>
</tbody>
</table>

Voluntary Exit Scheme (VES)
Police Officers (Built into MTRS)

Our workforce plan also looks at getting a productivity boost by introducing a Voluntary Exit Scheme (VES) scheme for police officers. This workforce plan assumes that we run 4 rounds of VES for Police Officers (two in 17/18, one in 18/19 and one in 19/20). It is assumed that 50 officers leave per round.

Apprenticeship Programme is an opportunity to:

- Build the talent pipeline: apprenticeships can be used either for new recruitment or to develop internal talent to fill critical skills gaps
- Develop existing staff: apprenticeships are of value for anyone changing roles or who wants to learn new skills and advance within the organisation
- Improve social mobility: increasing the number of apprenticeships helps identify talent from diverse backgrounds and give them opportunities to progress within their organisation

A key factor that the Force is alert to is the potential capacity gap that may be created by introducing modern apprenticeships – this may in some areas equate to 15-20% due to the requirement of 1 day’s training per week.

However, this will be mitigated by spreading apprenticeships across all police staff areas, and by seeking to agree with our preferred training providers, bespoke on-site delivery.
Changes and productivity gains in regard to police staff will broadly be achieved by:

- Reductions via continuous improvement and efficiency
- Expansion of Modern Apprenticeships
- Workforce Modernisation of Police Officer Roles
- Targeted VER associated with specific change reviews
- Reductions offset by creation of new police staff roles through workforce modernisation or building new capability/skill set requirements

In taking forward the growth of Apprenticeships this will primarily be actioned by converting existing and future police staff vacancies. This will mean that the net increase of police staff posts up to 21/22 is planned to be 130 posts.

Five-year detailed recruitment plans have been developed for all operational police staff posts e.g. Call Handlers, Detention Officers, PCSOs and Investigation roles. These will always be linked to any decisions around the future workforce mix and introduction of Apprenticeships.

**Investigation Roles – Current and Future**

The Head of PVP and Head of Crime have developed options to address the investigation workforce mix/modernisation. In future, options to consider include, direct entry detective schemes to grow our own civilian investigators through the high-level apprenticeship scheme, as well as modular training in related operational areas to overcome existing attraction and training capacity issues. There is further potential to look at converting Intel/Financial Investigation/Cyber and protecting vulnerability roles. The workforce plan assumes 40 police officer posts will be converted to police staff roles initially across investigation in 2017/18.

**PCSOs**

The numbers of PCSOs are currently 217 against an approved establishment of 225 posts. Future PCSO numbers will be considered as part of any agreed workforce mix changes/modernisation, via the implementation of a reconfigured neighbourhood policing model – this is part of the remodelling work currently underway by Business Change.

**Future Workforce Mix**

By the end of 2021/22, the total workforce mix composition would be c. 2,200 police officers, 2,013 police staff, and 200 PCSO’s, total workforce of 4,413 - plus 400 Specials, 250 Volunteers, and c. 100 Cadets. The figure below summarises the change in workforce mix to date. Based up our projections for 2021/22 our profile would be: Police Officers 50%, Staff 45%, PCSO 5%.

<table>
<thead>
<tr>
<th>South Yorkshire Police</th>
<th>2011</th>
<th>Sep-16</th>
<th>2021/22</th>
<th>National Position</th>
<th>Sept-16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police Officers</td>
<td>48%</td>
<td>54%</td>
<td>50%</td>
<td>62%</td>
<td></td>
</tr>
<tr>
<td>Police Staff</td>
<td>42%</td>
<td>41%</td>
<td>45%</td>
<td>33%</td>
<td></td>
</tr>
<tr>
<td>PCSOs</td>
<td>6%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
<td></td>
</tr>
</tbody>
</table>

2 Latest Figures from Police Workforce, England and Wales, 30 September 2016 - Statistical Bulletin 02/17 - 26/1/17
Capability Solutions

Recruiting for Leadership
As outlined in our approach to recruitment (see Appendix 4) we will aim to attract people based upon values and behaviours and a mind-set that is agile and flexible. Entry routes at various ranks and career paths with different ‘brands’ and campaigns to recruit into these will be a key part of the Force’s capability development.

