

Performance and Resources Scrutiny Programme 2022

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

Title of Report:	HR Strategic Dashboard Supplementary Report
Classification of Paper	Official
Agenda Number	8.0
Chief Officer	Mr Richard Leicester
Date Paper was Written	7 th July 2022
Version Number	2
Report from:	Essex Police
Date of Meeting:	28 th July 2022
Author on behalf of Chief Officer:	Mr Adam Pfeiffer
Date of Approval:	12 th July 2022

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, promotions redundancies / business cases as well as an update from Learning & Development (L&D).

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 30th June 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 31st March 2022.

With regards to the absence data, comparative information has been provided against the same period in previous years.

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

- Whilst application numbers have reduced, the proportion of ethnic minority candidates and female candidates remains strong.
- The officer ethnic minority position of 4.05% (as a proportion of all officers) as at 30th June 2022 is higher than any previous end of financial year, with the exception of 31st March 2022.
- Similarly, the female proportion of officers has continued to increase and is currently higher than any previously recorded end of year financial position and the current headcount is the highest ever on record.
- With regards to officer turnover, the total number of leavers increased in quarter 1 of 2022/23 when compared to quarter 1 of 2021/22. It should be noted that whilst the total of 69 leaves is higher than both quarter 1 of 2021 (45) and 2020 (47) it is not deemed an area of concern as whilst April 2022 leavers were high, it has since stabilised in line with the projected position.
- Officer turnover was initially forecast at 19 a month but was adjusted to 21 a month in light of an increase in attrition seen towards the end of 2021/22 and an increase in attrition nationally. Attrition projections and subsequent recruitment plans will continue to 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 33 in the last quarter from 465 to 432, due to a reduction in recruitment and attrition. In quarter 1 of 2022/23 a total of 11 specials have joined. Whilst this is low compared to the same quarter in previous years it is an increase when compared to quarter 4 of 2021/22, where 7 joined.
- With regards to sickness absence, whilst the period of April to June 2022/23 financial year for officers is higher than the same period in 2021/22, it is lower than the same period in the preceding 5 years.
- For staff absence, whilst the position for April to June 2022/23 is higher than the same period in 2021/22 and 2020/21, it is lower than 2019/20.
- PCSO absence has increased for April to June 2022/23, when compared to the same period last year. However, it is the lowest level of absence in this period over the preceding 6 years.

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. Other

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 30th June 2022, the strength fte was 3584.59, which is -170.41 fte under the 2022/23 establishment of 3755.00. This represents a net increase of 12.59 fte since the last HR report as at 31st March 2022.

Since the last update, the officer establishment on SAP has increased from 3548.69 to 3622.39 (an increase of 73.70). This is lower than the projected establishment of 3755.00. This is because whilst all growth posts have been set up, they go live (become established) at various stages throughout the financial year (in line with the agreed growth plan).

Excluding Commands with an establishment of less than 10, the Serious Crime Directorate continues to have the highest vacancy rate (-16.52%), however this is a reduction when compared to the previous HR data pack (-17.05%).

Human Resources have the second highest vacancy rate with -14.55%. This represents a significant increase when compared to the position as at 31st March 2022 (-6.44%).

Crime & Public Protection Command have the third highest vacancy rate (-8.87%), but this represents a reduction when compared to the position as at 31st March 2022 (-10.90%).

Other areas of note relate to Contact Management, which has increased from -4.60% to -6.17%. However, whilst this represents an increase in terms of a vacancy percentage, the actual strength fte within the Command has increased from 93.49 fte to 106.03 (an increase of 12.54 fte). The reason the vacancy rate has increased is that the establishment has increased by 15 from 98.00 as at 31st March 2022 to 113.00 as at 30th June 2022.

With regards to Local Policing Areas (LPAs), the South LPA has increased from +1.58% over establishment to -2.85%. This is, however, broadly similar to the vacancy rate in West LPA (-2.38%). For information, Local Policing as a whole has a strength of 1947.63 fte against an establishment of 1967.45 which represents just 19.82 fte vacancies (-1.01%).

Whilst some other Commands have seen small reductions when compared to 31st March 2022, this is expected due to officer attrition and officers transferring between departments. It is therefore worth noting that all Commands (except for Chief Officer Command) have a similar, or higher strength fte when compared to the same position last year (June 2021). This is expected to increase further throughout the course of the financial year as growth posts become established and selected for.

Recruitment Joiners and Applications

Since the last HR report, as at 31st March 2022, there has been 1 intake in quarter 1 of 2022/23. This was a cohort of 79 officers that joined on 6th June 2022. Of those, 55 joined under the Police Constable Degree Apprenticeship (PCDA) scheme, 19 under the Degree Holder Entry Programme (DHEP) scheme and 5 under DHEP Investigate First.

In addition to this, a further 3 officers have transferred in from other forces during this period, which takes the total recruitment for quarter 1 of 2022/23 to 82.

The table below shows the total officer application numbers for 2019/20, 2020/21, 2021/22 and a breakdown by month for the current financial year.

Month/Year	Total	Ethnic Minority		Female	
		No	%	No	%
2019/20	2695	263	9.76%	871	32.32%
2020/21	3502	441	12.59%	1239	35.38%
2021/22	2099	238	11.34%	878	41.83%
Apr-22	100	7	7.00%	32	32.00%
May-22	203	26	12.81%	84	41.38%
Jun-22	148	14	9.46%	58	39.19%
2022/23 Total	451	47	10.42%	174	38.58%

So far this financial year to date (April to June 2022), there have been a total of 451 applications, which is an average of 150 a month. Whilst this is lower than the monthly average applications in 2021/22 (175), the proportion of applications from ethnic minorities and females remains strong. Of the 451 applications, 10.42% were from ethnic minority candidates, which is lower than both 2021/22 and 2020/21 but higher than 2019/20. However, it is worth noting, it is significantly higher than the economically active population (EAP) of Essex (6.56%). A total of 174 applications were from female candidates (38.58%), which is marginally lower than 2021/22 but higher than both 2020/21 and 2019/20.

Over the last quarter, the Metropolitan Police Service have launched a targeted recruitment campaign for transferees and new recruits. This is likely to impact Essex Police, with regards to application numbers and the loss of existing officers through transfers out. Further information on this can be found under sections 6 and 8 with regards to risk and areas of improvement.

Ethnicity and Gender

Ethnicity

Since the last update, in quarter 1 of 2022/23, 4 ethnic minority officers have joined the force (all entry routes), which equates to 4.88%. Whilst this is lower than the proportion of ethnic minority joiners in 2021/22 (7.26%), there are currently 5 candidates at pre-employment for the August intake of up to 80, which, if all joined, would equate to 6.25% (comparable to the EAP for Essex). As stated in the previous section of the paper activity continues in this area to enhance the number of applications from ethnic minority candidates.

