

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 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 September 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 30th June 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 4.03% (as a proportion of all officers) as at 30th September 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.
- Officer turnover is in line with the projected position. However, there continues to be a significant risk of an increase due to the number of officers in process to transfer out of force as a result, in part of the Metropolitan Police's significant recruitment drive to attract transferees from neighbouring forces. Attrition projections and subsequent recruitment plans will continue to be closely monitored and adjusted accordingly.
- Staff turnover has increased which, is predominately due to an increase in leavers from Business Services and Contact Management Command.
- The number of specials has reduced by 34 in the last quarter from 432 to 398, due to a reduction in recruitment and attrition. Between April and September 2022/23, a total of 22 specials have joined, which is a reduction of 36 when compared to the same period in 2022/23, where 58 joined.
- For staff absence, the position for April to September 2022/23 is lower than the same period in 2021/22 and 2019/20.
- PCSO absence has reduced for April to September 2022/23, when compared to the same period last year. This is the also lowest level of absence in this period over the last 7 years.

Areas of focus going forward will be seeking to increase recruitment of Special 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).

Finally, there has been an increase in officer sickness for the period of April to September 2022/23 when compared to the same period in the last 3 years. It should be noted however, the position is lower for the same period each financial year from 2015/16 to 2018/19. That said, absence is an area that will continue to be monitored which includes regular oversight and positive interventions commissioned through the Absence Oversight Board and the Attendance and Wellbeing Board.

5.0 Current Work and Performance

Officers

Establishment v Strength and Vacancies

As at 30th September 2022, the strength fte was 3601.85, which is -153.15 fte under the establishment of 3755.00. This represents a net increase of 17.26 fte since the last HR report as at 30th June 2022.

Since the last update, the officer establishment on SAP has increased from 3622.39 as at 30th June 2022 to 3679.39 (an increase of 57.00). 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, Human Resources have the highest vacancy rate (-20.18%) which is an increase when compared to the position reported last quarter (-14.55%). This is mainly because the establishment has increased from 96.90 fte to 111.60 fte. The actual strength fte has improved by 6.53 fte, from 82.55 fte to 89.08.

Serious Crime Directorate continues to have a high vacancy rate (-16.56%), which is only a marginal increase when compared to the position reported as at 30th June 2022 (-16.52%).

The Strategic Change Performance Directorate vacancy rate has increased from -0.79% to -15.31%, however they have a low establishment of just 26.50 so the vacancies only equate to -3.60 strength fte.

Overall, only 3 other Commands have seen a reduction in strength fte as at 30th September 2022 when compared to 30th June 2022. Of those, 2 are Local Policing Areas (LPA) North (-9.11 fte) and LPA South (-5.11 fte). However, these are the biggest Commands in force and overall have relatively low vacancy rates (-1.98% and -5.05% respectively). The only other Command with a lower strength fte is Contact Management which has reduced from 106.03 fte to 102.33 fte (a reduction of 3.70 fte). The vacancies are primarily in the role of FCR PC (5.14 fte) and Resolution Centre Case Investigator PC (4.99).

Looking forward, the officer force strength fte will increase throughout the remainder of 2022/23 financial year as a result of the projected new officer intakes. As a result, it is also expected that resourcing levels will increase across a number of commands / departments as officers move into growth posts.

Recruitment Joiners and Applications

Since the last HR report, there has been 1 new officer intake in quarter 2 of 2022/23 which was a cohort of 75 officers that joined on 15th August 2022. This intake was made up of 45 who joined under the Police Constable Degree Apprenticeship (PCDA), 5 PCDA Investigate First (IF), 17 Degree Holder Entry Programme (DHEP) and 8 DHEP Investigate First. In

addition to this, a further 6 have joined via the Police Now Programme and a further 6 have transferred in from other forces.

As a result, in total so far this financial year to date (April to September 2022) there have been a total of 160 new recruits (100 PCDA, 5 PCDA IF, 36 DHEP, 13 DHEP IF, 6 Police Now) and 9 transfers in from other forces.

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 (April to September 2022).

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	204	26	12.75%	85	41.67%
Jun-22	153	14	9.15%	59	38.56%
Jul-22	249	28	11.24%	101	40.56%
Aug-22	161	26	16.15%	75	46.58%
Sep-22	177	25	14.12%	88	49.72%
2022/23 Total	1044	126	12.07%	440	42.15%
Qtr 1 - Apr to Jun	457	47	10.28%	176	38.51%
Qtr 2 - Jul to Aug	587	79	13.46%	264	44.97%
Variance	130	32	3.17%	88	6.46%

As demonstrated in the final row of the table, there has been a significant improvement in quarter 2 when compared to quarter 1 in relation to all applications and the numbers/proportions of applicants from ethnicity minority and female candidates

Looking at the financial year to date, there has been a total of 1044 applications. This is an average of 174 a month and in line with the monthly average seen in 2021/22 (175). In addition, the proportion of applications from ethnic minority candidates remains strong at 12.07%, which is higher than both 2021/22 (11.34%) and 2019/20 (9.76%). Similarly, the proportion of applications from female candidates is high at 42.15%, which is an increase when compared to the last 3 full financial years.

As reported 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 2 of 2022/23, 3 ethnic minority officers have joined the force (all entry routes), which equates to 3.45%. Whilst this is lower than the proportion of ethnic minority joiners in 2021/22 (7.26%), there are currently 8 candidates cleared and 1 at pre-employment for the October 2022 intake of up to 100. If all 9 joined this intake, it would equate to 9.00% which is higher than the Economically Active Population (EAP) for Essex (6.56%). 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 over page demonstrates the proportion of ethnic minority officers that have joined (all entry routes) in quarters 1 and 2 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	57.14	2.37%	48.15%	3.49%	27.59%	2.60%
Black / African / Caribbean / Black British	1	14.29	0.59%	25.93%	1.88%	24.14%	2.27%
Mixed / Multiple Ethnic Groups	2	28.57	1.18%	18.52%	1.34%	41.38%	3.90%
Other Ethnic Group	0	0.00	0.00%	7.41%	0.54%	6.90%	0.65%
Total	7	100.00	4.14%	100.00%	7.26%	100.00%	9.42%

Of the 7 ethnic minority joiners so far in 2022/23 (April to September), 4 were Asian/Asian British, 2 were mixed or multiple ethnic groups and 1 was Black / African / Caribbean / Black British. The 4 Asian/Asian British joiners joined in quarter 1 of 2022/23 and the remainder of the ethnic minority joiners joined in quarter 2.

