

## Performance and Resources Scrutiny Programme 2022

### Report to the Office of the Police, Fire and Crime Commissioner for Essex

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#### 1.0 Purpose of Report

This report provides a narrative to accompany the HR strategic dashboard, which relates to the force's attendance, establishment, strength full time equivalent (fte), turnover and diversity profiles. Additional information is also provided with regards to redundancies and business cases as well as an update from Learning & Development (L&D).

Please note, following the previous quarter's update this report contains additional data with regards to police officer promotions by ethnicity. This can be found under the officer section after turnover on page 7.

#### 2.0 Recommendations

Not applicable.

#### 3.0 Executive Summary

Each section contained within the HR strategic dashboard is summarised under section 4.0 below.

#### 4.0 Introduction/Background

This commentary report provides context for the information contained within the HR strategic dashboard and summarises the key highlights from each section. The data has been taken from the force HR system (SAP) as at the 31<sup>st</sup> March 2022, except where alternative data is displayed for trend analysis. High level comparisons relating to recruitment,

turnover, absence and force level strength fte figures have been provided against the last HR data pack as at the 31<sup>st</sup> December 2021 and the position as at 31<sup>st</sup> March 2021.

With regards to the absence data, comparative information has been provided against the same period in 2020 and 2019. This is because absence throughout 2020/21 was at its lowest level for a number of years and, as seen with turnover, was impacted by the COVID-19 pandemic. Therefore, for better context with regards to current absence levels comparative data has been provided for both periods mentioned. Such comparisons have also been done for turnover.

The report highlights a number of areas that remain on track or have improved significantly:

- The continued attraction and recruitment of new officers into the force resulting in the establishment and national Police Uplift Programme requirement for year 2 being exceeded.
- Whilst application numbers slowed in 2021/22 compared to previous years, ethnic minority and female proportions have remained strong.
- The officer ethnic minority position of 4.17% (as a proportion of all officers) as at the 31<sup>st</sup> March 2022 has increased when compared to 31<sup>st</sup> December 2021 and represents the highest ever proportion of ethnic minority officers in force.
- Similarly, the female proportion of officers has continued to increase and is currently higher than any previously recorded end of year financial position.
- With regards to officer turnover, the total number of leavers increased in 2021/22 when compared to 2019/20. However, with the exception of 2019/20, the total of 214 leavers for 2021/22 is the lowest number of leavers since 2013/14 (194 leavers).
- Officer turnover started to increase in quarter 4 of 2021/22 and early data for April 2022 shows further increases. Whilst the average increase is marginal, attrition projections and subsequent recruitment plans will be closely monitored and adjusted accordingly.
- Staff turnover has increased which, as reported last quarter, is predominately due to an increase in leavers from the Contact Management Command.
- The number of specials has reduced by 28 in the last quarter from 493 to 465 and has reduced by 62 when compared to the 31<sup>st</sup> March 2021. Whilst attrition has increased, this is predominately due to a lower number of recruits in 2021/22.
- With regards to sickness absence, whilst the 2021/22 financial year for officers is higher than 2019/20, it is lower than the preceding 5 years.
- Similarly, for staff absence, the position for 2021/22 is higher than 2020/21 but lower than 2019/20.
- PCSO absence has increased, however this relates to a small number of PCSOs. Due to the overall low headcount, small numbers of absence can impact the overall position more than with staff and officers.

Areas of focus going forward will be seeking to increase recruitment of Specials Constables throughout 2022/23 to support the progress of plans as well as focusing on turnover.

The force will continue to prioritise the achievement of the recruitment uplift throughout 2022/23 and enhance the proportions of applications from ethnic minority and female candidates. In addition, officer and staff turnover will continue to be closely monitored, as will attendance through the Performance Improvement Unit (PIU) and Operational Human Resources (HR).

## 5.0 Current Work and Performance

### Officers

#### Establishment v Strength and Vacancies

As at the 31<sup>st</sup> March 2022, the strength fte was 3572.00, which is 17.00 fte over the establishment of 3555.00. This represents a net increase in strength fte of 62.98 since the last HR report, as at the 31<sup>st</sup> December 2021. When compared to the same position as at 31<sup>st</sup> March 2021, the strength fte has increased by 159.17 throughout 2021/22. As a result, this has meant Essex Police have exceeded the year 2 national Police Uplift Programme requirement and puts the force in a strong position for year 3 (2022/23 financial year). At the time of writing the forces final position in terms of achieving the uplift is being finalised with the national uplift team.

With regards to Commands, the vacancy percentages have remained relatively static, with 10 of the 16 Commands listed having a vacancy % variation of no more than -3.00 / +3.00 % when compared to the last position as of the 31<sup>st</sup> December 2021.

Excluding the 3 Commands with an establishment of 6 or less (Chief Officer & Force Command, Fire Collaboration and Support Services), the vacancy rate has increased in just 4 Commands, with a reduction seen across the other 9. Of those that have increased include Contact Management however this is only marginal from -3.72% to just -4.60%. The current vacancy rate of -4.60% still represents a significant reduction when compared to the vacancy rate that was reported as at 30<sup>th</sup> September 2021 (-14.95%). This is following the movement of a number of officers into the Control Room.

The most significant vacancy rate increase relates to the Serious Crime Directorate, which has increased from -12.40% to -17.05%. This increase is related to a minor reduction in strength fte (217.68 fte reducing to 212.76 fte). Although officers have transferred into the Directorate during this period, the net reduction in fte is a result of 5 transfers to other forces and 3 retirements during quarter 4 of 2021/22. In addition to this, the increase in establishment from 248.50 to 256.50 has resulted in an increase in the vacancy rate as not all of those posts have been filled. Of the 100% Essex funded vacancies, a significant proportion are in the role of Covert Surveillance DC (13.20 fte), however, this is mainly due to 8 growth posts that went live in this role in January 2022. All vacancies have been recruited to with candidates awaiting the national training courses which are scheduled throughout the 2022/23 financial year. It should be noted however, it is anticipated the vacancy levels will remain high in this role over the next financial year as the national training course is in high demand and therefore it is only possible to secure a limited number of places each time. In addition, the course has a relatively high failure rate which could also impact the success of filling these vacancies throughout 2022/23.

There are also vacancies across a number of other roles within the Serious Crime Directorate that are at various stages of the recruitment and selection process.

For information, whilst the vacancy rate has increased when compared to the last HR Data pack as at 31<sup>st</sup> December 2021, the actual strength fte within this Command has increased by 13.05 fte over the 2021/22 financial year (from 199.71 fte as at 31<sup>st</sup> March 2021 to 212.76 fte as at 31<sup>st</sup> March 2022).

The other 2 commands that have an increased vacancy rate are the Local Policing Support Unit which has increased from +0.50% to -1.05% (for info -1.50% equates to just 0.41 fte)

and the Strategic Change Performance Directorate which was +3.53% but is now +3.10%. This is therefore not a cause for concern as the department remains over established.

Other noticeable variations and Commands with highest vacancy factors are as follows:

#### Eastern Regional Special Operations Unit (ERSOU)

Last quarter it was reported that ERSOU had the highest vacancy rate with -19.26%. Whilst the dashboard demonstrates that the vacancy rate has reduced significantly to -8.17% the 6 ERSOU uplift posts for 2021/22 still need to be added to SAP. Accounting for this, the true vacancy rate is therefore -13.80% as at 31<sup>st</sup> March 2022. Whilst this is still high, it still represents a reduction when compared to last quarter (-19.26%) and represents a net increase of 11.84 fte (from 74.28 fte to 84.48 fte).