For information, the table below demonstrates the proportion of ethnic minority officers that have joined (all entry routes) in quarter 1 of 2022/23 by ethnicity grouping. The position for the full 2021/22 and 2020/21 financial year has also been provided for comparison:

Ethnicity Group	H'Count	% of Total Ethnic Minority	% of Total Joiners	2021/22		2020/21	
				% of Total Ethnic Minority	% of Total Joiners	% of Total Ethnic Minority	% of Total Joiners
Asian / Asian British	4	100	4.88%	48.15%	3.49%	27.59%	2.60%
Black / African / Caribbean / Black British	0	0	0.00%	25.93%	1.88%	24.14%	2.27%
Mixed / Multiple Ethnic Groups	0	0	0.00%	18.52%	1.34%	41.38%	3.90%
Other Ethnic Group	0	0	0.00%	7.41%	0.54%	6.90%	0.65%
Total	4	100	4.88%	100.00%	7.26%	100.00%	9.42%

Of the 4 ethnic minority joiners in quarter 1 of 2022/23, all were Asian/Asian British. So far there have been no joiners from other ethnic minority groups.

With regards to force level officer representation, although 4 have joined the overall headcount has reduced, due to attrition, from 152 as at 31st March 2022 to 148 as at 30th June 2022. This is a reduction from 4.17% to 4.05%, although, whilst it has reduced, the current force proportion of 4.05% is higher than any other previous end of financial year, with the exception of 31st March 2022.

The current proportion of 4.05% is 2.39 percentage points under the EAP of Essex (6.56%).

With regards to the recruitment pipeline, as at 4th July 2022, there were 22 ethnic minority candidates in process, which represents 5.30% of the 415 total candidates in the recruitment selection process. This has reduced when compared to the last update (45 / 7.76%). The reduction is partly due to the 4 individuals that have since joined, but mainly because over the last 4 weeks (week commencing 6th June 2022 to week commencing 27th June 2022) a total of 32 applications were rejected. Of the 32, a total of 7 failed the national shortlisting process, 8 did not pass the mandatory eligibility requirements, 2 failed Anglia Ruskin checks, 7 failed the national online assessment and 1 failed the force senior interview. In addition, 7 have withdrawn at various stages of the process.

Application data is produced weekly, and the Positive Action Team are aware of the recent reduction in the overall pipeline due to the increase in rejected / withdrawn applications. As stated earlier, activity is ongoing to increase the number of candidates in process. In addition, the team are linking in with Corporate Recruitment and the College of Policing to determine if there is any adverse impact as well as reviewing options as to how previous rejected applications can be reviewed and legitimately bought back into the process.

Over the last quarter the Positive Action Team and Corporate Communications have continued key activity in this area. Activity includes:

- During this quarter the Corporate Communications department have continued to advertise via Social Media, Radio and TV and highlighted the range of roles for officers, police staff and volunteers utilising the 'We Value Difference' campaign.
- A Positive Action Programme is in place to support those applying for the role of an officer. As at 17th June 2022, there were 138 trained buddies with 80 candidates currently receiving bespoke one-to-one support. The Positive Action Team continue to build relationships with diverse communities across the county, building trust and confidence and showing that all segments of our community can have a valued career in policing. Events have included a Southend United FC Match Day Partnership initiative held on 23rd April 2022. The event involved Hate Crime officers and the Positive Action Team discussing concerns for local communities whilst also promoting careers in policing.
- The Positive Action Team are reaching out to industry to encourage those with transferable skills into policing. Networking Essex events aimed at specific industries with a strong diversity have been held in Southend and Colchester over the last quarter. The team engaged with in excess of 200 individuals and have agreed further events with those who work in the Security Industry.
- On 18th/19th June 2022, a 'Festival of Diversity' was held in Colchester. Essex Police attended, engaging with people from various diverse communities for an event aimed at celebrating diversity and challenging prejudice. This has led to offers of further

support from AfriUK (African Families in the UK) to promote policing to diverse communities in North East Essex.

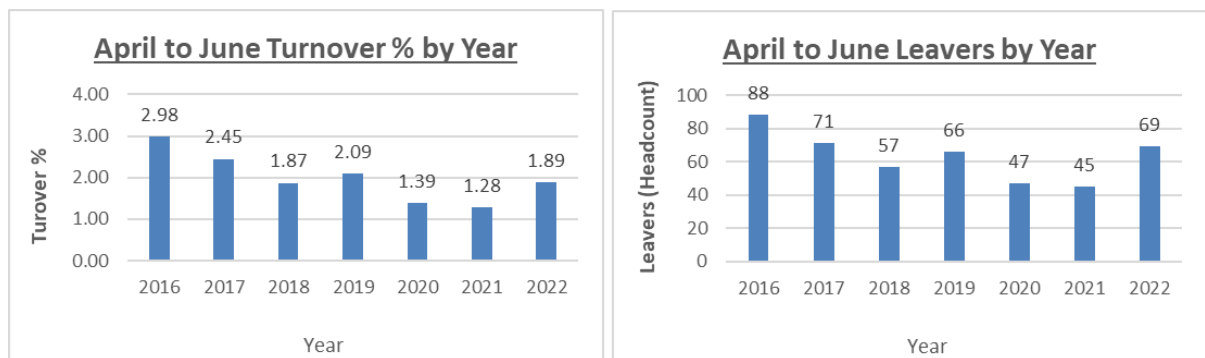
Further work regarding the improvement in numbers of ethnic minority candidates can be found under section 8.

Gender

Of the 82 joiners in quarter 1 of 2022/23, a total of 30 were female (36.59%). Total female officers have increased to a headcount of 1313 as at 30th June 2022, which is 35.89% of total officers. This only represents a marginal increase when compared to March 2022 (1306 / 35.83%) but the current proportion of 35.89% is higher than any previously recorded end of financial year position and the current headcount (1313) is the highest ever on record. With regards to the recruitment pipeline, as at the 4th July 2022, there were 177 female candidates in progress, which equates to 42.59% of all candidates. This is broadly similar to the position previously reported (42.59% as at 4th April 2022). For information, this is only 3.83 percentage points lower than the Essex female EAP (46.42%).

Turnover

In quarter 1, a total of 69 officers have left the force. This is a turnover rate of 1.89% and is an increase when compared to quarter 1 of 2021/22 (45 / 1.28%). It should be noted that whilst the total of 69 leaves is higher than both quarter 1 of 2021 (45) and 2020 (47) analysis shows this is not an outlier when assessed over a longer time as demonstrated by the below graph:



As the graph on the left demonstrates, when measured as a turnover percentage, quarter 1 of 2022/23 is lower than the same period in 2016, 2017, 2019 and similar to 2018.

The total of 69 leavers for quarter 1 of 2022/23 is an average of 23 a month. The original forecasted monthly attrition for 2022/23 was 19, however, in light of an increase in attrition seen towards the end of 2021/22 and an increase in attrition nationally, the forecast was adjusted to 21 a month. Whilst the current average of 23 is above this that is mainly due to an increase seen in April 2022 where 28 officers left. Since then, 19 left in May, 22 left in June and at the time of writing (6th July 2022) there were 20 confirmed leavers in July. Therefore, excluding April’s data, this is an average of 20 a month.

It should be noted that, at the time of writing, the attrition prolife is being reviewed in light of the potential for increased leavers following the Metropolitan Police’s recruitment campaign mentioned earlier.

