

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 and 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 31st December 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 September 2022.

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

The below provides a summary of key highlights from the report.

- With regards to applications, the proportion of ethnic minority candidates and female candidates remains strong.
- Over the last quarter, the officer ethnic minority position has increased to 4.10% (as a proportion of all officers). This 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 risk that this could increase due to the number of officers in process to transfer out of force in quarter 1 of 2023/24. As a result, projections and subsequent recruitment plans will continue to be closely monitored and adjusted accordingly.
- Whilst there were no ethnic minority officer promotions in quarter 3 of 2022/23, there was a strong proportion of female promotions across the ranks of Chief Inspector, Inspector and Sergeant. Full details on promotions for this financial year to date are contained within the promotions section of the report.
- Officer absence for the period April to December 2022 (7.34 average days lost per person) is at its highest level over this period for the last 5 years. That said, it is significantly lower than the same period in 2015, 2016 and 2017. The increase is predominantly due to a higher number of payroll hours lost to psychological and respiratory related absences. Detailed analysis of officer absence is provided in section 5 of this report.

- Staff turnover has increased which, as reported last quarter, is predominately due to an increase in leavers from Business Services and Contact Management Command Further detail is provided in the staff turnover section of the report.
- The number of staff vacancies has increased but there are a number of external candidates in process and ongoing recruitment into a number of vacancies across the force.
- For staff absence, the position for April to December 2022 (6.53) is lower than the same period in all years except 2017 (6.45) and 2020 (5.15).
- The number of specials has reduced by 34 in the last quarter from 398 to 364. This is due to a reduction in recruitment and an increase in attrition. Between April and December 2022, a total of 31 specials have joined, which is a reduction of 44 when compared to the same period in 2021, where 75 joined. Further information with regards to the latest activity undertaken by corporate recruitment and the media department to enhance recruitment applications can be found under the specials section of the report.
- Specials attrition has also increased in the period April to December 2022 (132) when compared to the same period in 2021 (113) and 2020 (96). Of note, of the 132 that have left, 34 have left to join Essex Police as a new Officer recruit (25.76%).
- Whilst the overall headcount is lower, the special constabulary still contribute a significant amount of duty hours at an average of 26.39 per special. The total hours worked in December (7,484) is the equivalent to 468 specials working a 16-hour month.
- With regards to PCSOs there has been a marginal increase in overall fte and with regards to absence, the average days lost per person for April to December (7.80) is the lowest level of absence for this period over the last 8 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).

Officer 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.

Where areas of focus have been identified, detailed information regarding activity being undertaken to enhance performance is provided within the relevant sections of the report.

5.0 **Current Work and Performance**

Officers

Establishment v Strength and Vacancies

As at 31st December 2022, the strength fte was 3636.54, which is 118.46 fte under the establishment of 3755.00. This represents a net increase of 34.69 fte since the last HR report as at 30th September 2022.

Since the last update, the officer establishment has only increased by 1.00 (from 3679.39 to 3680.39). 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 final quarter of the 2022/23 financial year (in line with the agreed growth plan).

With regards to vacancies by Command (excluding those with an establishment of less than 10) the three with the highest vacancy rates remain the same as reported last quarter (Human Resources, Serious Crime and Crime and Public Protection Command).

Human Resources continue to have the highest vacancy rate (-24.10%), which is an increase when compared to the position reported last quarter (-20.18%). However, this is mainly because the establishment has increased over this period (from 111.60 fte to 118.60 fte), whereas the actual strength fte has improved marginally by 0.94 fte, from 89.08 fte to 90.02 fte. For information, 6 officers have been successful for roles in Human Resources and are awaiting release dates to be agreed at the monthly Resourcing Deployment meeting.