For information, the position has also improved when compared to the same position as at 31<sup>st</sup> March 2021 both in terms of fte and vacancy percentage (76.80 fte / -16.52%).

As previously reported, a bi-weekly meeting chaired by the Assistant Chief Constable for the Serious Crime Directorate continues to take place. This oversees the strategic work in partnership with ERSOU aimed at enhancing the force's contribution of resources to the region. This meeting will now also focus on the achievement of the required uplift into ERSOU as part of the national uplift programme, however, at the time of writing, exact requirements for 2022/23 are being finalised.

#### Crime & Public Protection

The Crime & Public Protection Command have the second highest vacancy rate as highlighted on the HR strategic dashboard, however it has reduced to 10.90% when compared to the last HR data as at 31<sup>st</sup> December 2021 (12.75%).

A total of 12 officers have been successful for various roles within the Command and have either had posting dates agreed or are awaiting vetting clearances and release dates to be agreed at the Resourcing Deployment meeting. In addition, following the recent Sergeants promotion board, 1 newly promoted Sergeant is being posted into this Command. As a result, it is there is anticipated the vacancy level within this Command will reduce throughout quarter 1 of 2022/23.

#### Recruitment Joiners and Applications

Since the last HR report as at the 31<sup>st</sup> December 2021, there have been 2 intakes in quarter 4 of 2021/22. The first was a cohort of 63 officers that joined on the 4<sup>th</sup> January 2022 and the second was a cohort of 55 officers that joined on 14<sup>th</sup> March 2022 under the new Police Education Qualifications Framework (PEQF). Of those 55 that joined via PEQF, 39 joined under the new Police Constable Degree Apprenticeship (PCDA) scheme and 16 under the Degree Holder Entry Programme (DHEP). In addition to this, a further 7 officers have transferred in from other forces during this period, which takes the total recruitment for quarter 4 of 2021/22 to 125.

As a result, the total recruitment for the financial year is 372 officers. This is made up of 281 regular recruits, 42 Investigate First recruits, 23 Police Now recruits and 26 transfers in from other forces.

The table below shows the total officer application numbers for 2019/20, 2020/21 and a monthly breakdown for 2021/22 by ethnicity and gender:

Month Year	Total	Ethnic Minority		Female	
		No	%	No	%
2019/20	2695	263	9.76%	871	32.32%
2020/21	3501	441	12.60%	1238	35.36%
Apr-21	398	45	11.31%	194	48.74%
May-21	188	24	12.77%	68	36.17%
Jun-21	140	13	9.29%	49	35.00%
Jul-21	166	19	11.45%	65	39.16%
Aug-21	258	25	9.69%	117	45.35%
Sep-21	97	10	10.31%	34	35.05%
Oct-21	102	11	10.78%	39	38.24%
Nov-21	118	19	16.10%	45	38.14%
Dec-21	120	16	13.33%	27	22.50%
Jan-22	158	17	10.76%	58	36.71%
Feb-22	201	20	9.95%	110	54.73%
Mar-22	146	18	12.33%	67	45.89%
2021/22	2092	237	11.33%	873	41.73%

In 2021/22 there were a total of 2092 applications. This is a monthly average of 174 applications, which is lower than the average in 2020/21 (292) and 2019/20 (225). Although application numbers are lower, the proportions of applications from ethnic minorities and females remains strong. Of the 2092 applications, 11.33% were from ethnic minority candidates which is lower than 2020/21 (12.60%) but higher than 2019/20 (9.76%). A total of 873 applications were from female candidates (41.73%) which is considerably higher than both 2020/21 (35.36%) and 2019/20 (32.32%).

Over the last quarter the Positive Action Team have continued key activity in this area. Activity during this period has included the attendance at the Essex Police Command Diversity, Inclusion and Equality Board, the Thurrock Independent Advisory Group meeting and Essex Police Training School for new recruit Positive Action. In addition to this the team has supported 4 internal events and attended 30 outreach events across the county, of which, 1 was the Thurrock African Faith Group event which was attended by 250 individuals.

### Ethnicity and Gender

#### Ethnicity

Since the last update a further 9 ethnic minority officers have joined the force (all entry routes). As a result, this means that of the total 372 joiners for the 2021/22 financial year 27 (7.26%) were from an ethnic minority background. The total proportion of 7.26% is lower than the proportion of ethnic minority joiners in the full 2020/21 financial year (9.42%) but higher than 2019/20 (6.67%). It is also higher than the economically active population of Essex (6.56%<sup>1</sup>).

For information, the table below demonstrates the proportion of ethnic minority officers that have joined (all entry routes) for 2021/22 by ethnicity grouping. The position for the full 2020/21 financial year has also been provided for comparison:

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<sup>1</sup> 2011 National Census Data

Ethnicity Group	H'Count	% of Total Ethnic Minority	% of Total Joiners	2020/21	
				% of Total Ethnic Minority	% of Total Joiners
Asian/Asian British	13	48.15%	3.49%	27.59%	2.60%
Black/African/Caribbean/Black British	7	25.93%	1.88%	24.14%	2.27%
Mixed/Multiple ethnic Groups	5	18.52%	1.34%	41.38%	3.90%
Other Ethnic Group	2	7.41%	0.54%	6.90%	0.65%
<b>Total</b>	<b>27</b>	<b>100.00%</b>	<b>7.26%</b>	<b>100.00%</b>	<b>9.42%</b>

Of the 27 ethnic minority joiners, 13 were Asian/Asian British, which is 3.49% of total joiners and is higher than the proportion that joined in 2020/21 (2.60%).

There have also been 7 (1.88%) Black/African/Caribbean/Black British joiners, which is the same on a headcount basis when compared to 2020/21 but lower when measured as a proportion of total joiners (2.27%).

In addition there has been 5 mixed/multiple ethnic group joiners, which equates to 1.34% of total joiners and is lower than the proportion in 2020/21 (3.90%).

The 27 ethnic minority joiners have contributed towards the force level representation increasing to 152 (4.17%) as at the 31<sup>st</sup> March 2022. This is an increase when compared to the last HR data as at the 31<sup>st</sup> December 2021 (4.13%) and the position as at the 31<sup>st</sup> March 2021 (3.72%).

The current proportion of 4.17% is now only 2.39 percentage points under the economically active population of Essex (6.56%).

With regards to the recruitment pipeline, as at the 4<sup>th</sup> April 2022, there were 45 ethnic minority candidates in process, which represents 7.76% of the 580 total candidates in the recruitment selection process.

### Gender

Of the 372 total joiners this financial year (2021/22), 166 (44.62%) were female. The current proportion of female joiners in the financial year (44.62%) is higher than any proportion of female officer joiners over the previous 11 financial years (from 2009/10 to 2020/21).

Total female officers have increased to a headcount of 1306 as at the 31<sup>st</sup> March 2022, which equates to 35.84% of the total number of officers. This is a net headcount increase of 38 and percentage point increase of 0.45 when compared to the last HR data as at the 31<sup>st</sup> December 2021 (1268 / 35.39%). The current force total and proportion of 1306 / 35.84% is also higher than any previously recorded end of financial year position.

With regards to the recruitment pipeline, as at the 4<sup>th</sup> April 2022 there were 247 female candidates in progress, which equates to 42.59% of all candidates.