With regards to ethnicity, a total of 8 ethnic minority officers have left in quarter 1 of

2022/23. This is only 4 less than all of 2021/22 and higher than any full financial year since 2012/13 (where 11 left). Of the 8 there were 2 retirements and 6 resignations.

Of the six ethnic minority officer resignations in quarter 1, three people left to pursue alternate career paths taking the opportunity of a better paid role externally. One person expressed the shift pattern as their primary reason for leaving and alluded to being posted into a department where they felt could not develop. Two officers left whilst their performance was being reviewed. It is worth noting the length of service for all the ethnic minority officer leavers in quarter 1 was very low, ranging from three months to just over two years. Work will be undertaken by the Positive Active Team to better understand if there any issues and/or trends.

With regards to gender, a total of 22 females left in quarter 1 of 2022/23. This is higher than quarter 1 of 2021/22 (12) but only marginally higher than the average of 21 for the same period over 5 years from 2016 to 2020. Of the 22 leavers, 11 retired, 9 resigned and 2 transferred to another force.

Police Officer Promotions by Ethnicity

The table below provides an overview of promotions to each rank and by ethnicity for 2018/19, 2019/20, 2020/21 and April to June 2022/23:

Financial Year	Promotion To	Ethnic Minority H'Count	White Grouped H'Count	Declined to State 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%
2018/2019 Total		4	95		99	4.04%
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		76	1	77	0.00%
2019/2020 Total		4	121	1	126	3.17%
2020/2021	ACC		1		1	0.00%
	Chief Superintendent	1	3		4	25.00%
	Chief Inspector		6	1	7	0.00%
	Inspector		21		21	0.00%
	Sergeant	3	62		65	4.62%
2020/2021 Total		4	93	1	98	4.08%
2021/2022	DCC		1		1	0.00%
	Chief Superintendent		2		2	0.00%
	Superintendent	1	5		6	16.67%
	Chief Inspector	1	8	1	10	10.00%
	Inspector		38	1	39	0.00%
	Sergeant	3	34		37	8.11%
2021/2022 Total		5	88	2	95	5.26%
2022/2023	Superintendent		8	2	10	0.00%
	Inspector	2	28	1	31	6.45%
2021/2022 Total		2	36	3	41	4.88%

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, no ethnic minorities were promoted to this rank in either 2020/21 or 2021/22.

However, since the last update, in quarter 1 of 2022/23, 31 officers were promoted to Inspector, of which, 2 (6.45%) were ethnic minority. This represents a positive picture in respect of the pipeline into these positions and potentially beyond.

There was also a Superintendent promotion process during April to June 2022/23 and 10 people were successful at this process. There are currently 2 officers shown in the table as declined to state, as they are external candidates and they have not yet been hired on to the system. Once the officers are hired on to the HR system the breakdown of officers in each ethnic grouping may change.

Looking forward, in quarter 2 of 2022/23 there are promotion processes taking place for the ranks of Chief Inspector and Sergeant.

Absence

The average days lost per officer for April to June 2022/23 is 2.14 days. Whilst this is an increase when compared to 2021/22 (1.46) and 2020/21 (1.56) 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 June 2022/23 compared to 2021/22 and 2020/21:

Employee Group	Apr - Jun 2020/21		Apr - Jun 2021/22		Apr - Jun 2022/23		Variance 2022/23 v 2021/22		Variance 2022/23 v 2020/21	
	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	42179.44	2.89%	41023.58	2.71%	62531.22	3.96%	21507.64	1.25%	20351.78	1.07%

The figures demonstrate that 3.96% of contracted hours available were lost to sickness absence for April to June 2022/23. This is an increase when compared to the same period in both 2021/22 (2.71%) and 2020/21 (2.89%).

With regards to absence terms, all have increased for April to June 2022/23 when compared to 2021/22, with long-term absence showing the greatest increase, of 0.41 average days lost per person. When compared to 2019/20 (prior to the COVID-19 pandemic), 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 (41.13%). When measured as average days lost per person it is 0.88, which is an increase when compared to April to June 2021/22 (0.54) and 2020/21 (0.67), but a reduction when compared the same period in 2019/20 (0.96).

Respiratory related absences accounted for the second highest proportion of payroll hours lost for April to June 2022/23 with 18.65% compared to 15.15% for the same period in 2021/22 and 10.86% in 2020/21. When measured as average days lost per person, this has increased to 0.40 for April to June 2022/23 from 0.22 in 2021/22 and 0.17 in both 2019/20

and 2020/21. It should be noted that respiratory absences include COVID-19, therefore this is an expected increase.

Across the 12 general absence reasons, for April to June 2022/23, several have either remained static, reduced or only marginally increased, when compared to the same period in 2021/22, with only 4 absence reasons increasing by more than 0.02 average days lost per person. These are identified below:

- Psychological related absence has increased with 25,720 payroll hours lost to this absence type for April to June 2022/23, of which 57.28% were related to stress.
- Respiratory related absence has increased with 11,663 payroll hours lost to this absence type for April to June 2022/23, of which 52.96% 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 0.17 to 0.23 average days lost per person and accounts for 10.68% of total payroll hours lost. The main reasons for this increase are absence due to back pain and fractures.
- Digestive related absence has increased from 0.11 to 0.16 average days lost per person and accounts for 7.55% of total payroll hours lost. The main reasons for this increase are absence due to vomiting and diarrhoea.

With regards to Commands, when comparing April to June 2022/23 to the same period in 2021/22, nearly all 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 27, 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 April to June 2022/23 when compared to the same period in 2021/22. LPA North has the highest absence of the three LPAs and has increased by 0.60 average days lost per person, LPA South by 0.62 and LPA West by 0.74. When compared to 2019/20, LPA North and South have again increased. Therefore, the increase seen this for this period compared to the same period in previous years could present an area of concern. Although LPA West has reduced for April to June 2022/23 when compared to 2019/20, it has shown the highest increase of the three LPAs when compared to the same period in 2021/22 and is therefore also worthy of monitoring.

For LPA North the increase for April to June 2022/23, when compared to the same period in 2021/22, is an increase of 4,266 payroll hours lost, which can largely be attributed to an increase of 1,992 payroll hours lost to respiratory related absence and 1,251 payroll hours lost to psychological related absence. There have also been increases in other absence reasons, most notably +442 hours for digestive related absence and +415 hours for Musculo / skeletal related absence.

Contact Management have the highest average days lost per person (5.28) and this is an increase when compared to the same period last year. As seen across the force, the highest proportion of payroll hours lost in this Command are due to psychological related absence, which accounts for 38.60% of payroll hours lost, and respiratory related absence (16.20%).

Crime & Public Protection Command have the second highest average days lost per person at 3.01, which is an increase when compared to the same period over the last 3 years and, again, the highest proportion of payroll hours lost is for psychological related absence, followed by respiratory related issues.

Criminal Justice Command is the command with the next highest average days lost per person for April to June 2022/23 (2.35) and, whilst this is significantly higher than the same period last year (0.99), it is lower than the same period in 2020/21 (2.43) and 2019/20 (3.25)

In the previous data pack, it was reported that ERSOU had the third highest average days lost per person, however the Command has seen a reduction in average days lost per person for April to June 2022/23 (1.52) when compared to the same period in the previous three years.