With regards to force level officer representation, although 3 have joined in quarter 2 the overall headcount has remained static, due to attrition, at 148 as at 30th September 2022. Although the headcount has remained static, the proportion of ethnic minority officers has reduced to 4.03% (from 4.05% as at 30th June 2022), due to an increased overall headcount. It should also be noted that, whilst 4.03% is a reduction the current force proportion of 4.03% is higher than any other previous end of financial year, with the exception of 31st March 2022.

The current proportion of 4.03% is 2.53 percentage points under the EAP of Essex (6.56%).

With regards to the recruitment pipeline, as at 3rd October 2022, there were 42 ethnic minority candidates in process, which represents 8.66% of the 485 total candidates in the recruitment selection process. This is an increase when compared to the last update (22 / 5.30%). In addition, there are currently 8 ethnic minority candidates clear and 1 in pre-employment for the 17th October 2022 intake. If all were to join, this would represent 9.00% of the total joiners (100).

Whilst the data shows an improving picture activity remains ongoing to further increase the number of candidates in process. Below is a summary of key activity in this area:

- The ‘We Value Difference’ campaign that continues to attract diverse applicants into policing continues to advertise, via social media, Radio and TV. It highlights the range of roles for officers, police staff and volunteers.
- The Positive Action Team (PAT) and Corporate Recruitment teams have undertaken 32 outreach events between 1st July and 30th September 2022, to promote policing as a career of choice. Some are in conjunction with the many events held in local communities and with some focus of our recruitment activities in districts with higher ethnic minority communities such as Thurrock, Harlow, Colchester and Southend. Community Support Engagement Officers and Corporate Recruitment Team are heavily engaged.
- Recruitment Ambassadors have recently been recruited through the Multi-Ethnic Support Association (MESA).
- A Positive Action Programme is in place to support those applying for the role of police officer. As at 2nd September 2022, there are currently 120 trained ‘Buddies’ with 63 applicants currently receiving bespoke one-to-one support.

- The Positive Action Team have started engaging with the Essex Strategic IAG chair and Colchester IAG chair who are offering to form a multi-ethnic group to review existing recruitment processes/information sources and bespoke help provided by the PAT, with a view to providing advice/suggestions to enhance the offering for ethnic minority candidates, with a view to increasing applicant numbers. This ‘tactical advisory’ group idea has been shared with the College of Policing and Police Uplift Programme colleagues who are keen to understand the deliverables with a view to sharing best practice

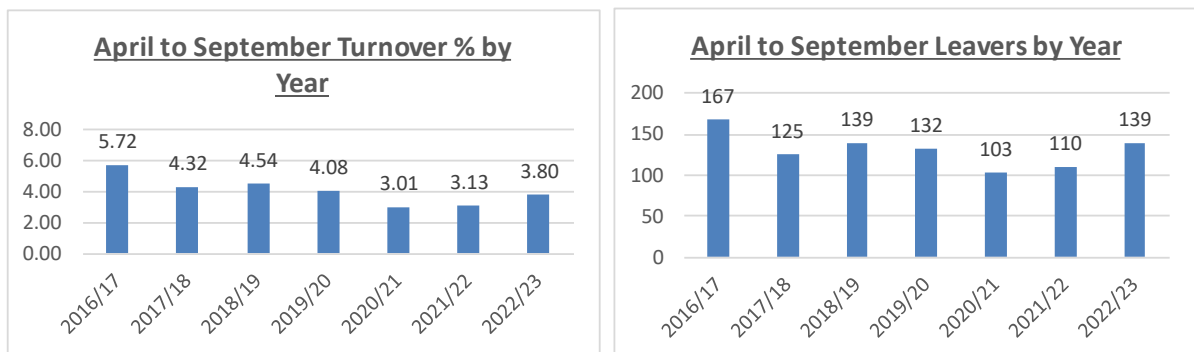
Gender

Of the 169 joiners so far this financial year to date (April to September 2022/23), a total of 66 were female (36.59%). Total female officers have increased to a headcount of 1330 as at 30th September 2022, which is 36.20% of total officers. This represents an increase when compared to June 2022 (1313 / 35.89%) and the current proportion of 36.20% is higher than any previously recorded end of financial year position and the current headcount (1330) is the highest ever on record.

With regards to the recruitment pipeline, as at the 3rd October 2022, there were 233 female candidates in progress, which equates to 48.04% of all candidates. This is an increase when compared to the position previously reported (42.59% as at 4th July 2022). For information, this is 1.62 percentage points above the Essex female EAP (46.42%).

Turnover

For April to September 2022/23, a total of 139 officers have left the force. This is a turnover rate of 3.80% and is an increase when compared to April to September 2021/22 (110 / 3.13%). It should be noted that, whilst the total of 139 leaves is higher than the same period in both 2021/22 (110) and 2020/21 (103), 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, April to September 2022/23 is lower than the same period in 2016/17, 2017/18, 2018/19 and 2020/21.

The total of 139 leavers for April to September 2022/23 is an average of 23 a month, which is in line with the revised projected attrition over this period (total of 138 at an average of 23 a month). At the time of writing, the number of leavers for October 2022 was 24 (5 lower than the projection of 29). As a point of note, it was reported last quarter that the projected attrition for the months of September, October and November was increased from 21 to 29 and a further review of this was due to take place. National uplift data shows that there are still a significant number of officers with live applications to transfer out of force, with 29

scheduled for November and 32 scheduled for December. If all of these were to go, on top of average attrition for other leaving reasons (18 a month), this could result in as many as 97 leavers across the 2 months. It is important to note that it is extremely unlikely that all would transfer out however based on the national uplift conversion rate for transfers out overall attrition is likely to be nearer 86 across the 2 months.

With regards to ethnicity, a total of 11 ethnic minority officers have left between April and September 2022/23. This is only 1 less than the whole of 2021/22 and higher than any full financial year since 2012/13 (where 11 left). Of the 11, there were 2 retirements, 1 transfer to another force and 8 resignations.

Of the 8 ethnic minority officer resignations, a number of different reasons for leaving were provided. Four people left to pursue alternate career paths taking the opportunity of a better paid role externally. Two officers left whilst their performance was being reviewed. 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 and the final officer cited culture concerns but also aspirational advancement. 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.

With regards to gender, a total of 41 females left between April and September 2022/23. This is higher than the same period in any financial year since 2015/16, when 52 left. Of the 41 leavers, 17 retired, 19 resigned, 1 was an ill health retirement and 4 transferred to another force.