Recruiting for Specialist Skills/ Career Paths
Recruitment into specialist career paths will maximise the value of expertise with tailored development whilst still developing and maintaining a foundation level of core policing skills.

Advanced Practitioners
As part of the national AP pilot we will select officers with existing expertise in priority areas taken from the following:

- Public protection
- Investigation
- Specialist Operations
- Tutor Constables.

The pilot will run for 18 months and provide national intelligence on the effectiveness of the AP model to meet recommendation 8 of the CoP leadership review.

Specialist Career Pathways & Entry Points
We will explore the most appropriate balance of skills for investigation, particularly in relation to public protection and vulnerability. This balance will include targeting people with a broader background in the range of child and adult social care experience and considering direct entry opportunities (we will explore the model currently being implemented by Durham Constabulary).

Apprenticeships
Apprenticeships will also provide the opportunity to recruit learners that can develop on the job. Our initial apprenticeship strategy will incorporate: PCSOs; cadets; investigation; call handling, and other professional areas e.g. HR, IT, Finance.

Leadership Development and Assessment
Whilst career development is wide ranging the following specific force-wide capability initiatives will continue in terms of leadership development.

Leadership development programme for police officer and police staff first and second line leaders
The First and Second Line Supervisor courses are aimed at:

- Constables and Sergeants aspiring to promotion to the rank of PS or Insp
- Newly promoted Sergeants and Inspectors (Police staff equivalent to the above

First and Second Line supervisor courses are mandatory for newly appointed staff members who are new into a supervisory role as well as being mandatory for newly promoted Sergeants and Inspectors (subject to not having previously undertaken the course prior to promotion).

Leadership learning groups and roll-out of MBTI and 360-degree feedback
In order to provide greater support for senior leadership development all senior leadership team members (Chief Inspector, police staff equivalent and above) are invited to join a chief officer led learning group. As part of this development members also get access to MBTI.
Senior Leadership Programme
Chef Inspector, police staff equivalent and above are nominated to attend the College of Policing senior leadership programme. We are currently working with police staff leaders to improve accessibility to the course, which is residential.

CPD Masterclasses
CPD Masterclasses are accessible to all members of staff (police officers and support staff). The events last up to a maximum of 2 hours and provide members with positive action for self-development / developing others / working in teams and are aligned to organisational goals.

Communities of good practice
The first Community of Good Practice was launched in South Yorkshire in March/April 2017 for Sergeants, personally led by the Chief Constable. The concept is being extended to police staff groups including PCSOs, Investigating Officers, Detention Officers and Contact Management. Work is now underway with these groups to support a CPD framework and role expectations.

PDR and the National Professional Development Programme
Our electronic PDR (ePDR) which at the time of writing is being rolled out across the force incorporates CPD objectives and personal qualities based upon the Policing Professional Framework and underpins our approach to workforce development. We continue to develop and improve its use with the implementation of a quality assurance process to monitor the quality, impact and extent of CPD activity. We also capture information relating to career aspirations and development needs that will help us to introduce a systematic approach to talent management. The introduction of ARC from January 2017 will also see a further assessment of officers progressing to pay point 4. This assessment will provide further opportunity to develop and assess capability – initially at Constable level but expanding to other police officer ranks.

Learning and Development
The core of our capability and skill development solutions will be delivered via our learning and development function that has a robust governance framework in place. This includes a clear and agreed planning cycle to ensure a corporate and co-ordinated approach towards learning and development prioritisation. As a result of our most recent iteration of the skills audit the Training plan is focused on delivering the following key priorities over the next 18 months:

- Recruitment Step-up for Police Officers, PCSOs, Call Handlers, Investigators
- All Priority 1 Training – including ensuring all officers and staff are in ticket regarding statutory and essential training
- Authorised Professional Practice – Street-Skills days especially in regard to Vulnerability (Domestic Abuse and Mental health)
- Connect, Mobile Data and Smart Contact training programmes
- Crime Investigation priority needs
- Upskilling Call Handlers
- Leadership Development
- Personal Resilience & Well-being training

More information is contained within the
Workforce Planning
Detailed Reference Document – available on request from HR Services

Ian Watson
ACO (Human Resources)
31 March 2017
Appendix 1 - The Force Plan-on-a-Page

The Force has the following strategic vision:

In delivering the Police and Crime Plan, we will help keep people of South Yorkshire safe by fighting crime, tackling antisocial behaviour and protecting vulnerable people. We are committed to improving the way we police so that our communities can have trust and confidence in us.