Adjusted and Recuperative Duties

The number (headcount) of officers on recuperative and adjusted duties has remained fairly static, with a marginal increase from 390 as at 31st March 2022 to 393 as at 30th June 2022. This equates to 10.74% of the total force headcount as at the 30th June 2022 (3658).

The number of officers on adjusted and recuperative duties has fluctuated slightly across various Commands, with the biggest increase within Serious Crime (increase of 5). There has also been an increase of 4 officers on adjusted or recuperative duties in Human Resources, but a reduction of 9 in LPA West.

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 30th June 2022 was 2112.40 fte, which is 238.14 fte under the establishment of 2350.54 and equates to a vacancy rate of 10.13%. This is a strength fte reduction of 19.06 fte, however, the establishment has also increased by 53.31 fte (as a result of the growth programme), which is the main reason for the significant change in the vacancy rate from 7.13% as at 31st March 2022 to 10.13% as at 30th June 2022.

In total there are 17 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 increased in all but 1 (LPSU has reduced from -5.78% to -3.70%). However, whilst 9 other Commands have increased this can be attributed to both attrition and the increase seen in establishment.

The HQ Directorate is the Command with the most significant vacancy rate increase (from -7.24% to -16.25%) and has the second highest vacancy rate. However, the strength fte has actually increased by 2.05 fte from 116.93 fte as at 31st March 2022 to 118.98 fte as at 30th June 2022. Similarly, the vacancy rate in Contact Management has increased (from -7.14% to -11.98%), however the actual strength fte has increased by 3.37 fte from 440.95 fte to 444.32 fte.

As identified on the HR Strategic dashboard, the Commands with the highest level of vacancies not already mentioned above are Human Resources (-18.12%) and Strategic Change Performance Directorate (-13.95%).

With regards to Human Resources, there remain 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 Police'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 (17.57 fte). The role with the highest level of vacancies is Op Investigative Skills Trainer (5.59 fte), however this is currently out to advert and is featuring more comprehensive support through internal communications.

With regards to the Strategic Change Performance Command, the majority of their vacancies are in Intelligence Analysis (5.27 fte) and Analysis (4.53 fte), all of which are actively being recruited to and at various stages of the recruitment and selection process.

For information, the top vacancies in force continued to be reported through the Strategic Change Coordination Board chaired by the Deputy Chief Constable. The vacancies discussed focus on those with more than 4.00 fte and includes information relating to the establishment, strength fte, variance fte, vacancy percentage level and current recruitment activity.

The role that was reported as having the highest level of vacancies was Senior Communications Officer (11.37 fte). These posts had been advertised and 5 candidates started on 1st July 2022, with the remaining vacancies now being readvertised. Vacancies in the role of Criminal Justice Administrator accounted for the second highest (10.85 fte), however these posts are on hold pending a review. Resolution Centre Investigator was the next highest with 8.63 fte vacancies. The next scheduled intake for this role is in September 2022, however the Command are reviewing whether an earlier course is possible. A total of 6 other roles were presented with more than 4.00 fte vacancies, with the majority being recruited to and at various stages of the process.

With regards to PCSOs, since the last update as at 31st March 2022, a total of 5.00 fte have joined. Due to attrition however, the strength has increased by just 2.81 fte from 93.81 fte as at 31st March 2022 to 96.62 fte as at 30th June 2022. The next course is scheduled for October 2022, where it is expected up to 12 will join, which result in the vacancies being filled.

Ethnicity and Gender

With regards to staff, the ethnic minority representation has reduced slightly from 105 as at 31st March 2022 to 101 as at 30th June 2022. As a proportion of the total staff workforce (excluding PCSOs) this is a percentage point reduction of 0.13% from 4.48% to 4.35%. With regards to gender, the number of female staff has also reduced slightly from 1537 as at 31st March 2022 to 1530 as at 31st March 2022, but as a proportion has increased marginally from 65.63% to 65.86%.

With regards to PCSOs, the ethnic minority headcount has remained the same at 1, but due to the higher overall PCSO headcount the proportion has reduced from 0.97% to 0.94%. The number of female PCSOs has increased to 69 as at 30th June 2022 from 65 as at 31st March 2022 and the proportion has increased from 63.11% to 65.09%.

Turnover

For April to June 2022/23, a total of 75 staff left, which is a turnover rate of 3.22%. This is higher than the same period in 2021/22 where 46 left (1.96%). As identified in previous

updates, one of the primary causes of this is due to a significant increase in leavers from Contact Management (up from 8 for April to June 2021/22 to 21 for the same period in 2022/23).

For PCSOs, for April to June 2022/23, a total of 2 have left, which is a turnover rate of 1.91%. In terms of headcount this is static when compared to April to June 2021/22 but a slight increase in turnover rate (1.85%).

Absence

With regards to the staff absence, the average days lost per person has increased to 2.00 for April to June 2022/23. Whilst this is higher than the same period in 2021/22 (1.87) and 2020/21 (1.67) it is lower than 2019/20 (2.36).

The below table shows the total payroll hours lost and the percentage of available contracted hours lost for April to June 2022/23 compared to the same period in 2021/22 and 2020/21:

Employee Group	Apr - Jun 2020/21		Apr - Jun 2021/22		Apr - Jun 2022/23		Variance 2022/23 v 2021/22		Variance 2022/23 v 2020/21	
	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	27976.51	3.32%	32277.97	3.71%	34433.89	3.98%	2155.92	0.27%	6457.39	0.65%

The figures demonstrate that 3.98% of contracted hours available were lost to sickness absence for April to June 2022/23, which is an increase when compared to the same period in 2021/22 (3.71%) and 2020/21 (3.32%).

With regards to absence term, there has been an increase in short-term and medium-term absence for April to June 2022/23 when compared to 2021/22 but a reduction in long-term absence (from 1.15 average days lost per person to 1.05).

For staff, psychological related absence continues to account for the highest proportion of payroll hours lost (28.86%), although the average days lost per person has increased only slightly from 0.52 for April to June 2021/22 to 0.58 for April to June 2022/23. It should be noted, this is significantly lower than 2020/21 (0.72) and 2019/20 (0.87). As with officers, respiratory related absences account for the second highest proportion of payroll hours lost (23.33%) and the average days lost per person has increased from 0.20 in 2021/22 to 0.47 for 2022/23.

Of the 12 general absence reasons, the average days lost per person has only increased in 4 categories (psychological, respiratory, genito urinary and digestive). All other reasons have reduced or 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 illness¹. This increased from 3,244 hours to 6,177 hours, colds (908 hours increasing to 2,133 hours) and influenza (490 hours increasing to 1,697).

Of the 20 Commands, 8 have higher average days lost per person for April to June 2022/23 when compared to the same period in 2021/22. However, of these Commands, 5 have

¹ These include confirmed COVID-19, suspected COVID-19, long COVID-19 and a reaction to COVID-19 vaccination.

reduced when compared to 2019/20 (prior to the COVID-19 pandemic). This is similar to the position seen with officers.