More information on how the force is mitigating the risk in respect of attrition is detailed in section 6.3.

Police Officer Promotions by Ethnicity

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

OFFICIAL

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	Chief Superintendent	1	2		3	33.33%
	Superintendent	1	8		9	11.11%
	Chief Inspector		7		7	0.00%
	Inspector	2	21	1	24	8.33%
	Sergeant	2	53	1	56	3.57%
2022/2023 Total		6	91	2	99	6.06%

For Inspectors and above the data demonstrates there is no specific pattern with regards to the proportion of ethnic minority promotions into these ranks. 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.

Between April and September 2022, a total of 99 officers have been promoted, of which 6 were ethnic minority (6.06%). Of the 6 ethnic minority promotions, 4 were promoted to the rank of Inspector and above, and this represents a positive picture in respect of the pipeline into these positions and potentially beyond. As a result, as at 30th September 2022 there are 10 ethnic minority officers at the rank of Inspector and above (4.12%).

Looking forward, in quarter 3 of 2022/23 a further promotion process is taking place for the rank of Sergeant but, at present, there are no further promotion processes planned for the remainder of the financial year as all ranks have been boarded at least one between March 2022 and the current time.

Absence

The average days lost per officer for April to September 2022/23 is 4.52 days, which is higher than the last three years, 2021/22 (3.54), 2020/21 (3.14) and 2019/20 (4.29).

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

OFFICIAL

Employee Group	Apr - Sep 2020/21		Apr - Sep 2021/22		Apr - Sep 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	85109.65	2.92%	99599.44	3.27%	132027.29	4.17%	32427.85	0.90%	46917.64	1.25%

The figures demonstrate that 4.17% of contracted hours available were lost to sickness absence for April to September 2022/23. This is an increase when compared to the same period in both 2021/22 (3.27%) and 2020/21 (2.92%).

With regards to absence terms, medium-term absence has remained static at 0.74 average days lost per person for April to September 2022/23 when compared to the same period last year, but short-term and long-term absence has both increased. Long-term absence shows the greatest increase, of 0.73 average days lost per person. When compared to 2019/20 (prior to the COVID-19 pandemic), short-term and long-term absence have reduced but medium-term has increased.

Psychological related absences continue to account for the highest proportion of payroll hours lost (42.52%). When measured as average days lost per person it is 1.92, which is an increase when compared to April to September 2021/22 (1.33), 2020/21 (1.31) and when compared the same period in 2019/20 (1.84).

Respiratory related absences accounted for the second highest proportion of payroll hours lost for April to September 2022/23 with 17.20% compared to 15.39% for the same period in 2021/22 and 8.20% in 2020/21. When measured as average days lost per person, this has increased to 0.78 for April to September 2022/23 from 0.54 in 2021/22, 0.26 in 2020/21 and 0.30 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 April to September 2022/23, several have either remained static, reduced or only marginally increased, when compared to the same period in 2021/22, with 5 absence reasons increasing by more than 0.02 average days lost per person. These are identified below:

- Psychological related absence has increased with 56,136 payroll hours lost to this absence type for April to September 2022/23, of which 50.98% were related to stress.
- Respiratory related absence has increased with 22,703 payroll hours lost to this absence type for April to September 2022/23, of which 56.51% related to COVID-19 (confirmed COVID-19, suspected COVID-19, long COVID-19 and a reaction to COVID-19 vaccination).
- Digestive related absence has increased from 0.24 to 0.35 average days lost per person and accounts for 7.66% of total payroll hours lost. The main reasons for this increase are absence due to vomiting and diarrhoea.
- Musculo/skeletal related absence has increased from 0.44 to 0.53 average days lost per person and accounts for 11.76% of total payroll hours lost. The main reasons for this increase are absence due to back pain, fractures and broken bones.

- Nervous system related absence has increased from 0.01 to 0.09 average days lost per person but only accounts for 1.89% of total payroll hours lost. The main reason for this increase is a long-term absence due to a brain tumour.

With regards to Commands, when comparing April to September 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 25, 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 September 2022/23 when compared to the same period in 2021/22. LPA North has the 3rd highest absence in the force and the highest absence of the three LPAs. It has increased by 0.69 average days lost per person when compared to the same period in 2021/22, LPA South by 0.86 and LPA West by 1.24. When compared to 2019/20, LPA South has increased, however LPA North has remained broadly similar with LPA West lower.

For LPA North the increase for April to September 2022/23, when compared to the same period in 2021/22, is an increase of 5,253 payroll hours lost, which can largely be attributed to an increase of 1,687 payroll hours lost to Musculo/skeletal related absence and 1,450 payroll hours lost to respiratory related absence. There have also been increases in other absence reasons, most notably +852 hours for digestive related absence and +394 hours for skin related absence.

Contact Management have the highest average days lost per person (10.00) 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 39.78%. The second highest proportion of payroll hours lost is due to nervous system related absence (16.20%) and is predominantly due to the long-term absence previously detailed.

Crime & Public Protection Command have the second highest average days lost per person at 6.07, which is an increase when compared to the same period over the last 3 years and, the highest proportion of payroll hours lost is for psychological related absence (57.95%), followed by respiratory related issues (16.07%).

Criminal Justice Command is the command with the fourth highest average days lost per person for April to September 2022/23 (3.55) and, whilst this is higher than the same period last year (2.76), it is lower than the same period in 2020/21 (7.27) and 2019/20 (6.82).

Having been one of the commands with high average days lost per person, in previous years, ERSOU has seen a reduction in average days lost per person for April to September 2022/23 (4.08) 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 increased slightly, with an increase from 393 as at 30th June 2022 to 411 as at 30th September 2022. This equates to 11.19% of the total force headcount as at the 30th September 2022 (3674).

The number of officers on adjusted and recuperative duties has fluctuated slightly across various Commands, with the biggest increases within LPA South and OPC (increases of 5).

There has also been an increase of 4 officers on adjusted or recuperative duties in LPA West, but reductions of 3 in both Contact Management and Strategic Change Performance.

Operational HR and the Performance Improvement Unit (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 September 2022 was 2087.38 fte, which is 274.16 fte under the establishment of 2361.54 and equates to a vacancy rate of 11.61%. This is a strength fte reduction of 25.02 fte and a vacancy rate increase of 1.48 percentage points (from 10.13% to 11.61%).

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 2 (Contact Management has reduced from -11.98% to -11.20% and OPC Operational Policing Command from -11.80% to -11.13%).