### Turnover

For the 2021/22 financial year, a total of 214 officers have left the force. When measured as a proportion of the average headcount for that period, this is a turnover percentage of 6.00%. This is a headcount increase of 19 when compared to 2020/21 and a percentage point increase of 0.32 (from 5.68% to 6.00%). However, it should be noted that when compared

to 2019/20 the headcount of leavers has reduced by 33 (from 247 to 214) which is a percentage point reduction of 1.57% (from 7.57% to 6.00%).

For information, there have been changes in reasons for leaving, with the number of resignations increasing during 2021/22 to 84 (compared to 49 for 2020/21). Whilst this has increased, the position is comparable to 2019/20 (79). Other significant variations relate to retirements, which have reduced from 81 to 72 and transfers to other forces which have reduced from 52 to 40.

With the exception of 2020/21, the total leavers of 214 for 2021/22 is the lowest number of leavers since 2013/14, where a total of 194 officers left.

The total leavers of 214 for 2021/22 equates to an average of 18 per month, which is one lower than the projected monthly average position of 19 a month. However, it should be noted that attrition started to increase in quarter 4 of 2021/22, to an average of 20 a month. Whilst this is only a marginal increase, early data for April 2022 shows a further increase with 27 confirmed leavers.

Therefore, since January 2022 to April 2022 the average has increased to above the budgeted projected of 19 a month to 21. As a result, projected attrition for 2022/23 for recruitment planning will now be increased to 21 allowing recruitment plans to be adjusted accordingly. Further activity with regards to attrition is identified under section 6.3.

With regards to ethnicity, a total of 12 ethnic minority officers left in 2021/22, which is higher than both 2020/21 (7) and 2019/20 (6). Of the 12 leavers, 7 resigned, 2 retired, 2 transferred to another force and 1 transferred to a Non-Home Office force.

With regards to gender, a total of 64 female officers left in 2021/22, which is comparable with 2020/21 (60) and 2019/20 (61).

### **Police Officer Promotions by Ethnicity**

It was requested at last quarter's meeting to include an update on police officer promotions by ethnicity. As this is the first report detailing this information, the table overpage provides an overview of promotions to each rank and by ethnicity for 2018/19, 2019/20 and 2020/21.

OFFICIAL

Financial Year	Promotion To	Declined to State H'Count	Ethnic Minority H'Count	White Grouped H'Count	Total H'Count	Ethnic Minority %
2018/2019	DCC			1	1	0.00%
	Chief Superintendent			2	2	0.00%
	Superintendent			6	6	0.00%
	Chief Inspector			8	8	0.00%
	Inspector		2	21	23	8.70%
	Sergeant		2	57	59	3.39%
<b>2018/2019 Total</b>			<b>4</b>	<b>95</b>	<b>99</b>	<b>4.04%</b>
2019/2020	Chief Superintendent			2	2	0.00%
	Superintendent			9	9	0.00%
	Chief Inspector		1	14	15	6.67%
	Inspector		3	20	23	13.04%
	Sergeant	1		76	77	0.00%
<b>2019/2020 Total</b>		<b>1</b>	<b>4</b>	<b>121</b>	<b>126</b>	<b>3.17%</b>
2020/2021	ACC			1	1	0.00%
	Chief Superintendent		1	3	4	25.00%
	Chief Inspector	1		6	7	0.00%
	Inspector			21	21	0.00%
	Sergeant		3	62	65	4.62%
<b>2020/2021 Total</b>		<b>1</b>	<b>4</b>	<b>93</b>	<b>98</b>	<b>4.08%</b>
2021/2022	DCC			1	1	0.00%
	Chief Superintendent			2	2	0.00%
	Superintendent		1	5	6	16.67%
	Chief Inspector	1	1	8	10	10.00%
	Inspector	1		38	39	0.00%
	Sergeant		3	34	37	8.11%
<b>2021/2022 Total</b>		<b>2</b>	<b>5</b>	<b>88</b>	<b>95</b>	<b>5.26%</b>

For Inspectors and above the data demonstrates there is no specific pattern with regards to the proportion of ethnic minority promotions into this rank. This is mainly due to the overall low headcounts of total ethnic minority officers at these ranks. For inspectors, the proportion of ethnic minority promotions in 2018/19 and 2019/20 were strong with 8.70% and 13.01% respectively, however, none have been promoted to this rank since then.

Positively however for Sergeants, in 2020/21, a total of 65 officers were promoted to Sergeant, of which, 3 (4.62%) were ethnic minority. In 2021/22, the same number of ethnic minority officers were also promoted to Sergeant (3) but as a proportion it was 8.11% which is the highest proportion over the 4 financial years listed. This represents a positive picture in respect of the pipeline into supervisor positions and potentially beyond.

Looking forward, in quarter 1 of 2022/23 there are promotion processes taking place for the ranks of Superintendent, Chief Inspector and Inspector. In addition, within this period will be the first cohort of the internal Inspector to Superintendent Fast Track programme.

**Absence**

The average days lost per officer for April to March 2021/22 is 8.55 days. Whilst this is an increase when compared to 2020/21 (6.57) it is lower than the preceding 5 years.

The below table shows the total officer payroll hours lost and the percentage of available contracted hours lost for April to March 2021/21 compared to 2020/21 and 2019/20:



OFFICIAL

Employee Group	Apr - Mar 2019/20		Apr - Mar 2020/21		Apr - Mar 2021/22		Variance 2021/22 v 2020/21		Variance 2021/22 v 2019/20	
	Payroll Hours Lost	% of Available Contracted Hrs Lost	Payroll Hours Lost	% of Available Contracted Hrs Lost	Payroll Hours Lost	% of Available Contracted Hrs Lost	Payroll Hours Lost	% of Available Contracted Hrs Lost	Payroll Hours Lost	% of Available Contracted Hrs Lost
Police	240467.54	4.28%	180342.71	3.04%	244024.92	3.95%	63682.21	0.91%	3557.38	-0.33%

The figures demonstrate that 3.95% of contracted hours available were lost to sickness absence in 2021/22. This is an increase when compared to the same period in 2020/21 (3.04%) but a reduction when compared to 2019/20 (4.28%).

With regards to absence terms, all have increased for 2021/22 when compared to 2020/21, with short-term absence showing the greatest increase of 1.00 average days lost per person. When compared to 2019/20 short-term and medium-term absence have increased but long-term absence has reduced.

Psychological related absences continue to account for the highest proportion of payroll hours lost (35.98%). When measured as average days lost per person it is 3.08, which is an increase when compared to 2020/21 (2.62) but a reduction when compared the same position in 2019/20 (3.55).

Respiratory related absences accounted for the second highest proportion of payroll hours lost for 2021/22 with 22.873% compared to 13.37% for the same period in 2020/21 and 11.09% in 2019/20. When measured as average days lost per person, this has increased to 1.95 for 2021/22 from 0.88 in 2020/21 and 1.02 in 2019/20. It should be noted that respiratory absences include COVID-19, therefore this is an expected increase.