Contact Management remain the command with the highest average days lost per person for April to June 2022/23 (3.42). However, this is only marginally higher than the same position in 2019/20 (3.39). The average headcount in Contact Management (487) accounts for 20.91% of the total staff headcount and the Command is consistently in the top 3 command with the highest average days lost per person, therefore, whilst high, this is not a new or emerging area of concern. The absence reasons that account for the highest proportion of payroll hours lost in this Command are psychological related absence (39.15%) and respiratory related absence (25.06%), which is a similar position to officer absence.

When comparing April to June 2022/23 to the same period last year, LPA West have experienced the largest increase (of 11.20 average days lost per person). 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 second highest average days lost per person (in Commands with higher average headcounts) at 2.73 however, this is a reduction when compared to the same period in 2021/22 (2.90). 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 780 hours) and absences for cancer (equating to 320 hours). As at the 30th June 2022 and at the time of writing, only 1 of the absences for these reasons was still ongoing.

For PCSOs, the average days lost per person has increased to 2.67 for April to June 2022/23, which is an increase of 0.21 when compared to the same period in 2021/22. However, this is the lowest level of absence in this period over the preceding 6 years.

The below table shows the total payroll hours lost and the % of available contracted hours lost for April to June 2022/23 compared to the same period in 2021/22 and 2020/21:

Employee Group	Apr - Jun 2020/21		Apr - Jun 2021/22		Apr - Jun 2022/23		Variance 2022/23 v 2021/22		Variance 2022/23 v 2020/21	
	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	2729.35	6.11%	1966.38	4.84%	2051.80	5.30%	85.42	0.46%	-677.55	-0.82%

The figures demonstrate that 5.30% of contracted hours available were lost to sickness absence for April to June 2022/23, which is an increase when compared to the same period in 2021/22 (4.84%) but lower than 2020/21 (6.11%).

For PCSOs, unlike officers and staff, miscellaneous related absence accounts for the highest proportion of payroll hours lost (30.44%), followed closely by respiratory related absence (30.10%). In terms of average days lost per person both absence reasons have shown increases in April to June 2022/23 when compared to the same period in 2021/22. Miscellaneous related absence increasing from 0.21 average days lost per person to 0.81 and respiratory related absence from 0.11 to 0.80.

Although miscellaneous absence has increased there have only been 5 instances of this absence for April to June 2022/23. Three of these instances began in the last financial year and all individuals have now returned to work.

The respiratory related absence is due to 19 instances of absence for 5 different reasons, the main reason, unsurprisingly, being COVID-19 absence, which accounts for 59.84% of the payroll hours lost to respiratory related absence. As with miscellaneous related absence, all individuals have now returned to work.

As previously stated, due to the low overall headcount of PCSOs there are greater fluctuations in the absence position.

Recuperative Duties

The number of staff on recuperative duties has reduced from 78 as at 31st March 2022 to 72 as at 30th June 2022 and PCSOs have reduced by 3 from 8 to 5 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.

PIU and Operational HR Absence Update (Officers & Staff)

Absence levels remain reasonably consistent, when compared to 2020/2021 but higher than 2021/2022, which is showing as an anomaly year due to the impact of COVID-19 and national lockdowns. As the absence picture is relatively static, the PIU and Operational HR teams are continuing with business as usual which includes a focus on working with managers in relation to long term absence cases, continuing to review Commands with the highest absence figures and ensuring the provision of advice and support at local AMG meetings.

For police staff the focus on absence levels continues to be with PCSOs as previously reported due to the low headcount small increases or decreases in absence will significantly alter the absence figures. The LPA based HRAs meet regularly to review and discuss PCSO absence to ensure the focus remains on supporting the management of cases with consistent application.

Operational HR and PIU have now started the delivery of the new course for Sergeant and Inspector leadership programmes; the reported feedback to date has been positive and the team report early engagement from new Sergeants to ask questions and seek advice on absence or performance cases.

Business Case Update

During the period 1st April 2022 to 30th June 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 four ratified business cases commenced their new structures during this period (1st April 2022 to 30th June 2022):

- **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; Phase 1 structure commenced 1st April 2022; Phase 2 structure commences 1st July 2022, 1 member of staff left on grounds of redundancy with their last day being 30th June 2022.
- **Health Services (collaborative):** restructure of Health Services across Essex and Kent to align structure to improve service delivery. New structure commenced on 1st May 2022.

- **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. The relocation to Thorpe Le Soken took place with effect from 1st May 2022 and the move to the new shift pattern from 1st June 2022.
- **Relocation of PCSOs from South Ockendon Police Station:** closure of South Ockendon Police Station, relocation of PCSOs to Grays Police Station. The relocation to Grays occurred on 28th June 2022.

No consultations were concluded during the period.

The following business case launched during this period:

- **Roads Policing Support Roles (Phase Two):** restructure to Roads Policing Support roles to support the Roads Policing priorities and sets the structure that can be adapted to change to future priorities; 71.69 PSE Posts impacted by changes. Commenced 45 day consultation on 19th April 2022, consultation closed 6th June 2022. Selection processes will be concluded by 30th June 2022 with notification of new posts for the entire Roads Policing Support team on 1st July 2002; appeal period will run until 22nd July 2022. Move to new structure planned for 3rd October 2022.

Specials Headcount and Turnover

As at the 30th June 2022, there were 432 specials in post on SAP, which is a net reduction of 33 when compared to the position as at the 31st March 2022. 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, for April to June 2022/23, a total of 39 specials have left. This is 16 more than left in the same period in 2021/22 (23), it is also 14 more than left in April to June 2020/21 (25). Of the 39 that have left, 8 have left to join Essex Police as a new officer recruit, which is 20.51%.

Of the 39, a total of 31 are resignations, which equates to 79.49% of all leavers.

Specials Duty Hours

Since the last update, a total of 34,632 duty hours have been worked for the period April to June 2022, which equates to a financial year to date average of 26.70 hours per officer. As expected, due to the overall lower headcount, this a reduction when compared to the same period last year (52,595 hours worked / average of 32.90).

It should still be noted however, that the total duty hours worked in June 2022 (11,533) is the equivalent of 721 specials working a 16-hour month. Whilst June 2022 duty hours are lower than previous years, they are slightly higher than May 2022, and the monthly average total duty hours worked for quarter 1 is 11,544 which is the equivalent of 722 specials working a 16-hour month.

Recruitment and Applications

In quarter 1 of 2022/23 a total of 11 specials have joined. Whilst this is low compared to the same quarter in previous years it is an increase when compared to quarter 4 of 2021/22, where 7 joined.

With the new pressures on voluntary recruitment in a challenging economic and recruitment market, the specials recruitment team, in conjunction with the command, have changed processes to make a smoother transition for candidates to apply and progress through the recruitment process. The adoption of website changes to add a quick apply function has driven more traffic to apply and assess before commencement of the full application process. This, in turn, has meant refining the selection process to be streamlined, to make sure the engagement of candidates is maintained. Social media platforms and physical outreach is maintained to keep momentum of the applications continual increase. This is monitored weekly through tactical and strategic checkpoints.