As reported last quarter, the 3 Commands with the highest vacancy rates are Human Resources (-20.33%), Strategic Change Performance (-16.78%) and HQ Directorate (-16.43%). All 3 Commands are actively recruiting to the majority of vacancies with roles and applicants and various stages of the recruitment and selection process.

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 latest report submitted identified 16 different roles, equating to -151.62 fte vacancies, which is a significant proportion of total vacancies.

The role that was reported as having the highest level of vacancies was Business Services assistants (-14.82 fte vacancies), which has since increased to -19.72 fte. There are 5.85 fte candidates in pre-employment checks and due to the challenges of recruiting into the vacancies there are a further 4 joining via agency. Further interviews are taking place on Friday 8th October 2022 for up to 7 candidates, however, not all will be successful and therefore recruitment is likely to remain ongoing. The department have advertised internally and externally, as well as on specific job boards and have had an open event at the Business Centre for perspective applicants to come and meet the team. In addition, the department are also due to attend a recruitment fayre to enhance interest in the role.

Resolution Centre Investigators had the second highest number of vacancies (-14.31). The next intake for this role is on 31st October 2022 for up to 10 with a further intake due to take place in January 2023. There are -12.49 fte Criminal Justice Administrators however these posts are on hold awaiting an independent review of Criminal Justice, which is likely to result in a structure change. For information, business cases have been approved and consultation is due to close on 24th October 2022 with implementation on 1st April 2023.

With regards to the remaining vacancies, a significant proportion are being recruited to with candidates at various stages of the recruitment and selection process. For information, whilst a large proportion of vacancies are advertised internally in the first instance, as at 23rd September 2022, there were 35 external candidates in pre-employment checks.

With regards to PCSOs, the strength fte has reduced from 96.62 as at 30th June 2022 to 93.26 fte as at 30th September 2022 (a reduction of 8.74 fte). The next course is scheduled for 31st October 2022, where it is expected up to 11 will join, which result in the vacancies being filled.

Ethnicity and Gender

With regards to staff, the ethnic minority representation has reduced marginally from 101 as at 30th June 2022 to 100 as at 30th September 2022. As a proportion of the total staff workforce (excluding PCSOs) this is a percentage point reduction of 0.01% from 4.35% to 4.34%. With regards to gender, the number of female staff has increased slightly from 1530 as at 30th June 2022 to 1532 as at 30th September 2022, and as a proportion has increased 65.86% to 66.49%.

With regards to PCSOs, the ethnic minority headcount has remained the same at 1, but due to a lower overall PCSO headcount the proportion has increased marginally from 0.94% to 0.97%. The number of female PCSOs has reduced to 68 as at 30th September 2022, from 69 as at 30th June 2022 but, again, due to lower overall headcount the proportion has increased from 65.09% to 66.02%.

Turnover

For April to September 2022/23, a total of 156 staff left, which is a turnover rate of 6.72%. This is higher than the same period in 2021/22 where 108 left (4.60%). 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 32 for April to September 2021/22 to 45 for the same period in 2022/23). Another significant increase in the number of leavers has been seen within Business Services, with 15 leavers between April and September 2022/23 compared to none for the same period in 2021/22. Of the 15 leavers, 11 were resignations, 2 were retirements and 2 dismissals.

For PCSOs, for April to September 2022/23, a total of 5 have left, which is a turnover rate of 4.85%. In terms of headcount this is static when compared to April to September 2021/22 but a slight increase in turnover rate (4.69%).

Absence

With regards to the staff absence, the average days lost per person has reduced to 4.04 for April to September 2022/23, which is slightly lower than the same position in 2021/22 (4.09). Whilst this is higher than the same period in 2020/21 (3.29) it is lower than 2019/20 (4.74).

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

Employee Group	Apr - Sep 2020/21		Apr - Sep 2021/22		Apr - Sep 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	55285.07	3.28%	70789.12	4.06%	69319.20	4.03%	-1469.92	-0.03%	14034.13	0.75%

The figures demonstrate that 4.03% of contracted hours available were lost to sickness absence for April to September 2022/23, which is a reduction when compared to the same period in 2021/22 (4.06%) but an increase when compared to 2020/21 (3.28%).

With regards to absence term, there has been an increase in short-term and medium-term absence for April to September 2022/23 when compared to 2021/22 but a reduction in long-term absence (from 2.50 average days lost per person to 2.06).

For staff, psychological related absence continues to account for the highest proportion of payroll hours lost (31.30%), although the average days lost per person has reduced slightly from 1.29 for April to September 2021/22 to 1.26 for April to September 2022/23. It should be noted, this is also lower than 2020/21 (1.34) and 2019/20 (1.71). As with officers, respiratory related absences account for the second highest proportion of payroll hours lost (24.63%) and the average days lost per person has increased from 0.58 in 2021/22 to 0.99 for 2022/23.

Of the 12 general absence reasons, the average days lost per person has only increased in 4 categories (respiratory, digestive, infectious disease and headache/migraine). It should be noted that only respiratory related absence has increased by more than 0.03 average days lost per person. All other reasons have reduced or remained static. The main reason for the increase in respiratory absence is due to increases in COVID-19 related illness¹. This increased from 5,466 hours to 11,455 hours, influenza (690 hours increasing to 1,298) and colds (1,568 hours increasing to 2,044 hours).

Of the 20 Commands, 8 have higher average days lost per person for April to September 2022/23 when compared to the same period in 2021/22. However, of these Commands, 4 have 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 September 2022/23 (6.77). However, this is lower than the same position in 2019/20 (7.00). The average headcount in Contact Management (492) accounts for 21.21% 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 (44.88%) and respiratory related absence (25.18%), which is a similar position to officer absence.

When comparing April to September 2022/23 to the same period last year, LPA West have experienced the largest increase (of 19.46 average days lost per person). The Command, however, has an average headcount of less than 5 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 4.76 however, this is a reduction when compared to the same period in 2021/22 (5.67). The absence reasons that account for the highest proportion of payroll hours lost in Criminal Justice Command is psychological related absence (25.15%) and miscellaneous related absences (21.62%). This is predominantly due to absences for post-operative recovery (equating to 939 hours) and absences for operations (equating to 489 hours). As at 30th September 2022, and at the time of writing, 4 of the miscellaneous absences were still ongoing.

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

For PCSOs, the average days lost per person has reduced to 4.69 for April to September 2022/23, which is a significant reduction of 2.00 when compared to the same period in 2021/22. This is also the lowest level of absence in this period over the last 7 years.