Across the 12 general absence reasons, for 2021/22, several have either reduced or only marginally increased, when compared to 2020/21, with only 6 absence reasons increasing by more than 0.05 average days lost per person. These are identified below:

- Psychological related absence has increased with 87,803 payroll hours lost to this absence type for 2021/22, of which 50.03% were related to stress.
- Respiratory related absence has increased with 55,813 payroll hours lost to this absence type for 2021/22 of which, 54.53% related to COVID-19 (confirmed COVID-19, suspected COVID-19, long COVID-19 and a reaction to COVID-19 vaccination).
- Musculo/skeletal related absence has increased from 0.87 to 1.05 average days lost per person and accounts for 12.29% of total payroll hours lost. The main reasons for this increase are absence due to back pain and fractures.
- Miscellaneous related absence has increased from 0.61 to 0.78 average days lost per person and accounts for 9.15% of total payroll hours lost. The main reasons for this increase are absence due to post-operative recovery, cancer and conditions affecting multiple parts.
- The other absence reasons that have increased are infectious disease related absence and headache/migraine related absence. It should be noted that infectious disease related absence only accounts for 1.98% of payroll hours lost and headache/migraine for 2.98%. Therefore, this does not represent a significant area of concern.

With regards to Commands, when comparing 2021/22 to the same period in 2020/21, a total of 10 Commands have seen an increase in their average days lost per person.

The most significant increase is within Strategic Change Performance. It should be noted however that this Command has an average headcount of less than 21, meaning that small fluctuations can significantly impact on the position.

Of the Local Policing Areas (LPAs), the average days lost person have increased across all 3 for 2021/22 when compared to 2020/21. LPA North are the command with the second highest absence in force and have increased by 3.55 average days lost per person, LPA South by 2.06 and LPA West by 1.20. When compared to 2019/20 however, LPA North and West have reduced LPA South has only marginally increased (by 0.01 average days lost per person). Therefore, the increase seen this year compared to last does not, at this stage, present a significant area of concern.

For LPA North the increase for 2021 when compared to 2020 is an increase of 24,279 payroll hours lost, which can largely be attributed to an increase of 10,630 payroll hours lost to psychological related absence. Although there have also been significant increases in other absence reasons, most notably +8928 hours for respiratory related absence and +3559 hours for miscellaneous absence.

Contact Management have the highest average days lost per person (18.25) however this is static when compared to 2020/21 (18.25) and lower than 2019/20 (23.23). ERSOU have the third highest average days lost per person however the Command has seen a reduction in average days lost per person for 2021/22 (10.06) when compared to the same period in 2020/21 (10.71). In addition, data shows that absence levels have improved significantly in February 2022 (0.45 average days lost per person) and March 2022 (0.49 average days lost person) when compared to the 2 months prior to this (January 2022: 1.55 and December 2021: 1.43).

Excluding the LPAs, the Crime & Public Protection Command are among the next highest for average days lost per person at 9.41 which is an increase when compared to 2020/21 (6.65) but like many Commands is lower than the same position in 2019/20 (9.91).

### **Adjusted and Recuperative Duties**

The number (headcount) of officers on recuperative and adjusted duties has reduced from 403 as at the 31st December 2021 to 390 as at 31<sup>st</sup> March 2022. This equates to 10.70% of the total force headcount as at the 31st March 2022 (3645).

The number of officers on adjusted and recuperative duties has fluctuated slightly across various Commands, with the biggest increase within LPA North (increase of 10). The reason for the overall reduction is predominantly due a lower number of officers on adjusted or recuperative duties in LPA South (reduction of 10) and Operational Policing Command (OPC) (reduction of 8).

Operational HR and the PIU continue to advise on these cases through the Attendance Management Group (AMG) process.

## **Staff & Police Community Support Officers (PCSOs)**

### **Establishment v Strength and Vacancies**

The staff strength as at the 31st March 2022 was 2131.46 fte, which is 165.76 fte under the establishment of 2297.23 and equates to a vacancy rate of 7.22%. This is a strength fte increase of 6.85 and vacancy percentage point reduction of 0.22 when compared to the last HR data as of 31<sup>st</sup> December 2021 (-171.72 / -7.48%).

In total there are 16 Commands listed on the 'Est v Str' tab of the HR Strategic dashboard. Of the 10 Commands with establishments of greater than 10, the vacancy rate has reduced in 6. Support Services and Human Resources have both increased albeit very marginally (-1.25% and -0.09% respectively). The most significant increase is within the Strategic Change Performance Directorate Command which has increased from a vacancy rate of -5.04% to -9.33%. However, whilst there has been a minor increase in vacancies within the Command, the establishment has grown considerably (from 80.54 fte to 111.23) following the recent Analysts business case. This, among other changes, resulted in the Intelligence Analysis Unit moving to this Command (from Serious Crime Directorate). Within this unit alone, there are 4.27 fte vacancies which is 37.33% of all vacancies within the Command.

The only other Command to see a relatively significant increase is the Operational Policing Command which has increased from -6.06% to -9.51%. The vacancy rate of -9.51% equates to 18.03 fte vacancies, of which 43.31% (7.81 fte) are specifically in the role of Casualty Reduction Assistant. Of these vacancies, 2 are on hold to fund supervisory roles and the remaining are also on hold pending approval of a business case that has been submitted to Chief Officers for approval.

As identified on the HR Strategic dashboard, the Commands with the highest level of vacancies are Human Resources (-15.14%), Serious Crime Directorate (-11.90%) and OPC Operational Policing Command (-9.51%).

With regards to Human Resources, the vacancy rate is broadly similar to the previous quarters update. There remains a number of vacancies across the departments with the majority being recruited to. As previously reported, due to the collaborative nature of some roles, whilst they are reflected as vacant in Essex, they may be occupied by a member of Kent's staff who are not included within the numbers. Whilst most of the departments within Human Resources have vacancies, a large proportion are within Learning & Development (12.14 fte), however this has reduced when compared to the position as at 31<sup>st</sup> December 2021 (14.70 fte).

With regards to the Serious Crime Directorate and focusing specifically on 100% Essex funded roles, the role with the most vacancies is Crime Scene Investigators (3.83 fte). This has however reduced when compared to the position as at 31<sup>st</sup> December 2021 (6.83 fte). All other vacancies are across a number of departments with the majority being actively recruited to and at various stages of the recruitment and selection process.

For information, since the last update, a new collaborative Force Resourcing Board has been set up. This bi-weekly meeting considers the recruitment to collaborative staff positions against staff vacancy factors and features senior representation from both forces for collaborative decision making. An appeal process is in place and, where agreement cannot be sought, this is escalated to Deputy Chief Constable/Officer level. This process will allow for a timelier, audited and considered recruitment to collaborative posts.

With regards to PCSOs, the strength fte has reduced from 101.16 fte as at the 31st December 2021 to 93.81 as at 31<sup>st</sup> March 2022. As a result, the vacancy rate has increased from -1.84% to -7.35%. An intake is now scheduled for June 2022 to ensure the course is at maximum capacity and financially viable. It is expected that between 10 and 12 will join which will result in the vacancies being filled. This will remain under review at the Essex and Kent Recruitment Review Meeting and if required, a further course will be scheduled in later in 2022/23.

**Ethnicity and Gender**

With regards to staff, the ethnic minority representation has increased slightly from 103 as at 31<sup>st</sup> December 2021 to 105 as at 31<sup>st</sup> March 2022. As a proportion of the total staff workforce (excluding PCSOs) this is a percentage point increase of 0.07% from 4.41% to 4.48%. With regards to gender, the number of female staff has also increased slightly from 1534 as at 31<sup>st</sup> December 2021 to 1537 as at 31<sup>st</sup> March 2022, but as a proportion has reduced marginally from 65.75% to 65.63%.

With regards to PCSOs, the ethnic minority headcount has remained the same at 1, but due to the lower overall PCSO headcount the proportion has increased from 0.91% to 0.97%. The number of female PCSOs has reduced to 65 as at 31<sup>st</sup> March 2022 from 67 as at 31<sup>st</sup> December 2022 and the proportion has increased from 60.91% to 63.11%.