To support this vision, the Force has developed a Plan-on-a-Page which articulates how the vision will be realised and the key the priorities for the Force over the coming years. This is our flag in the sand to look to and keep everyone in South Yorkshire Police fully focussed on our intent and priorities. Against this the workforce plan captures the key workforce enablers which support the delivery of the plan.
Appendix 2 – Emerging National Police Workforce Planning Model

Creating a Workforce Plan

The Foundation

- Data Integrity, Data Discipline & Regular Data Analysis (Audit)

The Machine

- Budget (money)
- Capacity (people)
- Corporate Resource Allocation (set against risk, demand & operating model)

Local Deployment

- Local Decisions in Local Context

Capability

- Clear understanding at all levels of the organisation
- Local understanding of deployable strength (taking into account abstractions & operational factors) and local autonomy to match demand with resources

Future Capability Assessment

- Rolling 3 & 5 year assessment based on identified current & future gaps in capability requirement

Governance Arrangements

- Organisational design
- Officers & staff
- Partners / co-producers
Appendix 3 - The OD Framework & Guiding Principles for Leadership
### Appendix 4 – Police Officer 5-year Recruitment Plan

<table>
<thead>
<tr>
<th>Region</th>
<th>Regular Police</th>
<th>Projected Police (Averages)</th>
<th>Projected Other Leave (Averages)</th>
<th>Total ALE (Averages)</th>
<th>Estimated Average Leave (Averages)</th>
<th>Actual Strength</th>
<th>Planned Strength</th>
<th>Variance</th>
<th>Actual</th>
<th>Planned</th>
<th>Forecasted Establishment Change</th>
<th>Total Annual Leaver</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yorks</td>
<td>357</td>
<td>274 (43)</td>
<td>133 (23)</td>
<td>550 (76)</td>
<td>350 (53)</td>
<td>2450</td>
<td>2450</td>
<td></td>
<td></td>
<td></td>
<td>144 (22)</td>
<td>2200 (345)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

Note: Actuals recorded in July 2017 see Police News.

Error! Unknown document property name.
Our Approach to Recruitment (Attraction & Selection)

Achievement of the Plan-on-a-Page is critically reliant on the quality of our people. It will only be delivered if we recruit talent as part of a professional workforce equipped with the skills and capabilities necessary for policing in the 21st century.

We also recognise that many future prospective employees now have different work, career aspirations and needs - this has to be taken into account as part of our workforce model, and the supporting police education and professional development solutions that we plan to implement. This is a key requirement in order to ensure the Force attracts a representative mix of people with the right skills, knowledge, potential, behaviours and values to deliver the Plan-on-a-Page.

In terms of attraction & selection our approach is based on the following key requirements:

- To underpin our desired Force culture, we continue to revise our attraction and selection processes so that it puts more emphasis on officers and staff being able to demonstrate their ability to value differences, being open and transparent, to demonstrate high levels of commitment to public service, and being able to demonstrate alignment and commitment to the shared values and behaviours set out in the Code of Ethics.
- Our recruitment is more informed by a comprehensive understanding of changing demand on our services (see Section 6) and then matching the outcome of this analysis to better specify the required knowledge, skills, and capabilities to meet that demand in a more sustainable, effective and efficient way.
- Develop career pathways for all key functions and roles across the force in order to demonstrate the opportunity for all members of the Force to grow and develop their careers: this will include, for example, the adoption of Advanced Practitioners (the Force is part of the National Pilot) and a significant expansion of Modern Apprenticeships.
- Providing the following to better position the Force as an employer of choice through:
  - Setting clear and consistent requirements for entry into policing and for accreditation to different ranks and roles in the service.
  - Supporting key aspects of our training and development through academic accreditation which recognises the skills and knowledge of our workforce.
  - Creating significant opportunities for continuing professional development for all in policing, helping our people to gain recognition for their skills, progress their careers and fulfil their potential.
  - Through national and local effort, creating routes to enter, leave and re-enter policing which are clear, flexible and consistently applied across all areas of the workforce.