The Serious Crime Directorate have a vacancy rate of 19.48%, which is an increase when compared to the position reported as at 30th September 2022 (-16.56%). The majority of the vacancies are within the Covert and Serious Organised Crime department (24.04 fte vacancies) and Essex – Major, Economic and Cyber department. For information, 22 officers have been successful for roles in the Serious Crime Directorate (of which 7 are subject to passing specific courses required for the role) and are awaiting release dates to be agreed at the monthly Resourcing Deployment meeting.

With regards to the **Crime and Public Protection Command**, their vacancy rate has increased from -10.73% to -12.52%. However, like Human Resources, the vacancy rate has increased predominately due to the increase in establishment from 365.00 fte as at 30th September 2022 to 380.00 as at 31st December 2022. Positively, the actual strength fte has increased by 6.62 fte from 325.82 fte to 332.44 fte. As with the Commands above, a number of officers (7) have been successful for

roles in the Crime and Public Protection Command and are awaiting release dates to be agreed at the monthly Resourcing Deployment meeting.

Please note, the release of officers into vacancies agreed at the Resource Deployment meeting is dependent on a number of factors such as current resourcing priorities and vacancy levels. However, it is expected that some of the officers mentioned above will transfer into their new postings by March 2023, which will reduce the high number of vacancies across these Commands.

Other areas of note include the Criminal Justice Command which has increased from -4.94% to -9.26%, however, due to the low establishment, this only equates to 6.16 fte vacancies, as at 31st December 2022.

There has, however, been a significant reduction in the vacancy rate in the Strategic Change Performance Directorate (from -15.31% to -2.66%) as well as reductions in the HQ Directorate (from -13.76% to -7.52%), ERSOU (from -9.26% to -4.91%), Contact Management (from -9.44% to -6.41%) and Local Policing Area South (from -5.05% to -2.27%). Other Commands have remained relatively static.

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. Therefore, 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 3 of 2022/23 which was a record cohort of 101 officers that joined on the 17th October 2022. This is, by some margin, the single largest intake the force has ever recruited. Previously the highest ever was 79 on both the 10th February 2020 and 6th June 2022. The latest intake was made up of 19 who joined under the traditional Initial Police Learning and Development Programme (IPLDP), 54 Police Constable Degree Apprenticeship (PCDA), 7 PCDA Investigate First (IF), 9 Degree Holder Entry Programme (DHEP) and 12 DHEP IF. In addition to this, a further 8 have transferred in from other forces and there have been 2 officers joining the force via the returner scheme.

As a result, in total so far this financial year to date (April to December 2022) 261 new recruits have joined (19 IPLDP, 154 PCDA, 12 PCDA IF, 45 DHEP, 25 DHEP IF and 6 Police Now), as well as 2 re-joiners and 17 transfers in from other forces.

The table overpage 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 December 2022).

OFFICIAL

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	160	26	16.25%	75	46.88%
Sep-22	176	25	14.20%	88	50.00%
Oct-22	177	32	18.08%	71	40.11%
Nov-22	185	31	16.76%	68	36.76%
Dec-22	136	24	17.65%	47	34.56%
2022/23 Total	1540	213	13.83%	626	40.65%
Qtr 1 - Apr to Jun	457	47	10.28%	176	38.51%
Qtr 2 - Jul to Sep	585	79	13.50%	264	45.13%
Qtr 3 - Oct to Dec	498	87	17.47%	186	37.35%

It was reported last quarter that there had 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.

Applications in quarter 3 remained strong, with a total of 498 during this period. For information, December 2022 was lower with 136 applications, however, over the last 6 years, the month of December has had the lowest average number of applications (124). Therefore, the reduction in December applications was expected but it was still above the average for that month. Quarter 3 was also very strong from a diversity perspective, specifically with regards to ethnicity where 17.47% (87) applications were from ethnic minority candidates. The proportion of female applications was lower in quarter 3 (37.35%) than quarter 2 (45.13%) but overall is still a positive position.