**Turnover**

For 2021/22, a total of 230 staff left, which is a turnover rate of 9.83%. This is higher than 2020/21 where 174 left (7.55%). It should be noted that whilst last year is considered an outlier due to the impact COVID-19 had on turnover, the number of the leavers of 230 is also higher than 2019/20 (197) and 2018/19 (199). As identified in last quarters update, one of the primary causes of this is due to a significant increase in leavers from Contact Management (up from 51 in 2020/21 to 77 in 2021/22). A full 2021/22 exit analysis report is due to be presented to Chief Officers in May 2022. This will include analysis of detailed reasons for leaving, specifically for Contact Management to help better understand the reason for the increases in turnover.

For PCSOs, in 2021/22, a total of 10 have left, which is a turnover rate of 9.39%. This is an increase when compared to both 2020/21 (8 / 6.96%) and 2019/20 (8 / 6.75%).

**Absence**

With regards to the staff absence, the average days lost per person has increased to 9.33 for 2021/22. Whilst this is higher than the same period in 2020/21 (7.09) it is lower than 2019/20 (10.47).

The below table shows the total payroll hours lost and the percentage of available contracted hours lost for 2021/21 compared to the same period in 2020/21 and 2019/20:

Employee Group	Apr - Mar 2019/20		Apr - Mar 2020/21		Apr - Mar 2021/22		Variance 2021/22 v 2020/21		Variance 2021/22 v 2019/20	
	Payroll Hours Lost	% of Available Contracted Hrs Lost	Payroll Hours Lost	% of Available Contracted Hrs Lost	Payroll Hours Lost	% of Available Contracted Hrs Lost	Payroll Hours Lost	% of Available Contracted Hrs Lost	Payroll Hours Lost	% of Available Contracted Hrs Lost
Staff	173280.62	5.22%	120976.94	3.53%	161242.72	4.63%	40265.78	1.10%	-12037.90	-0.59%

The figures demonstrate that 4.63% of contracted hours available were lost to sickness absence for 2021/22. Whilst this is an increase when compared to the same period in 2020/21 (3.53%), it is a reduction when compared to 2019/20 (5.22%).

With regards to absence term, there has been an increase in all absence terms for 2021/22 when compared to 2020/21 but short-term and long-term absence have both reduced when compared to 2019/20.

For staff, whilst psychological related absence continues to account for the highest proportion of payroll hours lost (28.59%), the average days lost per person has remained static at 2.58 (for both 2021/22 and 2020/21). It should be noted, this is significantly lower than 2019/20 (3.30). Respiratory related absences account for the second highest proportion of payroll hours lost (23.36%) and the average days lost per person has increased from 1.01 in 2020/21 to 2.10 for 2021/22.

Of the 12 general absence reasons, the average days lost per person has only reduced in cardiac/circulatory, headache/migraine absence and skin related absence for 2021/22. All other reasons have increased or have remained static. The largest increase was in respiratory related absence, which increased as detailed above. The main reasons for the increase in respiratory absence is due to increases in COVID-19 related illness<sup>2</sup>. This increased from 10,759 hours to 22,100 hours, colds (1799 hours increasing to 5274 hours) and influenza (906 hours increasing to 3354).

Of the 19 Commands, 11 have higher average days lost per person for 2021/21 when compared to 2020/21. However, of these Commands, 7 have reduced when compared to 2019/20. This is similar to the position seen with officers.

Contact Management are the command with the highest average days lost per person for 2021/22 (14.78). This Command has experienced the largest increase in average days lost per person (an increase of 5.97 from 8.81). However, this is still only slightly higher than the same position in 2019/20 (14.10). For information, the average days lost per person averaged 1.26 in quarter of 4 of 2021/22, which is considerably lower than the average seen in quarter 3 (1.49). Therefore, whilst high, this is not a new or emerging area of concern and there have been signs of improvement over the last quarter.

When comparing 2021/22 to the same period last year, LPA South have experienced the second largest increase. The Command however only has an average headcount of less than 10 meaning that small fluctuations can significantly impact the position.

Criminal Justice Command have the next highest average days lost per person (12.07), which is an increase when compared to the same period in both 2020/21 and 2019/20 (9.56 and 11.96 respectively). The absence reason that accounts for the highest proportion of payroll hours lost in Criminal Justice Command is Miscellaneous. This is predominantly due to absences for post-operative recovery (equating to 3703 hours) and absences for cancer (equating to 2113 hours). As at the 31<sup>st</sup> March 2022 and at the time of writing, 2 of the cancer related absences were still ongoing.

For PCSOs, the average days lost per person has increased to 15.75 for 2021/22, which is an increase of 2.44 when compared to 2020/21. This is the highest level of absence in this period over the last 5 years.

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<sup>2</sup> These include confirmed COVID-19, suspected COVID-19, long COVID-19 and a reaction to COVID-19 vaccination.

The below table shows the total payroll hours lost and the % of available contracted hours lost for 2021/22 compared to the same period in 2020/21 and 2019/20.

Employee Group	Apr - Mar 2019/20		Apr - Mar 2020/21		Apr - Mar 2021/22		Variance 2021/22 v 2020/21		Variance 2021/22 v 2019/20	
	Payroll Hours Lost	% of Available Contracted Hrs Lost	Payroll Hours Lost	% of Available Contracted Hrs Lost	Payroll Hours Lost	% of Available Contracted Hrs Lost	Payroll Hours Lost	% of Available Contracted Hrs Lost	Payroll Hours Lost	% of Available Contracted Hrs Lost
PCSO	9760.62	5.43%	11273.59	6.49%	12411.44	7.77%	1137.85	1.28%	2650.82	2.35%

The figures demonstrate that 7.77% of contracted hours available were lost to sickness absence for 2021/22, which is an increase when compared to the same period in both 2020/21 (6.49%) and 2019/20 (5.43%).

For PCSOs, as with officers and staff, psychological related absence accounts for the highest proportion of payroll hours lost (37.91%), followed by musculo/skeletal related absence (19.23%). However, whilst psychological related absence has increased in terms of average days lost per person, the average days lost for musculo/skeletal related absence has reduced for 2021/22 (3.03) when compared to 2020/21 (4.18).

Although psychological absence has increased there have only been 12 instances of psychological absence for 2021/22. Two of these instances began in the last financial year but all individuals have now returned to work. The musculo/skeletal related absence is due to 14 instances of absence for 10 different reasons, indicating that there is no particular trend. Of these absences 6 were long-term but as with psychological related absence all individuals have now returned to work. As previously stated, due to the low overall headcount there are greater fluctuations in the absence position.

### Recuperative Duties

The number of staff on recuperative duties has increased marginally from 75 as at the 31st December 2021 to 78 as at 31<sup>st</sup> March 2022 and PCSOs have reduced by 5 from 13 to 8 for the same periods.

As per the update under the officer's section, Operational HR and the PIU continue to advise on these cases through the AMG process.

### Business Case Update

During the period 1<sup>st</sup> January 2022 to 31<sup>st</sup> March 2022, one member of staff has left Essex Police on the grounds of redundancy. The breakdown of Business Cases during the period are as follows:

The following three ratified business cases commenced their new structures during this period (1<sup>st</sup> January 2022 to 31<sup>st</sup> March 2022):

- **Legal Services:** moved to new structure on the 1<sup>st</sup> January 2022
- **Performance and Intelligence Analyst functions:** moved to new structure on the 4<sup>th</sup> February 2022.
- **Records Management (Professionalism Directorate):** moved to new structure on the 19<sup>th</sup> February 2022.