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

Employee Group	Apr - Sep 2020/21		Apr - Sep 2021/22		Apr - Sep 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	4910.83	5.58%	5268.68	6.59%	3555.52	4.67%	-1713.17	-1.92%	-1355.31	-0.91%

The figures demonstrate that 4.67% of contracted hours available were lost to sickness absence for April to September 2022/23, which is a reduction when compared to the same period in 2021/22 (6.59%) and 2020/21 (5.58%).

For PCSOs, respiratory related absence accounts for the highest proportion of payroll hours lost (31.58%), followed by miscellaneous absence (23.12%). In terms of average days lost per person both absence reasons have shown increases in April to September 2022/23 when compared to the same period in 2021/22. Respiratory related absence increasing from 0.55 average days lost per person to 1.48 and miscellaneous absence from 0.27 to 1.08.

The respiratory related absence is due to 29 instances of absence for 5 different reasons, the main reason, unsurprisingly, being COVID-19 absence, which accounts for 70.44% of the payroll hours lost to respiratory related absence. All individuals have now returned to work.

Although miscellaneous absence has increased there have only been 10 instances of this absence for April to September 2022/23. Of these, 3 instances began in the last financial year and 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 72 as at 30th June 2022 to 66 as at 30th September 2022 and PCSOs have increased slightly, by 2, from 5 to 7 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)

There has been an increase in officer sickness for the period of April to September 2022/23, when compared to the same period in the last 3 years. It should be noted however, the position is lower for the same period each financial year from 2015/16 to 2018/19.

Staff absence levels continue to remain reasonably consistent, when compared to 2021/22 but higher than 2020/21, which is 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 but with an increased focus on the value added by both PIU and Operational HR in relation to formal stages of attendance management through either Unsatisfactory Performance Procedures (UPP) or Capability and providing advice and intervention to managers.

For police staff, the focus on absence levels has previously been in relation to PCSOs and for August 2022 the PCSO absence had reduced when compared to August 2021.

Operational HR and PIU have also continued in the delivery of the new courses for Sergeant and Inspector leadership programmes; resulting in early engagement with new Sergeants to ask questions and seek advice on absence or performance cases. The dual PIU and Operational HR inputs will also be included on the Police Staff Leadership courses.

Officer and staff absence is an area that will continue to be monitored, including regular oversight and positive interventions commissioned through the Absence Oversight Board and the Attendance and Wellbeing Board.

Business Case Update

During the period 1st July 2022 to 30th September 2022, no 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 ratified business case moved to their new location during this period (1st July 2022 to 30th September 2022):

- **Relocation PCSOs Braintree and Uttlesford:** 4 PCSOs relocated from Saffron Walden to Great Dunmow Police Station on 28th September 2022 alongside Community Policing Officers to provide better coverage across the district.

Four business cases concluded consultation and remain in their notice period pending start date of new structures 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 2022; appeal period ran until 22nd July 2022; none received. Move to new structure planned for 3rd October 2022.
- **IT SLT Restructure:** Restructure of SLT roles; 5 PSE Posts impacted across Essex & Kent. Move to new structure expected 12th December 2022.
- **FIB - Relocation to Chelmsford and Office Agile;** 7.00 fte impacted. Move to new structure 17th October 2022.
- **Anti-Social Behaviour Officers, LPSU:** removal of 2.00 fte posts from the structure; only 1 postholder as the other post is vacant. Commenced 30-day consultation on 24th August 2022, consultation closed 24th September 2022. Notice of redundancy issued on 29th September 2022 with associated redeployment status.

The following business case launched during this period:

- **Criminal Justice Command Restructure** - Restructure of CJ within Essex Police includes proposals to transfer line management of Property Services and Youth Justice Team to Criminal Justice Command. Consultation launched 9th September 2022 for a 45-day consultation, expected closure date is 24th October 2022. Structure go live is expected 1st April 2023. 166.35 fte posts impacted by the restructure.
- **Police Registration Team (part of Business Services)** - Following the recent decision from the Home Office to suspend the Police Registration Scheme (PRS) with immediate effect from Friday 5 August 2022, consultation has commenced with the impacted individual. 1 FTE impacted. End of notice period is December 2022.

Specials Headcount and Turnover

As at 30th September 2022, there were 398 specials in post on SAP, which is a net reduction of 34 when compared to the position as at 30th June 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.

With regards to attrition, for April to September 2022/23, a total of 161 specials have left. This is 47 more than left in the same period in 2021/22 (114), it is also 62 more than left in April to September 2020/21 (25). Of the 161 that have left, 7 have left to join Essex Police as a new officer recruit, which is 20.51%.

Of the 161, a total of 122 are resignations, which equates to 75.78% of all leavers.

Specials Duty Hours

A total of 67,179 duty hours have been worked for the period April to September 2022, which equates to a financial year to date average of 26.88 hours per officer. As expected, due to the overall lower headcount, this a reduction when compared to the same period last year (97,081 hours worked / average of 30.62).

It should still be noted however, that the total duty hours worked in September 2022 (10,695) is the equivalent of 668 specials working a 16-hour month. Whilst September 2022 duty hours are lower than previous years, they are slightly higher than August 2022, and the monthly average total duty hours worked for quarter 2 is 32,022 which is the equivalent of 667 specials working a 16-hour month.

Recruitment and Applications

In relation to recruitment, there have been 22 joiners between April and September 2022/23, this is a reduction of 36 when compared to the same period in 2021/22 (58) and 45 when compared to April to September 2020/21 (67). It is also the lowest number of Specials joiners for this period since 2013/14 when 20 joined. Further intakes are planned throughout the remainder of the financial year.

With regards to applications, numbers are still relatively low, with a weekly average of 7 over the last 12 weeks. However, positively, there were 44 applications in September 2022, which is an increase when compared to August 2022 where only 21 applications were received. In addition, the total applications of 21 during week commencing 6th September 2022 was the highest level of applications in a single week over the last 52 weeks.

As reported last quarter, with the 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. In addition, building on the #myotherlife campaign, new material is due to launch mid October 2022, through various Essex Police and social media channels. This will then continue to be enhanced throughout the year which should result in application numbers and new joiners increasing. This will continue to be monitored weekly through tactical and strategic checkpoint meetings.