Looking at the financial year to date, there have been a total of 1540 applications. This is an average of 171 a month which is broadly in line with the monthly average seen in 2021/22 (175). The latest monthly (November 2022) national uplift highlight report shows that the force is on track (green) for all 3 key performance indicators, of which, one relates applications and the candidate pipeline.

With regards to diversity, a total of 213 applications (13.83%) were from ethnic minority candidates, which is a higher proportion than 2019/20 (9.76%), 2020/21 (12.59%) and 2021/22 (11.34%). With regards to gender, a total of 626 applications were from females, which is 40.65%. Whilst this is marginally lower than 2021/22 (41.83%) the current proportion of 40.65% is a strong position and is higher than both 2019/20 (32.32%) and 2020/21 (35.38%).

Ethnicity and Gender

Ethnicity

Since the last update, in quarter 3 of 2022/23, 7 ethnic minority officers have joined the force (all entry routes), which equates to 6.31%. Whilst this is lower than the proportion of ethnic minority joiners in 2021/22 (7.26%) it is only marginally lower than the Economically Active Population (EAP) for Essex (6.56%).

As stated earlier in the report, the number and proportion of applications from ethnic minority officers has been strong, however, this hasn't yet resulted in a significant increase in ethnic minority recruitment. This is due to a number of candidates that have failed the recruitment and selection process at vary stages of the process. For information, no adverse impact has been identified at any stage of the recruitment and selection process, but this continue to be monitored. Positively, application numbers, specifically quarter 3 were strong, which, if it remains that way, should result in a higher proportion of ethnic minority joiners throughout 2023/24.

There are currently 2 candidates cleared and 1 at pre-employment for the January 2023 intake of up to 80. If all 3 joined this intake, it would equate to 3.75%.

For information, the table below demonstrates the proportion of ethnic minority officers that have joined (all entry routes) so far in 2022/23 (April to December 2022) 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	6	42.86%	2.14%	48.15%	3.49%	27.59%	2.60%
Black / African / Caribbean / Black British	1	7.14%	0.36%	25.93%	1.88%	24.14%	2.27%
Mixed / Multiple Ethnic Groups	7	50.00%	2.50%	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	14	100.00%	5.00%	100.00%	7.26%	100.00%	9.42%

Of the 14 ethnic minority joiners so far in 2022/23 (April to December 2022), 6 were Asian/Asian British, 7 were mixed or multiple ethnic groups and 1 was Black / African / Caribbean / Black British.

With regards to force level officer representation, although 7 have joined in quarter 3, due to attrition, the overall headcount has only increased by 4 from 148 as at 30th September 2022 to 152 as at 31st December. The proportion of ethnic minority officers has increased to 4.10% (from 4.03% as at 30th September 2022). Whilst 4.10% is a reduction when compared to the 31st March 2022 (4.17%), the current force proportion of 4.10% is higher than any other previous end of financial year.

The current proportion of 4.10% is 2.46 percentage points under the EAP of Essex (6.56%). Please note, the economically active population of Essex is likely to change once the full 2021 census results are released. The force has made contact with the

census team who confirmed that whilst overall population statistics are available, multivariate data is not yet available. Multivariate data, which combines variables in a single dataset, such as economic activity by ethnic group, will be published during phase two of the Census 2021 outputs release schedule, with an exact date of release not yet known.

With regards to the recruitment pipeline, as at 2nd January 2023, there were 40 ethnic minority candidates in process, which represents 10.03% of the 399 total candidates in the recruitment selection process. This is a minor headcount reduction when compared to the last update (42) but higher when measured as a proportion of all applications (8.66%).

Whilst the data shows a relatively strong position, especially with regards to application data, 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 43 outreach / recruitment events between 1st September and 31st December 2022 to promote policing as a career of choice. Some are in conjunction with the many events held in local communities and some focus our recruitment activities in districts with higher ethnic minority communities such as Thurrock, Harlow, Colchester and Southend. Events are attended by Community Support Engagement Officers, the Corporate Recruitment Team and Recruitment Ambassadors, some of whom 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 of 5th December 2022, there are currently 118 trained 'Buddies' with 88 applicants currently receiving bespoke one-to-one recruitment support.