Two business cases concluded consultation and remain in their notice period pending start date of new structures during this period:

- **7F Project Team:** phased Business case delimiting the 7F project team following the decision to move to a 7F network of which 5 Staff impacted; 1 member of staff left on grounds of redundancy with their last day being the 31<sup>st</sup> March 2022. The new structure commences on 1<sup>st</sup> April 2022.
- **Health Services (collaborative):** restructure of Health Services across Essex and Kent to align structure to improve service delivery. Consultation closed on the 14<sup>th</sup> January 2022 with the new structure commencing on 13<sup>th</sup> April 2022.

The following two business cases launched during this period:

- **Relocation of PCSOs from Walton Police Station:** closure of Walton Police Station, relocation of PCSOs to Thorpe Le Soken Police Station and amended shift pattern. Consultation was launched on the 25<sup>th</sup> January 2022 and closed on the 24<sup>th</sup> February 2022. The move to Thorpe Le Soken takes place with effect from 1<sup>st</sup> May 2022 and the move to the new shift pattern with effect from 1<sup>st</sup> June 2022. No concerns have been raised.
- **Relocation of PCSOs from South Ockendon Police Station:** closure of South Ockendon Police Station, relocation of PCSOs to Grays Police Station. Consultation was launched on the 25<sup>th</sup> January 2022 and closed 24 February 2022. The move to Grays is to be confirmed based on closure dates. No concerns raised have been raised.

### Specials Headcount and Turnover

As at the 31<sup>st</sup> March 2022, there were 465 specials in post on SAP, which is a net reduction of 28 when compared to the position as at the 31<sup>st</sup> December 2021 and a net reduction of 62 when compared to the same position as at 31<sup>st</sup> March 2021. The overall reduction seen in the special constabulary throughout the financial year is due to both a reduction in recruitment and an increase in turnover.

Starting with attrition, in 2021/22, a total of 143 specials have left. This is 18 more than left in 2020/21 (125) however it is lower than 2019/20 (164). Of the 143 that have left, 36 have left to join Essex Police as a new officer recruit, which is 26.09%. With the exception of 2019/20 (where 75 left to join Essex Police as a new officer recruit), the total of 36 for 2021/22 is similar to other years (2020/21 = 31, 2018/19 = 34, 2017/18 = 35).

Of the 143, a total of 96 are resignations, which equates to 69.57% of all leavers. This is relatively similar to the same period in 2020/21 (94) and slightly lower than 2019/20 (102).

Whilst the position is being influenced by external factors, the data, with regards to attrition, at this stage, does not represent a significant area of concern. However, attrition will continue to be closely monitored.

### Specials Duty Hours

Since the last update, a total of 37,469 duty hours have been worked for the period January to March 2022, taking the total for the financial year to 175,312. This equates to a financial year to date average of 28.75 hours per officer. As expected, due to the overall lower

headcount, this a reduction when compared to the same period last year (214,510 hours worked / average of 34.99).

It should still be noted however, that the total duty hours worked in March 2022 (12,300) is the equivalent of 769 specials working a 16 hour month. Whilst March 2022 duty hours are lower than they have been for some time, the monthly average total duty hours worked for quarter 4 is 12,490 which is the equivalent of 781 specials working a 16-hour month.

### **Recruitment and Applications**

As identified earlier in this report one of the main reasons for the net reduction in specials is linked to a lower level of recruitment this financial year (2021/22) when compared to previous years. In 2021/22 a total of 82 specials joined which is the lowest level of joiners since 2013/14 (44). Similar levels of recruitment have been seen in 2016/17 (87) and 2014/15 (83).

The recruitment in the first 4 months of the financial year was strong with 46 joining, which was higher than the same period in the previous 2 financial years. The number of joiners was however lower between August 2021 to March 2022 (36). This has contributed to the net reduction in the overall special's headcount.

With regards to applications, the total for 2021/22 was 488, which is a monthly average of 41. This is still relatively strong, however, it is lower than the amount required to see significant growth in the special constabulary. It is also lower than the average number of monthly applications for 2020/21 (69), 2019/20 (69) and 2018/19 (69). Application numbers appeared to be increasing in January 2022 (49) and February 2022 (40), however they reduced again in March 2022 to just 29, which is the lowest monthly number of applications since August 2018 (27).

As previously reported, the volunteer market overall saw increased numbers of volunteers during 2020, as a result of the pandemic and COVID-19 giving people more time back to volunteer due to restrictions imposed. Formal volunteering has decreased nationally by 17% in 2020/21<sup>3</sup>. The loosening of restrictions and increase in costs of living has meant less free time was readily available to give, and ad-hoc or one-off volunteering has become the norm.

Based on the current levels of attrition and lower applications it is projected that the specials constabulary numbers will continue to reduce at the start of 2022/23 with increases seen from quarter 2 onwards. Work to enhance the number of applications is provided at section 8.

### **Ethnicity & Gender**

The number of ethnic minority specials has reduced by 1 from 29 to 28, however as a proportion it has increased from 5.88% to 6.02% which is due to the overall lower headcount of specials. It is worth noting, specials remains the employee group with the highest proportion of ethnic minorities.

With regards to the number of female specials, the headcount has reduced by 16 from 175 as at the 31st December 2021 to 159 as at 31<sup>st</sup> March 2022. As a result of this (and the overall low numbers of specials) this has resulted in the female specials proportion reducing from 35.50% as at the 31st December 2021 to 34.19% as at 31<sup>st</sup> March 2022.

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<sup>3</sup> Gov.Uk - Community Volunteers Survey



**All Employee Groups Diversity Data**

The table overpage provides a breakdown of the protected characteristics data for officers, staff, PCSOs and specials for 31st March 2022 compared against 31st March 2021 position. The table also includes a summary of the diversity category completion rate for the current position when compared to the 31st March 2016:

Category	Employee Group	31st March 2022 Position		31st March 2021 Position	Diversity Category Completion Rates	
		No. (H'Count)	% as at 31/03/2022 & Direction of Travel vs 31/03/2021		31st March 2022	31st March 2016
<b>Gender:</b> Female	Officers	1306	35.83% ↑	34.53%	100.00%	100.00%
	Staff	1537	65.63% ↑	65.20%	100.00%	100.00%
	PCSOs	65	63.11% ↑	58.18%	100.00%	100.00%
	Specials	159	34.19% ↑	32.45%	100.00%	100.00%
<b>Self Declared Gender:</b> Prefer to Self Describe	Officers	2	0.05% ↓	0.09%	66.99%	-
	Staff	4	0.17% ↑	0.09%	68.40%	-
	PCSOs	0	0.00% →	0.00%	47.57%	-
	Specials	0	0.00% →	0.00%	77.14%	-
<b>Religion:</b> Declared a Religion	Officers	815	22.36% ↑	21.52%	63.64%	25.39%
	Staff	676	28.86% ↑	27.70%	64.09%	32.06%
	PCSOs	23	22.33% ↓	24.55%	44.66%	27.12%
	Specials	144	30.97% ↑	28.65%	75.43%	28.23%
<b>Ethnicity:</b> Ethnic Minorities	Officers	152	4.17% ↑	3.72%	100.00%	99.73%
	Staff	105	4.48% ↑	4.45%	100.00%	99.41%
	PCSOs	1	0.97% ↑	0.91%	100.00%	98.73%
	Specials	28	6.02% ↓	6.64%	100.00%	99.46%
<b>Sexuality:</b> Bisexual/Gay/ Lesbian	Officers	173	4.75% ↑	3.98%	66.03%	26.16%
	Staff	80	3.42% ↑	2.91%	67.21%	33.75%
	PCSOs	3	2.91% ↓	3.64%	47.57%	26.69%
	Specials	21	4.52% ↑	3.98%	76.92%	30.38%
<b>Disability:</b> Yes	Officers	200	5.49% ↑	4.90%	35.26%	15.49%
	Staff	210	8.97% ↑	7.95%	44.06%	24.69%
	PCSOs	9	8.74% ↑	8.18%	23.30%	10.59%
	Specials	4	0.86% ↑	0.19%	30.56%	26.88%
<b>Nationality:</b> Declared Nationalities Excluding British	Officers	43	1.18% ↑	1.03%	98.88%	99.93%
	Staff	40	1.71% ↓	1.71%	98.21%	99.90%
	PCSOs	0	0.00% →	0.00%	100.00%	100.00%
	Specials	14	3.01% ↓	3.98%	98.93%	97.31%
<b>Marital Status:</b> Married or Civil Partnership	Officers	1240	34.02% ↓	36.59%	55.99%	94.81%
	Staff	928	39.62% ↓	40.44%	61.49%	83.72%
	PCSOs	53	51.46% ↓	53.64%	85.44%	98.73%
	Specials	40	8.60% ↑	7.97%	19.66%	61.29%
<b>Age Grouping:</b>	Officers:	<b>18-24: 12.24%</b>	<b>25-39: 50.75%</b>	<b>40-54: 35.17%</b>	<b>55+: 1.84%</b>	
	Staff	<b>18-24: 5.59%</b>	<b>25-39: 32.15%</b>	<b>40-54: 34.33%</b>	<b>55+: 27.92%</b>	
	PCSOs	<b>18-24: 0.97%</b>	<b>25-39: 31.07%</b>	<b>40-54: 39.81%</b>	<b>55+: 28.16%</b>	
	Specials	<b>18-24: 24.73%</b>	<b>25-39: 48.39%</b>	<b>40-54: 21.51%</b>	<b>55+: 6.02%</b>	

With the exception of marital status and nationality, the table demonstrates that there has been an increase across a number of diversity categories across various employee groups as at the 31<sup>st</sup> March 2022 when compared to 31<sup>st</sup> March 2021.

The table also shows the significant improvement in the completion rates for each of the diversity categories as at the 31<sup>st</sup> March 2022, when compared to the position as at the 31<sup>st</sup> March 2016.

#### PIU and Operational HR Absence Update

As previously reported, the PIU and Operational HR teams continue to review Commands with the highest absence figures and ensure attendance at local AMG meetings to provide advice and support especially on the longer-term absence issues.

PIU and Operational HR peer reviews have now been embedded as business as usual, focusing on intervention and support in terms of long-term sickness cases in support to line managers. The peer review process provides a different perspective to cases in relation to options for progression and return to work.

The teams have also been focusing on training. A new presentation and course content has been developed for the Sergeant and Inspector leadership programmes; Operational HR and PIU use their professional knowledge to give a joint input. This will be complemented over the coming months with a series of engagement sessions across all commands and departments to provide local Inspectors and managers the opportunity to ask questions and discuss cases with members of the team.

#### Health Services Update

At the time of writing (17<sup>th</sup> March 2022), the Health and Wellbeing virtual wellbeing sessions continue to attract staff and officers to this support mechanism, with 8033 attendees (Essex and Kent) at the 231 sessions now delivered. In addition, the popular Feel Well Live Well programmes have now recommenced following their cessation during the Coronavirus pandemic.

In response to the changing financial landscape and the challenges this may pose to individuals, the focus for the forthcoming period is Financial Wellbeing, with the launch of the Financial Wellbeing Hub, incorporated within the Healthy You on SharePoint.

In addition to providing vital information and signposting, the campaign will also aim to reduce stigma associated with financial hardship and indebtedness and encourage early help-seeking for those affected by this issue.

A wealth of financial advice, guidance, charity information and support services are easily accessible via this new hub, which will be launched on 24<sup>th</sup> March 2022. In addition, a programme of virtual wellbeing sessions will be delivered throughout the financial year 2022/23.

A pilot programme for the Police On-Line Investigation Team (POLIT) is in the final stages of implementation in association with the NHS with the primary aim of developing an evidence based mental health support mechanism in order to reduce the negative psychological impact of working within this environment.

This project is a collaboration between the NHS and the force with the provision of one (NHS) counsellor working with the POLIT team in collaboration with the internal Counselling

and Wellbeing team, ensuring alignment of both internal and external support. This pilot will continue for one year and may be extended subject to further NHS funding.

The Health and Wellbeing Services business case for organisational change is currently in the implementation stage with the resourcing of residual vacancies now underway and implementation of the new structure on the 1<sup>st</sup> May 2022.

### **Learning & Development Update**

#### **Policing Education Qualifications Framework (PEQF)**

The PEQF police officer entry programmes are now live in Essex and was delivered on time with the project plan 'go live' date.

As previously detailed, on the 14th March 2022, Essex Police College (EPC) welcomed 39 student officers on to the PCDA (Police Constable Degree Apprenticeship) and 16 student officers on to the DHEP (Degree Holder Entry Programme). The first PEQF Investigate First course will launch in Essex on the 6<sup>th</sup> June 2022.

The training programmes are vocationally focused and provide the necessary knowledge, skills and behaviours expected to prepare the student officer for a professional policing career, serving the public of Essex.

The PEQF programmes have been designed to align to professional educational standards and the rigour of a degree process that recognises the complexity of modern policing. Recruitment via the 3-year PCDA or 2-year DHEP pathways is determined by the applicant's previous level of academic achievement. The PCDA levels up over the 3 years to match the level of academic study that is necessary for student officers entering on both pathways to converge on achievement of a level 6 qualification in professional policing practice on completion of the training. Work continues to ensure the continued development of the programme is designed in consultation with the operational business, enhancing the practical and academic skills delivered by both colleges and translating this into high quality service delivery on the frontline.

Weekly meetings are being held between Essex Police College, Kent Police College and the PEQF team, to capture and share learning and best practice with regards to the new PEQF programme.

#### **Foundation Training**

Since the last update in January 2022, 70 officers (Y intake) passed out of Essex Police College on 25<sup>th</sup> February 2022. Presently there is one Enhanced Initial Police Learning & Development Programme (EIPLDP) intake of 65 students and one PEQF intake of 55 students at Essex Police College.

#### **Crime Training & Development**

In response to the force priority to increase detective numbers and capability the number of officers on the detective pathway has grown to 239 following the March 2022 national investigators exam (NIE) where a 70% pass rate was achieved, above the national average. There are currently a further 80 candidates signed up for the June 2022 NIE. To support the development of those on the pathway Tutor DC courses have been developed with the next course in April running to capacity. Furthermore, enhanced digitalisation has assisted officers through the pathway to full detective accreditation. Review of DS and DI portfolios

and the Specialist Child Abuse Programme, as well as the phase 2 launch of the Virtual Crime Academy ensure that the team continue to deliver high quality products and development opportunities.