Ethnicity & Gender

The number of ethnic minority specials has reduced by 5, from 26 to 21, which is a percentage point reduction of 0.74 from 6.02% to 5.28%. 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 146 as at 30th June 2022 to 133 as at 30th September 2022. As a result of this (and the overall low numbers of specials) the female specials proportion has reduced from 33.80% as at 30th June 2022 to 33.2% as at 30th September 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 September 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	Current Financial Year		Position as at 31/03/22	Diversity Category Completion Rates	
		No. (H'Count)	% as at 30/09/22 & Direction of Travel vs 31/03/22		Completion Rate % as at 30/09/22 & Direction of Travel vs 31/03/22	Completion Rate % - 31/03/22
Gender: Female	Officers	1330	36.20% ↑	35.83%	100.00% →	100.00%
	Staff	1532	66.49% ↑	65.63%	100.00% →	100.00%
	PCSOs	68	66.02% ↑	63.11%	100.00% →	100.00%
	Specials	133	33.42% ↓	34.19%	100.00% →	100.00%
Self Declared Gender: Prefer to Self Describe	Officers	4	0.11% ↑	0.05%	68.56% ↑	66.99%
	Staff	4	0.17% →	0.17%	70.07% ↑	68.40%
	PCSOs	0	0.00% →	0.00%	49.51% ↑	47.57%
	Specials	0	0.00% →	0.00%	74.87% ↓	77.14%
Religion: Declared a Religion	Officers	819	22.29% ↓	22.36%	65.41% ↑	63.64%
	Staff	666	28.91% ↑	28.86%	65.81% ↑	64.09%
	PCSOs	25	24.27% ↑	22.33%	47.57% ↑	44.66%
	Specials	126	31.66% ↑	30.97%	72.86% ↓	75.43%
Ethnicity: Ethnic Minorities	Officers	158	4.30% ↑	4.17%	100.00% →	100.00%
	Staff	100	4.34% ↓	4.48%	100.00% →	100.00%
	PCSOs	1	0.97% →	0.97%	100.00% →	100.00%
	Specials	21	5.28% ↓	6.02%	100.00% →	100.00%
Sexuality: Bisexual/Gay/ Lesbian	Officers	181	4.93% ↑	4.75%	67.64% ↑	66.03%
	Staff	84	3.65% ↑	3.42%	68.85% ↑	67.21%
	PCSOs	3	2.91% →	2.91%	49.51% ↑	47.57%
	Specials	16	4.02% ↓	4.52%	74.62% ↓	76.92%
Disability: Yes	Officers	223	6.07% ↑	5.49%	38.54% ↑	35.26%
	Staff	206	8.94% ↓	8.97%	46.94% ↑	44.06%
	PCSOs	12	11.65% ↑	8.74%	29.13% ↑	23.30%
	Specials	3	0.75% ↓	0.86%	35.43% ↑	30.56%
Nationality: Declared Nationalities Excluding British	Officers	48	1.31% ↑	1.18%	98.72% ↓	98.88%
	Staff	40	1.74% ↑	1.71%	98.39% ↑	98.21%
	PCSOs	0	0.00% →	0.00%	100.00% →	100.00%
	Specials	11	2.76% ↓	3.01%	98.74% ↓	98.93%
Marital Status: Married or Civil Partnership	Officers	1230	33.48% ↓	34.02%	54.19% ↓	55.99%
	Staff	906	39.32% ↓	39.62%	60.56% ↓	61.49%
	PCSOs	52	50.49% ↓	51.46%	82.52% ↓	85.44%
	Specials	37	9.30% ↑	8.60%	21.11% ↑	19.66%
Age Grouping:	Officers:	18-24: 12.22% 25-39: 50.71% 40-54: 35.38% 55+: 1.69%				
	Staff	18-24: 5.60% 25-39: 31.25% 40-54: 34.81% 55+: 28.39%				
	PCSOs	18-24: 1.94% 25-39: 32.04% 40-54: 37.86% 55+: 28.16%				
	Specials	18-24: 19.85% 25-39: 47.49% 40-54: 25.38% 55+: 7.29%				

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 staff 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 (26th September 2022), the Health and Wellbeing virtual wellbeing sessions continue to attract staff and officers, with 8,852 attendees (Essex and Kent) at the 272 sessions now delivered. In addition, the popular Feel Well Live Well and Feel Well Live Leaders Programmes continue to attract good numbers of attendees, with courses delivered each month.

September has been Suicide Awareness month with Counselling and Wellbeing delivering a number of innovative sessions, talks and guest speakers from charities in this sector in order to promote discussion, provide the tools to enable effective discussions and break down the barriers, helping to recognise and talk about suicidal thoughts, feelings and behaviours and understanding where and how to seek help. The force now also benefits from a suicide policy which is currently under consultation and is a new policy for the force.

The Financial Wellbeing Hub continues to be updated in order to provide enhanced information, signposting and financial wellbeing sessions during this difficult financial period. A financial wellbeing session was also held as part of the Suicide Awareness month and explored why an awareness in this area is important within suicide prevention and was delivered by a guest speak from Copperpot. The Financial Wellbeing Hub is hosted within the Healthy You website: [Financial Wellbeing Hub \(sharepoint.com\)](https://sharepoint.com)

The winter flu vaccination programme commences in mid-October with the vaccination provider undertaking clinics at various locations around Essex in support of good winter health. For those unable to attend a clinic, staff and officers are also able to claim back the cost of a vaccination if paid for privately and marketing and communications for the programme will be released shortly.

In support of those volunteering for the Hurricane Response Volunteers deployment, Occupational Health developed a Wellbeing Support package where volunteers were offered the opportunity for a well-person review (voluntary attendance) should they wish they wish to do so. In addition, any volunteer who is subsequently deployed are also contacted by the Counselling and Wellbeing team prior to any deployment and on their return to the UK.

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.

Learning & Development Update

Foundation Training and PEQF

52 officers from Intake 1/22 passed out from the Essex Police College (EPC) on 19th August 2022; these were the first cohort of officers to undergo the new policing entry routes as part of the Policing Education Qualifications Framework (PEQF). Currently there are two further PEQF intakes undergoing training at EPC - 2/22 (72 Officers) will pass out on 4th November 2022 and 3/22 (80 Officers) passing out on 20th January 2023. We are also preparing for intake 4/22 (100 Officers) to arrive on 14th October 2022, which means that, for a three-week period, there will be 224 new recruits at EPC.

Six 'Police Now' constables commenced their Summer Academy on 11th September 2022. They will arrive at EPC on 14th November 2022 for force specific training and will then transfer to Local Policing Areas.