- As part of our intent to expand place-based volunteers, create further opportunities for members of the community to volunteer within the service.
In summary, through our recruitment and attraction effort, we seek to have:

- A varied workforce with a mix of backgrounds, skills experiences, powers and aspirations.
- More targeted recruitment supported by multiple entry routes (Direct Entry, Police Now, Fast Track, Cadets, Apprenticeships) at various ranks and offering career pathways with different ‘brands’ and campaigns to recruit into these.
- Recruitment and fast-tracking into specialist career pathways that will maximise the value of expertise with tailored development, whilst still developing and maintaining a foundation level of core policing skills and Omni-competence.

In line with our future capability gap analysis the ongoing recruitment step-up programme will be used as an opportunity to ensure we attract and appoint the next generation of talent. Continuing the focus of 2016/17, during 17/18 and 18/19, our campaigns will emphasise that policing is changing, that the Force has ambitious plans and a bright future. That we seek and require people to make a difference/ committed to public service and putting the public first.

Our recruitment and selection process will:

- Reiterate that the Police Service is changing and we require talented professionals to meet future need.
- Emphasise the requirement for leaders. That being a police member is a key leadership role within local communities serving the public.
- That we need problem solvers able to collaborate and work with a diverse range of people and stakeholders in complex situations.
- That we want agents of change.
- Offer a broad range of opportunities from neighbourhood policing serving local communities to highly technical and specialist roles, but seek out specific talent for:
  - people who are experienced in dealing with vulnerable people, across a broad range of social services and charitable activities, and want to specifically pursue opportunities in this area.
  - people with strong technology and IT skills and a passion for modern methods of communicating (social media).

- Have a specific focus on diversity to create a service representative of the communities we serve – our positive action plans need to be prominent
- Our recruitment processes will ensure we only recruit the calibre of people with the following traits:

<table>
<thead>
<tr>
<th>Values Driven</th>
<th>Emotionally Intelligent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energetic</td>
<td>Collaborative</td>
</tr>
<tr>
<td>Enthusiastic</td>
<td>Committed to continuous professional development</td>
</tr>
<tr>
<td>Resilient</td>
<td>Able to operate with the highest degree of integrity and professional standards</td>
</tr>
<tr>
<td>Adaptable</td>
<td></td>
</tr>
<tr>
<td>Compassionate</td>
<td></td>
</tr>
</tbody>
</table>
Appendix 5 – Positive Action Plan

The force does not set specific workforce targets for BME, VME or female officer representation. The aspiration is to reflect the community we serve, achievable through a range of positive action linked to recruitment, progression and community engagement initiatives.

Police Officer & Staff Diversity

<table>
<thead>
<tr>
<th>Urban Area</th>
<th>Total Population</th>
<th>% Female</th>
<th>% Black and Minority Ethnic (BME)</th>
<th>% Visible Minority Ethnic (VME)</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Yorkshire Total</td>
<td>1,365,847</td>
<td>46%</td>
<td>11.9%</td>
<td>9.4%</td>
</tr>
</tbody>
</table>

The table illustrates the varied ethnic demography of the area of South Yorkshire. In addition, it provides simple benchmarks towards which the Force may aspire and against which recruitment activity can be monitored to gauge how representative a body of new police officer recruits are of the population served.

Diversity in the Police Workforce of England (source: College of Policing)

Across the nation, 28.2% of police officers are female and 5.0% are BME. The female proportion has experienced a steady rise across decades and this persists, still building to this day. On the other hand, the presence of other than white British ethnic groups among police officer numbers has been very slow to increase.