### **Leadership Academy**

Following a review, the Leadership Academy have allocated areas of priority which includes a redesigned Sergeants course, shortly to launch in Essex. This course has been designed in consultation with College of Policing, senior leaders and training professionals, including engagement with the frontline workforce via focus groups and interviews. The scoping has identified key themes and delivery methods which have been incorporated into the new programme ensuring the officers are equipped with the necessary operational and leadership skills and development prior to undertaking this critical role. The Inspectors course refresh will follow. In tandem the Custody Sergeants course review is underway, supported by subject matter experts and representatives from the operational world and custody command.

In further support of first line leaders, exam workshops were run to support officers who sat the Sergeant's exam in March. The successful candidates, of which there are 72 (4.17% are ethnic minority and 34.7% are females) will be invited to the board preparation workshops which will be running ahead of the next internal promotion process. The Police Staff Leadership Programme project feedback session took place in February 2022 with very positive feedback. This was supported by the change teams.

### **Performance, Design and Evaluation Team**

The Performance, Design and Evaluation Team (PDE) are working on several training commissions and continue to work on FLEX training in Essex. This is a large, long-term project focussed on continued professional development for the entire workforce. Feedback has been very positive for the inputs.

As lead Internal Quality Assurers (IQA) for the City & Guilds Qualifications, PDE are working closely with the Professional Assessment Teams in both forces to prepare for an increased demand on IQA work due to an increase in both Sergeant and Inspector qualifications. This will ensure high standards continue and first and second line leaders are supported throughout the early stages of their leadership journey.

From a digital and innovation perspective, the E-learning Development Team saw an increase in demand for digital content last year during Covid. Benefits of blended learning and remote delivery have been incorporated into the ongoing review of courses to adopt good practice adopted during this time. Supporting the shift towards digital delivery, the redeveloped Learning Hub site has seen an increase in traffic, demonstrating that the workforce is embracing the technological advances and the enhanced accessibility of learning products.

## **6.0 Implications (Issues)**

Not applicable, however section 6.3 identifies area of risk.

## **6.1 Links to Police and Crime Plan Priorities**

Ensuring the force is sufficiently resourced is a specific ambition within the narrative of the Police and Crime Plan. The provision of a sufficient number of skilled, equipped and

supported resources closely links to the delivery of all seven of the priorities. This ambition is supported through recruitment, retention and attendance management activities.

Recruitment numbers remain strong has resulted in the uplift establishment and year 2 National Police Uplift requirement being exceeded.

The representation of ethnic minority officers (4.17%) and female officers (35.84%) continues to increase with current proportions at the highest ever levels. Having a workforce that is representative of our communities will give the force a broader range of skills, knowledge and experience that can positively contribute towards the priorities.

Whilst the overall number of specials has reduced in this quarter and over the 2021/22 financial year, the special constabulary continue to contribute a significant number of hours to policing, with the latest month (March 2022) at 12,300, which is the equivalent of 769 specials working a 16-hour month.

## **6.2 Demand**

As previously reported, high demand within Human Resources, Business Services and Learning and Development remains, due to the need to effectively resource the force during year 3 of the national uplift programme. This includes the overall impact that increased workforce numbers have on the departments in terms of the ongoing support they provide.

## **6.3 Risks/Mitigation**

As stated in the report, attrition has increased in recent months and whilst this increase is relatively low at this stage, if it was to increase significantly, it could impact on the year 3 delivery of the national Police Uplift Programme. In addition, the third and final year of the national Police Uplift Programme requires the largest contribution from forces which will be a challenge in light of a competitive job market. It should be noted however that the force is starting the year in a strong position (having exceeded the establishment requirement) and there is flexibility in the recruitment and training plan to account for increases in turnover.

In light of the increased attrition, the force is closely monitoring the effect of attrition on the policing uplift and the broader impact. The force already closely monitors leaving trends in terms of length of service, leaving reasons, command, diversity impact and other factors and is reported on a 6-monthly basis to Chief Officers. A project including updates to policy, enhanced guidance to individuals and managers, and the introduction of a Support Intervention Meeting is due to conclude in April 2022, with these elements going live. A new leaver notification on-line form will produce more timely information on leaving reasons to allow for more frequent reporting and trend analysis will be shared more locally. In addition, further work will include a mechanism for individuals 'thinking of leaving' to report this and receive intervention as appropriate.

The achievement of the recruitment requirements will be monitored at the monthly recruitment review meeting and at the recently introduced objective checkpoints that provide oversight into candidate pipelines, application numbers, positive action activity and opportunities to enhance the diversity of individuals joining the force.

For information, following the changes required as a result of the COVID-19 pandemic, normal practices have resumed in terms of candidate selection and onboarding site, full capacity of Job-Related Fitness Tests, Face to Face Medical Assessments and Interviews conducted in person have resumed. Essex Police will be transitioning over to the College of

Policing (CoP) national sifting process from 19th April 2022. This process created by the CoP is designed to further standardise policing and will allow both forces to further track performance and assess against local and national data.

Similarly, with regards to absence, it was previously reported there was a risk this could increase in 2021/22. As identified in the report, there have been increases in some areas this year when compared to the same period last year, however in many cases absence is still lower than 2019/20.

As with turnover, this is something that will be monitored monthly and work will continue by Operational HR and the PIU to ensure absence is monitored and actions put in place where applicable.

#### **6.4 Equality and/or Human Rights Implications**

The Chief Constable continues to chair the Corporate Diversity, Equality and Inclusion board. This is now complemented by the 12 local boards that have been established.

The overarching aim of all Local Diversity, Equality & Inclusion Boards is to provide clear local leadership and governance for implementing the Diversity, Equality and Inclusion Strategy at a local level. It also ensures the workforce and key stakeholders, including Independent Advisory Group members or relevant leads, can actively participate and bring their perspective. All activity from the local boards is then reported back via the Force level board. A specific local board is in place for HR, L&D and Business Services to ensure many issues covered within this paper can be explored as necessary.

#### **6.5 Health and Safety Implications**

Not applicable

#### **7.0 Consultation/Engagement**

Operational Human Resources  
Special Constabulary  
Performance Improvement Unit  
Learning & Development

#### **8.0 Actions for Improvement**

##### Specials Recruitment

Corporate Recruitment and Corporate Marketing, in conjunction with the Specials Command lead, are working together to enhance the number of applications received. A comprehensive, highly focussed new specials campaign, enhancing the #myotherlife concept is being proposed for roll out late summer of 2022 as a separate component of the #WeValueDifference brand. This road map of activity is shortly being presented to Chief Officers for ratification. In the meantime, the force has committed to radio advertising, enhanced social media presence, publications, job boards and an extensive outreach campaign. In addition, the application process will be reviewed as a matter of priority to ensure that the process for application is quick and reflective of modern day recruitment practices.

**9.0 Future Work/Development and Expected Outcome**

1. Increase the number of specials throughout 2022/23 in line with the aspiration to achieve 600 by 31st March 2023.

**Expected Outcome:** progress towards 600 specials throughout 2021/22 has been challenging in light of increased turnover and reduced recruitment levels and is expected to remain a challenge throughout 2022/23, specifically in the first quarter of the year.

2. Continue to increase ethnic minority and female officer representation throughout 2022/23.

**Expected Outcome:** as reported, the current proportion of ethnic minority and female officers is the highest level it has been and the proportion of applications remain strong. Further progress throughout 2022/23 is expected, however the #WeValueDifference campaign and outreach and support from the Positive Action Team will continue as a core activity.