We continue to hold weekly meetings with the EPC training team, the PEQF team and Anglia Ruskin University (ARU) to try and build on the good work already in place for the PEQF programmes to ensure any lessons are learned and the best quality of training possible is provided.

The College of Policing has given forces permission to carry out some additional Initial Police Learning and Development Programme (IPLDP) intakes ahead of the end of the current financial year, which are also now planned into the recruitment process; this will be the last opportunity to recruit officers through this method, with all future intakes being under the PEQF programme.

The Strategic Change Team is working closely with the PEQF team and the Senior Leadership Team within Learning & Development with regards to the modelling for Year 2 and Year 3 of the PEQF programme, which includes mandatory 'Protected Learning Time' (PLT). This is a contractual requirement with significant funding, licensing and reputational consequences if not adhered to. The PLT quota for year one has been accommodated through 22 weeks in classroom training, however from March 2023 the impact will be felt in abstraction from the frontline as this must be 'off the job' learning - i.e. the officers will be completely non-deployable. Stakeholders within this challenge are ARU, Education and Skills Funding Agency (ESFA) and Ofsted.

The Professional Development Officers (PDOs) are supporting a high number of Probationary Constables. They are seeing the first PEQF students in their Tutorship period (Intake 1/22). The PDO's also supported the recent confirmation ceremony, held at Braxted Park for S-intake and Police Now Cohort 6. This was a special event to mark their achievements.

We continue to work through challenges in filling courses for new special constables. Regular engagement takes place between corporate recruitment and the Special Constabulary Training Team to ensure decisions about courses are made jointly, and that opportunities to increase the number of special constables are maximised. The trainers are also preparing for the next PCSO course which is being delivered at the end of October 2022.

Crime Training & Development

In response to the force priority to increase detective numbers and capability, the number of officers on the pathway has increased to 276 following the September 2022 National Investigators Exam (NIE). An 83% pass rate was achieved at this NIE, which was above the national average. There are currently a further 43 candidates signed up for the November NIE. The next detective accreditation ceremony is scheduled for 1st November 2022, following the postponement of the September ceremony due to Operation London Bridge. To support the development of those on the pathway Tutor DC courses have been developed with courses running to full capacity.

Specialist Child Abuse Investigation Development Programme (SCAIDP) portfolios are now being submitted and governance, provided by Learning and Development PIP2 Coaches, is in place to ensure accreditations are in line with College of Policing requirements. To date, 52 accreditations have been achieved. There are two more courses remaining during this training year.

Reviews of the Detective Sergeant and Detective Inspector portfolios are being conducted to ensure development is more accurately aligned to their role. The Crime Training Team has also reviewed external Domestic Abuse training provision to support future Flex and bespoke training for responders.

The Virtual Crime Academy continues to be developed and, since its initial launch, visits to the platform have increased, with over 23K in the last 90 days. The most recent development

includes an investigators page providing support and information in respect of wellbeing, victims & vulnerability, interviews, intelligence, and forensics. A governance process is in place to ensure information is up to date and the platform remains valid.

A slight restructure has occurred following an additional uplift post. This has enabled the team to enhance the focus on both the specialist crime training delivery as well as providing the support required to operationalise the training in the workplace through the Detective Development element. This has been positively received and will further support the ability to deliver high quality investigators.

Practical Skills

Personal Safety Training (PST)

As previously reported, the PST Team continue to work through the planning for the fundamentally revised officer safety annual refresher curriculum. Whilst this was initially expected to go live from April 2023, the College of Policing have revised the required implementation date to March 2024. The key change to the new programme is a move towards scenario-based training which aims to make training more realistic, with the intention of better equipping officers to keep themselves and the public safe. Updates from the College of Policing are being closely monitored as we work through the challenges and additional estate, resource, and equipment requirements.

We continue to work on reducing the backlog in refresher training created by Covid-19. The original 270-day extension has been removed and currently the completion rate for refreshers within a 180-day extension sits at 94% (95.9% for front line officers) and 91% within a 90-day extension period. The catch-up work does not affect 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 768 Standard trained Officers in Essex. We recently improved our administration and governance arrangements for the recording of Taser officer's training and accreditation, bringing it in line with the process used to record the same for firearms officers. This highlighted issues with the record keeping of eyesight tests, and overdue PST refresher training (Taser officers are not subject to the same Covid extension rules as non-Taser officers). Significant work has been undertaken to address the issues identified and the majority have now been resolved, with further work going on throughout October to fully address the issues. This process has improved our oversight of the governance of Taser and put us in a much better position to ensure the safety of our officers and the public, whilst maintaining compliance with necessary regulations.

Taser trainers will assist the Personal Safety Team over the coming year in supporting delivery of officer safety training as we plan for the arrival of the revised officer safety annual refresher package. This will not impact on the number of Taser officers in the force.

Driver Training

Chief Officers recently agreed an uplift of five driving instructors to focus on improving the volume of trained response drivers on Local Policing Teams. Three new instructors started in September 2022 and are working through the police driving instructor development program; they will commence training students (supervised) in November 2022 and, if they pass all of the required elements, will be independently training students from January 2023. A further two students start at the end of November 2022 and, if successful through

all elements, will commence independently training students in March 2023. The additional staff should allow us to train an extra 140 response drivers in Essex throughout 2023.

Elsewhere, the team continue to work toward the requirements of the perfect profile, which has remained static over the last quarter. The provision of driver training in Essex is fully compliant with the nationally launched Authorised Professional Practice (APP).

Leadership Academy

The last quarter has seen the new sergeant and inspector 'Be the Change' courses embed. To date, the Leadership Team have delivered 7 courses and trained 84 Sergeants and 30 Inspectors. At the conclusion of their courses, the attendees are required to make three pledges to describe what they are going to do differently in leading their team following attendance on the course. Three months after the completion of the course, the students are required to return to the college to present updates on their pledges to a senior officer. This is demonstrating positive leadership behavioural change in line with the cultural shift in line with the 'Be the Change' objectives.

The last quarter has seen the delivery of a brand-new developmental course for superintendents. The course included two days of training from the Royal Academy of Dramatic Art's Business Training Team. This focussed on 'communicating with impact' and assisted students to understand how to adapt communication styles in line with the required audience. The course also focussed on force governance arrangements, the role of the PFCC's office and working with strategic partners.

The Leadership Academy continue to support the wider organisation with promotion and interview preparation inputs, exam support workshops, delivery of the 'Headway Programme', custody sergeant training and Tutor Constable training.