With regards to applications, numbers are still relatively low, with a total of 79 in quarter 1 of 2022/23 (an average of 26 a month). That said, the quick apply function has led to some spikes in the data such as 17 applicants in the week commencing 30th May 2022 (highest single week over the last 52 weeks), followed by a further 13 in the week commencing 27th June 2022 (joint second highest level of applications over last 52 weeks).

Further information with regards to activity in relation to special constable numbers can be found under section 8.

Ethnicity & Gender

The number of ethnic minority specials has reduced by 2, from 28 to 26, however as a proportion it has remained static at 6.02%, which is due to the overall lower headcount of specials. It is worth noting, specials remain the employee group with the highest proportion of ethnic minorities.

With regards to the number of female specials, the headcount has reduced by 13 from 159 as at 31st March 2022 to 146 as at 30th June 2022. As a result of this (and the overall low numbers of specials) this has resulted in the female specials proportion reducing from 34.19% as at 31st March 2022 to 33.80% as at 30th June 2022.

All Employee Groups Diversity Data

The table overpage provides a breakdown of the protected characteristics data for officers, staff, PCSOs and specials for 30th June 2022 compared against 31st March 2022 position. The table also includes a summary of the diversity category completion rate for the current position when compared to the 31st March 2022.

OFFICIAL

Diversity Category	Employee Group	30th June 2022 Position		31st March 2022 Position	Diversity Category Completion Rates	
		No. (H'Count)	% as at 30/06/2022 & Direction of Travel vs 31/03/2022		30th June 2022	31st March 2022
Gender: Female	Officers	1313	35.89% ↑	35.83%	100.00% →	100.00%
	Staff	1530	65.86% ↑	65.63%	100.00% →	100.00%
	PCSOs	69	65.09% ↑	63.11%	100.00% →	100.00%
	Specials	146	33.80% ↓	34.19%	100.00% →	100.00%
Self Declared Gender: Prefer to Self Describe	Officers	4	0.11% ↑	0.05%	68.16% ↑	66.99%
	Staff	4	0.17% →	0.17%	69.65% ↑	68.40%
	PCSOs	0	0.00% →	0.00%	49.06% ↑	47.57%
	Specials	0	0.00% →	0.00%	75.52% ↓	77.14%
Religion: Declared a Religion	Officers	818	22.36% →	22.36%	64.93% ↑	63.64%
	Staff	673	28.97% ↑	28.86%	65.26% ↑	64.09%
	PCSOs	24	22.64% ↑	22.33%	46.23% ↑	44.66%
	Specials	128	29.63% ↓	30.97%	73.67% ↓	75.43%
Ethnicity: Ethnic Minorities	Officers	148	4.05% ↓	4.17%	100.00% →	100.00%
	Staff	101	4.35% ↓	4.48%	100.00% →	100.00%
	PCSOs	1	0.94% ↓	0.97%	100.00% →	100.00%
	Specials	26	6.02% ↓	6.02%	100.00% →	100.00%
Sexuality: Bisexual/Gay/Lesbian	Officers	184	5.03% ↑	4.75%	67.23% ↑	66.03%
	Staff	81	3.49% ↑	3.42%	68.36% ↑	67.21%
	PCSOs	3	2.83% ↓	2.91%	49.06% ↑	47.57%
	Specials	16	3.70% ↓	4.52%	75.29% ↓	76.92%
Disability: Yes	Officers	215	5.88% ↑	5.49%	37.09% ↑	35.26%
	Staff	210	9.04% ↑	8.97%	45.72% ↑	44.06%
	PCSOs	12	11.32% ↑	8.74%	29.25% ↑	23.30%
	Specials	4	0.93% ↑	0.86%	33.03% ↑	30.56%
Nationality: Declared Nationalities Excluding British	Officers	49	1.34% ↑	1.18%	98.88% →	98.88%
	Staff	39	1.68% ↓	1.71%	98.28% ↑	98.21%
	PCSOs	0	0.00% →	0.00%	100.00% →	100.00%
	Specials	12	2.78% ↓	3.01%	99.08% ↑	98.93%
Marital Status: Married or Civil Partnership	Officers	1230	33.62% ↓	34.02%	54.98% ↓	55.99%
	Staff	916	39.43% ↓	39.62%	60.91% ↓	61.49%
	PCSOs	52	49.06% ↓	51.46%	81.13% ↓	85.44%
	Specials	39	9.03% ↑	8.60%	20.55% ↑	19.66%
Age Grouping:	Officers:	18-24: 12.19%	25-39: 50.71%	40-54: 35.29%	55+: 1.75%	
	Staff	18-24: 5.38%	25-39: 31.90%	40-54: 34.74%	55+: 27.98%	
	PCSOs	18-24: 2.83%	25-39: 32.08%	40-54: 38.68%	55+: 26.42%	
	Specials	18-24: 22.45%	25-39: 47.69%	40-54: 23.38%	55+: 6.71%	

As expected, when comparing the position over such a short time frame, there are more fluctuations in the data, both in terms of the proportion at each protected characteristic and in terms of completion rates. In terms of outliers, the proportion of ethnic minority officers, staff, PCSOs and specials has reduced, which has been alluded to earlier on the paper. Positively however, the proportion of officers, staff, PCSOs and specials that have declared themselves as disabled has increased. Whilst the data set is comparing quarter on quarter, it should be noted that over the last 3-5 years, there has been positive progress made across a number of protected characteristics and a significant increase in the number of individuals updating their diversity data.

Health and Wellbeing Services Update

At the time of writing (12/07/2022), the Health and Wellbeing virtual wellbeing sessions continue to attract staff and officers to this support mechanism, with 8,647 attendees (Essex and Kent) at the 259 sessions now delivered. In addition, the popular Feel Well Live Well programmes continue to attract attendees since their reintroduction in both remote and in person format, with 16 courses between June and December 2022.

Health and Wellbeing have developed the new Healthy You website on SharePoint, which houses a wealth of health and wellbeing information in an easily accessible format. In addition, this provides a number of links to external content relevant to supporting one's own health and wellbeing. The site is subject to regular review with updates and new material added on a regular basis, as the site develops further.

[Welcome to Healthy You - The Home of Health and Wellbeing Services \(sharepoint.com\)](#)

Considering, and in response to, the increasing prices and cost of living pressures individuals and families are currently facing, enhanced information, signposting and virtual wellbeing sessions including guest speakers who are expert in this field, has been developed in order to ensure all staff and officers have access to the information and support that will assist them with their financial wellbeing. The new Financial Wellbeing Hub is hosted within the Healthy You website and was launched on 24 March 2022. The hub is regularly reviewed and new links added as and when relevant advice from external sources is identified.

[Financial Wellbeing Hub \(sharepoint.com\)](#)

The Business Case for organisational change, which proposed the strengthening of both local supervision and collaborative (Kent and Essex) senior leadership roles to provide day to day supervision of teams and strategic clinical leadership and governance to both the nursing and counselling functions was implemented on 01/05/22. The residual vacancies arising from this process are (at the time of writing) currently in the recruitment phase in order to fully support the enhanced structure. Candidates have been selected for the roles of OH Team Leader (Kent) and OH Team Leader (Essex) and the individuals are currently in vetting phase. The appointment to these two posts will greatly enhance OH service delivery.