South Yorkshire Police Workforce (Sources: College of Policing BME Progression 2018 & Internal Policing Reports Q1 2016/17)

<table>
<thead>
<tr>
<th>South Yorkshire Police</th>
<th>Total Head Count</th>
<th>% Female</th>
<th>% Black and Minority Ethnic (BME)</th>
<th>% Visible Minority Ethnic (VME)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police Officers</td>
<td>2429</td>
<td>31.4%</td>
<td>4.6%</td>
<td>3.5%</td>
</tr>
</tbody>
</table>

The data overleaf provides a summary of information for employment monitoring purposes and allows us to make an informed decision to address under-representation, for example through the use of positive action.

The latest data available is accurate as at 30 September 2016.
Police officers by rank – Headcount

<table>
<thead>
<tr>
<th>Rank (Inc. Temporary)</th>
<th>Head Count: Quarter 2 2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>% Female</td>
</tr>
<tr>
<td>ACPO</td>
<td>5</td>
</tr>
<tr>
<td>Ch. Supt</td>
<td>7</td>
</tr>
<tr>
<td>Supt</td>
<td>18</td>
</tr>
<tr>
<td>Ch. Insp</td>
<td>32</td>
</tr>
<tr>
<td>Insp</td>
<td>104</td>
</tr>
<tr>
<td>Sgt</td>
<td>341</td>
</tr>
<tr>
<td>Con</td>
<td>1999</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>2429</strong></td>
</tr>
</tbody>
</table>

Totals shown at each rank are the sum of substantive and temporary post-holders.

Gender Breakdown

<table>
<thead>
<tr>
<th>Force Family</th>
<th>Staff</th>
<th>Officers</th>
<th>Specials</th>
</tr>
</thead>
<tbody>
<tr>
<td>46% Female</td>
<td>63% FEMALE</td>
<td>31% FEMALE</td>
<td>32% FEMALE</td>
</tr>
</tbody>
</table>

BME Breakdown

<table>
<thead>
<tr>
<th>Force Family</th>
<th>Staff</th>
<th>Officers</th>
<th>Specials</th>
</tr>
</thead>
<tbody>
<tr>
<td>4% BME*</td>
<td>3.6% BME</td>
<td>4.6% BME</td>
<td>6.8% BME</td>
</tr>
</tbody>
</table>

(BME includes all ethnicity categories except White-British)

Disability Breakdown

<table>
<thead>
<tr>
<th>Force Family</th>
<th>Staff</th>
<th>Officers</th>
<th>Specials</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.0% Disabled*</td>
<td>2.5 DISABLED</td>
<td>1.5% DISABLED</td>
<td>2.1% DISABLED</td>
</tr>
</tbody>
</table>

*(Non-Disabled also includes not known)

Trend Analysis

Female representation at Police officer level is steadily improving, both nationally and locally. South Yorkshire is above average in comparison to England & Wales Forces. Officers disclosing a disability are concentrated mainly in uniform constable and sergeant ranks.

Key areas of under-representation

- Among female police officers, representation is spread with some evenness across the ranks. Females occupy not less than 19.2% of positions in every rank group. The rank with the lowest female representation is inspector, closely following the ranks of superintendent (22.2%) and sergeant (22.6%). While there is still significant work to be done around female representation, these figures are far less disproportionate than those around ethnicity.
Among VME police officers, representation is limited entirely to the ranks below chief superintendent and the two VME officers in the superintendent rank are both temporary appointments. VME representation among police officers is less than half that of the population served. The most recent 2016 promotion boards resulted in a single VME inspector promotion and three VME sergeant promotions. These achievements are good results, but the absence of any VME officers in the chief inspector rank indicates an interruption in the queue of VME candidates working towards senior managerial roles that will take years to overcome if left unchecked.

PCSOs represent an area with a healthy range of diversity within the force. Female, VME and disability representation are all greater than police officers.