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

The PDE team continue to work on training commissions, many of which are seeing training products mandated to officers and staff. PDE also continue to commission, develop, quality assure and evaluate FLEX training.

The LPA Training Sergeants host Flex training days with up to 200 officers attending daily. Topics covered recently include Domestic Abuse and Vulnerability.

The LPA Training Sergeants continue to host and deliver additional Continuous Professional Development (CPD) events with focus on areas such as case file quality improvement, Community Policing Team CPD days, Virtual Crime Academy, Giving Evidence, Statement Quality, and Investigation Quality. They manage the Fast Roads training for all probationary officers and administer the Investigative Development Module (IDM). The LPA Training Sergeants have introduced an initiative where they host case file preparation workshops for constables and sergeants about to go through the promotion boards; this has resulted in an improvement of approximately 30-40% for pass rates for both groups.

The IT Training Team are heavily involved with the oversight and quality assurance of training being developed for the roll-out of Athena Version Six, which is due to go live in Summer 2023. During the same period the force will pilot the replacement of two modules of the Police National Computer (PNC) in the newly developed, Home Office sponsored system, the National Law Enforcement Data System (NLEDS).

The demand on the E-learning Development Team continues to grow as the transition to more blended training and digital learning products increases. The increase in a blended approach to the delivery of training sees an uplift in the requirement to review and version

control digital content on LearningHub with a programme of reviewing, amending and/or archiving products.

Professional Assessment Team (PAT)

The PAT now have their third Sergeant Assessor in post who has settled in well. This increase in capacity is well timed as the force is running three sergeant promotion processes this year. The posting of 29 officers from the July 2022 process is imminent with a further 70 vacancies to be filled with the October/November process.

The PAT sergeants are working closely with the Kent PAT team and have recently had an 'away day' to review themes and share best practice. They are also working with the Leadership Academy to ensure the training and assessment is consistent.

The Essex PAT are involved in the national consultation with the College of Policing regarding plans to update the National Policing Promotion Framework (NPPF). Once the consultation exercise is complete, we will have a better understanding of the future of NPPF.

Two new 'associate' Inspector Assessors have been recruited. They will provide necessary resilience for the PAT to avoid the current 'single point of failure', which exists with just one Inspector on the team; this also provides a development opportunity for these associate inspectors who will take transferable skills away from this role into the wider workplace.

The next NPPF Awards ceremony is on 15th November 2022 at the Civic offices in Chelmsford. There will be 150-160 attendees to celebrate the achievement of their qualifications and substantive promotional positions.

In the last month, the PAT Inspector, has been appointed as the interim President for the national Disabled Police Association. This appointment provides evidence of Essex Police's commitment to Equality, Diversity and Inclusion and will ensure the force benefits from having an influential position on the national stage in this important area.

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 (4.03%) and female officers (36.20%) 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 continued to reduce, the special constabulary continue to contribute a significant number of hours to policing, with the latest month (September 2022) at 10,695, which is the equivalent of 668 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 exceeded by 66 officers (headcount) and the agreed 'overshoot' of 40 being exceeded by 12.

The force recognises, however, the challenges to police recruitment in light of a changing external environment and the impact of the initiatives currently being undertaken by the Metropolitan Police. With regards to transfers out of force, analysis shows that if all those with an application to transfer out were to leave, then the uplift would be achieved (with the overshoot being marginally achieved) but the force's strength fte would be below the establishment by up to 24.00 fte.

Actions to Mitigate

In terms of enhancing recruitment to help mitigate the potential threat of increased leavers, the following actions are underway to increase the number of applications and to shorten the recruitment pipeline (thus allowing more applicants who enter later to be processed within the necessary timelines to meet the uplift):

- Gold Meeting set on x 3 weekly basis chaired by Director of HR, Head of Communications & Media, Head of Business Services, Head of HR Resourcing, Business Services Manager HR, and the Recruitment & Selection Manager.
- Daily Tactical Essex Recruitment focus group to action strategic directives.

Attraction:

- Significant investment authorised to enhance attraction and to ensure an increase to applications per week.
- Application Portal/Applicant Tracking System (Success factors), commissioned work to create single point application process for quick application/easy apply stage one.
- Secondary/external supplier to support recruitment of quality applications (Recruitment Agency Support).
- Increased outreach activity
- Withdrawal review and re-engagement with recent rejections (in line with College of Policing Guidance).
- Specific activity to promote transferees, rejoiners and returners
- Website reconfiguration to allow ease of access and enhanced candidate journey
- Optional pre-engagement access for candidates that are 'not sure yet'.
- Candidate referral option to enhance internal and external advocacy.

Improve Time to Hire:

- Streamlined application form and process to commence processing more quickly
- Work resilience plan of influential departments to ensure optional productivity and capacity requirements are met.

Keeping Candidates in the Recruitment Pipeline:

- Enhanced engagement events with candidates, with candidate surgeries and optional buddy scheme set for candidates that have enquiries, queries, or process questions.
- Introduction of drop-in centres to increase the ability to ask questions and gain update.

Linked to the above, there is also the risk of increased attrition due to the threat posed by the Metropolitan Police Service and the impact of wider social economic considerations (buoyant job market, cost of living considerations, police reputation). As a result, the force has enhanced its retention initiatives with the 'We Value You' campaign with aims to support retention, highlighting and signposting the positive aspects of working in the force, including wellbeing and financial wellbeing support, development and promotional opportunities, the posting exchange initiative, flexible working and 'thinking of leaving' contact support.

A new leaver intervention process sees senior leaders quickly engaging with people who are thinking of leaving, have applied for other forces or who have handed in their notice to explore appropriate interventions and opportunities to retain.

The force continues to closely monitor the effect of attrition on the policing uplift and the broader impact. The next 6 monthly exit analysis paper is due to be presented in November 2022 and will include analysis such as detailed leaving reasons, length of service, command, and the diversity impact.

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

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 stated within the report, building on the #myotherlife campaign, new material is due to launch mid October 2022, through various Essex Police and social media channels. This will continue to be enhanced throughout the year, which should result in application numbers and new joiners increasing. This will continue to be monitored weekly through tactical and strategic checkpoint meetings.

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: the current proportion of ethnic minority officers in force is strong, and the projected number and proportion of joiners in the next intake (October 2022) is positive (9 / 9.00% assuming all clear). Therefore, it is anticipated further progress is expected throughout the remainder of the financial year. As identified earlier in the report activity continues in this area to enhance the number and conversion of applications.