The Wellbeing Steering Group continues to meet monthly and is a valuable collaborative space to discuss wellbeing priorities with attendees from the Police Federation, Unison, HR, H & S and Health and provides real time feedback on issues affecting wellbeing, enabling interventions to be developed quickly as a response to this.

The Health & Safety Board continues to meet quarterly and is chaired by the HR Director at Chief Officer level. A shift of focus at these engagements seeks to understand and progress the contribution of leadership to force health & safety matters, with the introduction of the Safety Moment which is an opportunity to reflect on practice in a Health and Safety context and support initiatives being presented.

Learning & Development Update

Foundation Training

Intake Y passed out of EPC on 25th May 2022 (70 officers). Presently there is one EIPLDP intake (Z) - 62 students and one PEQF intake (E1/22) - 84 students at EPC. The Force also had 79 students who commenced intake 2/22 on 6th June 2022. The next intake is in August 2022.

Weekly meetings are being held between the EPC training team, the PEQF team and Anglia Ruskin University (ARU) to capture and share learning and best practice in regard to the new PEQF programme.

The Special Constables pipeline has been limited over the past few months; however, it is showing some signs of beginning to look healthier, with a future course planned currently. Regular engagement takes place between corporate recruitment and the Special Constabulary team to ensure opportunities to increase the number of Special Constables are maximised. The trainers are supporting the PCSO course being delivered in June 2022, and also undertaking a re-write of the training courses for Phase 2 of the Special Constable Leadership Programme.

PEQF

The Policing Education Qualifications Framework (PEQF) police officer entry programmes are live in Kent and Essex, delivered on time with the project plan 'go live' date. The second intake of officers joined under the PEQF on 6th June 2022. This intake included the launch of the first PEQF Investigate First programme.

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 Kent and Essex.

The delivery of the PCDA and DHEP is bedding in across both Centres. The early evaluation of the first Module highlights that the partnership delivery of the training is being valued by the new officers, with praise for the quality and commitment of the training team.

The collaborative Learning and Development Teams are working closely with the Anglia Ruskin University with weekly meetings to ensure any learnings that are picked up from the first delivery of the new programmes in Kent are shared across to Essex a week ahead of their first delivery.

Work is progressing at speed on refreshing the business-as-usual governance structures, in step with an internal review of the ARU Police Education Team and the investment in additional resource to support the delivery. A review of Force PEQF L&D resource is also underway in response to the increase in recruitment profile across the Counties.

Crime Training & Development

In response to the force priority to increase detective numbers and capability, the pathway has grown to 239 following the March National Investigators Exam (NIE) exam where a 70% pass rate was achieved, above the national average. There are currently a further 80 candidates signed up for the June NIE. To support the development of those on the pathway, Tutor DC courses have been developed with courses running to capacity.

Specialist Child Abuse Investigation Development Programme (SCAIDP) portfolios are now being submitted and governance, provided by L&D PIP2 Coaches, is in place to ensure accreditations are in date and in line with College of Policing (CoP) requirements. To date 53 accreditations have been achieved. A further course in April 2022 is being delivered which will support a continued increase in this cohort.

Reviews of the DS and DI portfolios are being conducted to ensure development is more accurately aligned to their role. Crime Training has also reviewed external DA training provision to support future Flex and bespoke training for responders. The Virtual Crime Academy continues to be developed and since its initial launch over 4K visits have been

made to the VCA by practitioners. Phase 2 will include a DA knowledge hub, SIO page, forensic page, and a learning the lessons section. The CPD section and repository is popular amongst practitioners, with further events planned this spring.

A slight restructure has occurred as a result of an additional police uplift post. This has enabled the team to enhance the focus on both the specialist crime training delivery, as well as provide the support to operationalise the training in the workplace through the Detective Development element. This is positively received and will further support the ability to deliver high quality investigations.

Practical Skills

Personal Safety Training

The department continue to prepare for the introduction of the revised Officer Safety curriculum expected in April 2023 with updates from the CoP being monitored and to work closely with Kent Police to work through the challenges and additional estate, resource and equipment requirements.

Estates and resourcing have proven challenging in terms of reducing the 'Covid' legacy of extensions up to 270 days for personal safety training. The force recently removed the 270-day extension and the next phase of the recovery plan to remove the 180-day extension by the end of June 2022 is on track. This does not affect the operational delivery and the team work closely with LPA colleagues and Resource Management Unit to ensure the balance is achieved between additional training and frontline abstraction.

Taser

There are currently 746 Standard trained Officers in Essex, with a further 60 officers booked to attend a Taser refresher course and another 36 officers booked to attend a Taser Initial course within the next 3 months. Several new members of staff have joined the team in the past quarter, and they have commenced the challenging familiarisation and upskill programme.

In addition, Taser trainers will surge the Personal Safety Team resilience over the coming year in supporting delivery of officer safety training throughout 2022, as Essex plans for the arrival of both the PEQF and the delivery of scenario-based training in accordance with the Officer and Staff Safety Review (OSSR). This will not impact on the number of Taser officers in the force.

Driver Training

The team continue to work toward the requirements of the perfect profile, which has improved in the last quarter and are fully compliant with the nationally launched Authorised Professional Practice (APP).

Recruitment has been a priority in the last period. A new Police staff member commenced in April 2022 and an uplift has been agreed, recently supported by a proactive recruitment campaign.

The team have recently been nominated for outstanding team contribution in the HR awards. They also received a certificate of recognition from the national operation Talla team for their efforts in keeping training going throughout the pandemic.

Leadership Academy

The development of the new Sergeant's course 'Be the Change' has been one of the team priorities over the reporting period. All newly promoted sergeants will now access this course and a plan is being developed to roll it out to all existing Sergeants. These courses launched on 25th April 2022, alongside the new 'Supervisory Standard' for Essex Police, which is relevant to all leaders.

Furthermore, the Inspectors course is under review in line with the 'Be the Change' principles, ready for launch following the next promotion process, which is currently underway. Finally, a senior leader programme is being developed for delivery in July 2022.

All inputs developed are aligned with the CoP first and second line leadership programmes as well as the recently launched 'Effective Supervision guidelines'. The team have worked tirelessly over the past quarter to meet extremely challenging expectations and timelines, in order to deliver a high-quality course. The feedback from those courses delivered has been extremely positive.

In addition to this fantastic work, the team continue to support the wider organisation with promotion and interview preparation inputs, exam support workshops and delivery of the Headway programme. A total of 9 new custody sergeants have also been trained ready for their new roles and a tutor skills course delivered to enhance support to student officers operationally.

Performance Design and Evaluation (Inclusive of PDE, E-learning Developers, IT Training and Essex Local Policing Area Training Sgts).

PDE are working on several training commissions and continue to work on FLEX training in Essex. The LPA Training Sergeants hosted the LPT training days within this quarter with up to 200 officers attending daily. Topics covered included the Digital Passport with CCTV, BWV and Quality of Investigations.