<table>
<thead>
<tr>
<th>PCSO Headcount</th>
<th>Quarter 2 2016-17</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>% Female</td>
</tr>
<tr>
<td>212</td>
<td>39.6%</td>
</tr>
</tbody>
</table>

Positive Action
Future considerations will also need to extend beyond the protected characteristics, taking into account other groups such as socio-economic groups, socially deprived areas and graduates. Targeted attraction initiatives focusing on these groups have already started e.g. Police Cadets and Police Now.

Further targeted community engagement is being delivered and planned with hard to reach groups, promoting opportunities at various locations across the Force area, (including community groups and educational establishments), in order to attract and generate interest in the roles of Specials, Cadets, Volunteers and apprenticeships as a potential foundation for a more defined policing career.
## South Yorkshire Police

### Positive Action Strategy (Summary) 2017-18

**Recruitment**

- HR & Corporate Communications departments to collaborate in the design and publication of a campaign of messages, across all beneficial media, to attract recruit applicants from diverse backgrounds.
- Review the Police Officer recruitment process to ensure no part creates a substantial discriminatory impact upon BME & VME candidates.
- A dedicated HR Resource to co-ordinate ongoing work.

**Engagement**

- Build a comprehensive network of engagement partners, both internal and external to encourage applicants and promote the Force working closely with the Community Engagement Team and the calendar of events.

**Information**

- Expand the number of information events held (both location & timing). Be more proactive in the way we engage and advise candidates, in particular about pre-entry requirements.

### Aims:

- Attract candidates with *(skills and/or characteristics)* that underpin the delivery of an effective policing service.
- Ensure that recruitment activity is fair, equitable and facilitates the selection of a workforce that reflects the population served.
- Through a suite of staff support and development measures, enable officers and staff of all characteristics to flourish within the organisation and compete successfully for opportunities and advancement.

### Relevant Contexts:

- Communication and engagement with partners, communities and prospective candidates.
- Recruitment and Selection Processes.
- Policy and protocol setting.
- Learning & Development in fairness, bias and equality of opportunity.
• Workforce monitoring
• Staff Engagement
• Career Support

**Strategic and Tactical Actions:**

1. Develop a framework of scheduled corporate recruitment activity for use in activity planning
   a. Regular Police Officers
   b. Special Constables
   c. PCSOs
   d. Call Resolution Officers
   e. Detention Officers
   f. Investigating Officers

2. Gather and evaluate feedback from past candidates to review and evolve good practice
   a. Surveys/Focus groups with past candidates and external communities
   b. Consult staff support associations
   c. Analyse feedback from leaver questionnaires and interviews

3. Examine process steps for evidence of discriminatory impact upon under-represented groups.
   a. Equality Analysis
   b. Review and amendment of policy and protocol

4. Work with national partners and regional peers to find and introduce good practice
   a. Conferences
   b. Regional practitioner groups
   c. Candidate workshops and pre-selection information events as standard

5. Marketing:
   a. externally, as an employer of choice, which welcomes and values recruits with diverse backgrounds, showcasing the opportunities and forms of support provided as well as the range of methods available to enter the force
   b. Internally and externally, the range of career support opportunities available to the workforce, including Performance & Development Review, Leadership Development, Attachments, Bursary Scheme, Mentoring, First Contact Advisors, Welfare Reps
   c. Use role models, under-represented group members and most senior figures in marketing to demonstrate priority

6. Support existing officers and staff from under-represented groups to feel valued, perform effectively and pursue their ambitions
a. Review the range of staff associations supported by The Forum
b. Form links with new PDR process
c. Evaluate grievances and internal complaints for signs of bullying and bigotry
d. Foster a culture in which bullying is organisationally unacceptable

7. Develop the performance and impartiality of officers and staff involved in recruitment and selection
   a. Training in equality of opportunity and bias in selection
   b. Training, accreditation and standardisation of mentoring and coaching services
   c. Involve under-represented groups in membership of selection panels and policy review

8. Use effective workforce monitoring to evidence activity and gauge progress
   a. Shift from 16+1 to 18+1 self-defined ethnicity monitoring
   b. Revise monitoring questionnaire to encourage greater disclosure of diverse