The LPA Training Sergeants continue to host and deliver CPD events, with focus on events such as case file quality improvement. They have also hosted a large number of events including LPA Training Days, Intelligence Training around quality intelligence submissions, Men's Forum Awareness, CSI inputs, Virtual Crime Academy, Dangerous Dogs Act, PSD input, Gangs, Giving Evidence, Statement Quality, Case and Investigation Quality. Approximately 300 officers and staff have benefited from these inputs.

The demand on the E-learning Development Team continues to grow as the transition to more blended training and digital learning products increases. The redeveloped Learning Hub site has seen an increase in traffic which is a real positive.

Professional Assessment Team

The team continue to manage high levels of demand at both Sergeant and Inspector levels, with 2 recent boards seeing additional candidates joining NPPF step 4. Currently over 100 Sergeants are within the assessment period. The team was successful in a bid to increase by one member at the 2022/23 PUP Board and this recruitment process is currently under way which will alleviate some pressure on the team.

The team have been working with City and Guilds for some time with regards to better incorporating reasonable adjustments within the criteria and assessment methodology during NPPF step 4. City and Guilds have now agreed to adapt accordingly, which will be of benefit to the organisation and the individual officers. The team have been relentless in

their focus to achieve this stage and will now work with C&G to develop the policies, practices and governance to ensure standardisation and consistency.

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, which has resulted in the uplifted establishment and year 2 National Police Uplift requirement being exceeded.

The representation of ethnic minority officers (4.05%) and female officers (35.89%) 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, the special constabulary continue to contribute a significant number of hours to policing, with the latest month (June 2022) at 11,533, which is the equivalent of 721 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

The force's strategic recruitment plan is set to achieve its budgeted establishment of 3755 officers (full time equivalent). If achieved, this will result in the uplift being exceed by 67 officers (headcount).

The force recognises, however, the challenges to police recruitment in light of a changing external environment. Reasons include previous success in recruiting those with a desire to be police officers, a buoyant and competitive job market, changes to lifestyles priorities and public and media perception of policing. In addition, as stated earlier in the report, the impact of the initiatives currently being undertaken by the Metropolitan Police are unknown and provide a degree of risk to the force's plans. As the force is not currently receiving the numbers of applications needed to achieve its plans over the long term, the force has taken the following steps to ensure continued growth of the recruitment pipeline:

- The force requested and obtained the approval to run IPLDP courses until 31st March 2023. This provides another pipeline of applicants for whom the PEQF may not be viable. These intakes are built into the Strategic Recruitment plan and are currently scheduled as a total of 60 (20 in each of the last 3 intakes).

- In line with the above, the force is exploring options to widen the entry criteria in line with Regulation 10 and the ability to utilise training or relevant work experience as a criterion to apply.
- Significant investment into the force's strategic #WeValueDifference marketing campaign
- Specific programmes to attract re-joiners to the force

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.

Linked to the above, there is also the risk of increased attrition, however, as stated earlier, the profiles are currently being reviewed. For information, the final 2 intakes of the year are currently scheduled to total 160, however, should attrition increase, there is flexibility to increase the total intakes to 200 (100 on each intake).

The force continues to closely monitor 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.

Since last quarter the new exit process 'Leaving the Organisation' has gone live. This project included updates to policy, enhanced guidance for individuals and managers through new intuitive webpages, a new 'Leaver Notification' system for officers and staff to hand in their notice and the introduction of a Support Intervention Meeting for individuals who have submitted their notice. The new process produces more timely information on leaving reasons to allow for more frequent reporting and trend analysis, that will be shared locally. In addition, the process includes a mechanism for individuals 'thinking of leaving' to contact HR and receive support as appropriate, as well as a mechanism for managers to contact HR if they have concerns about members of their team considering leaving and what interventions they should take. A monthly governance and scrutiny meeting is in place, attended by HR, Federation, Unison and appropriate operational officers/staff, where the reasons for leaving are discussed with the aim of identifying trends and possible retention strategy.

6.4 Equality and/or Human Rights Implications

As previously reported, 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

Ethnic Minority Recruitment

Whilst the proportion of ethnic minority officers in force has reduced in the last quarter, the overall force proportion remains strong. That said, as stated in the report, the number of ethnic minority officers in the recruitment process has reduced. Below provides further work due to be undertaken to enhance and improve this position:

- The Buddy Scheme, which is open to all applicants will continue to be promoted with all applicants due to be emailed to remind them of the scheme. In addition, the Buddy scheme input is being refreshed by the Positive Action Team in July 2022.
- Weekly meeting between Corporate Recruitment, Business Services and Vetting regarding ethnic minority candidates to ensure being progressed through pre-employment checks.
- Positive Action Sergeant is due to make contact with all ethnic minority candidates who have withdrawn/not contacted to offer additional relevant support.
- Positive Action Sergeant is the Vice Chair of Multi-Agency Support Association (MESA) and links in with all big events/engagements to help build relationships in the community (such as Stephen Lawrence Day/Black History Month).
- Working with the local CPT's/CSEO's in regard to Outreach and attending as many meaningful engagement opportunities as possible.
- Continue to work internally to help build relationships with our communities and ensuring the continued rollout of DE&I PearlCatchers training, which is delivered to the whole of Essex Police assists in this important piece of work.
- HR Positive Action Chief Inspector is leading on a piece of work with the Strategic IAG Chair, to take what existing bespoke assistance is available to applicants/candidates and have a multi-agency stakeholder group quality assure processes and if applicable, make suggestions around service improvements. This will take cognisance of existing ethnic minority workforce data, recruitment advertising, ethnicity of applicants (successful and rejections and the reasons why) and how and if the Force needs to amend/alter/improve our recruitment assistance offering.
- Expanding the resilience of Positive Action Team through planned meetings with LPSU (Volunteer Co-Ordinators) to explore the possibility of Active Citizens/Special

Constables/ Police Volunteers to add value to the staff numbers and experience of the team.

- HR Positive Action to work with the Corporate Recruitment Team CRT to explore the opportunities that might exist for Ethnic Minority Officers/Special Constables to be drafted into recruitment events/outreach to add value and diversity to the Positive Action approach to recruitment, retention and development.

Specials Recruitment

Corporate Recruitment and Corporate Marketing, in conjunction with the Specials Command lead, are working together to enhance the number of applications received. As reported last quarter, 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.

As stated earlier in the report, the implementation of the quick apply function has taken place, with positive early signs. In addition, the force continues to commit to radio advertising, enhanced social media presence, publications, job boards and an extensive outreach campaign.

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 remains challenging in light of increased turnover and reduced recruitment with growth expected to be limited in the next quarter.

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

Expected Outcome: as reported, the current proportion of female officers is the highest level it has ever been and the proportion of applications remain strong. Therefore, it is anticipated that further progress is expected throughout 2022/23.

3. Continue to increase ethnic minority officer representation throughout 2022/23.

Expected Outcome: whilst the current proportion of ethnic minority officers in force is strong, the numbers in the recruitment process has reduced. The activity previously identified won't lead to an immediate increase in ethnic minority joiners due to the time to hire, however, progress is anticipated towards quarters 3 and 4 of the financial year.