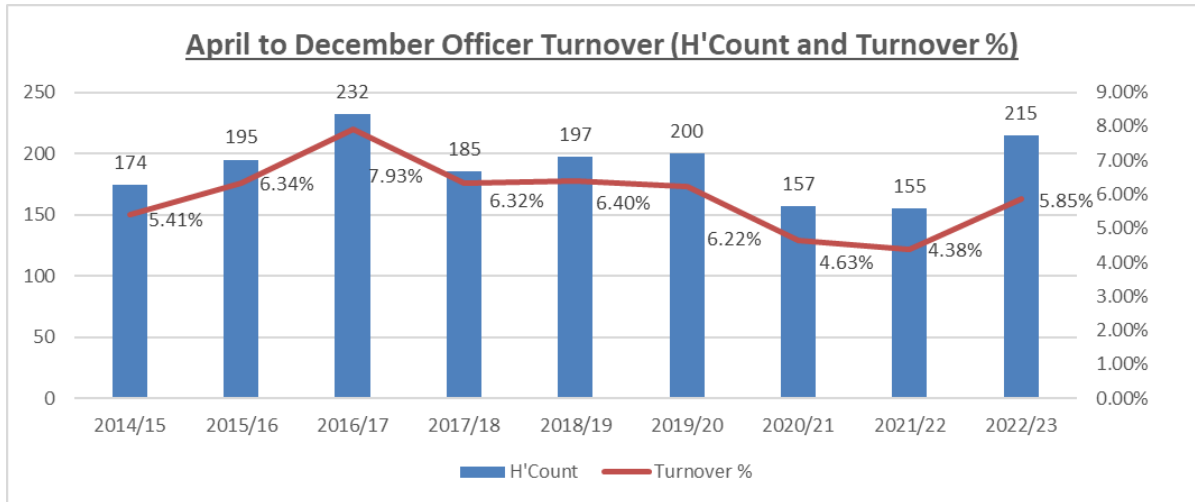
Gender

Of the 280 joiners so far this financial year to date (April to December 2022), a total of 110 were female (39.29%). Total female officers have increased to a headcount of 1355 as at 31st December 2022, which is 36.55% of total officers. This represents an increase when compared to September 2022 (1330 / 36.20%) and the current proportion of 36.55% is higher than any previously recorded end of financial year position and the current headcount (1355) is the highest ever on record.

With regards to the recruitment pipeline, as at the 2nd January 2023, there were 183 female candidates in progress, which equates to 45.86% of all candidates. Whilst this is a reduction when compared to the position previously reported (48.04% as at 3rd October 2022) it is still a strong position and is significantly higher than the current force proportion previously mentioned (36.55%). For information, this is 0.56 percentage points below the Essex female EAP (46.42%).

Turnover

For April to December 2022, a total of 215 officers have left the force. This a turnover rate of 5.85% and is an increase when compared to the same period in 2021 (4.38%) and 2020 (4.63%). However, whilst leavers are higher, analysis shows the current level of turnover is not an outlier when assessed over a longer period as demonstrated by graph below.



As the graph demonstrates, when measured as a turnover percentage, April to December 2022 is lower than the same period from 2015 through to 2019.

The total of 215 leavers for April to December 2022 is an average of 24 a month, which is marginally higher than the original projected position for the financial year (23 a month). Of note, the primary reason for the increase in attrition this financial year is due to transfers out. So far, for the period April to December 2022, a total of 65 officers have transferred to other forces, which is significantly higher than the same period in 2021 (22), 2020 (42) and 2019 (41).

Last quarter it was reported that up to 97 officers may have left in the months of November and December 2022 based on the significant numbers of officers with applications to transfer out of force. However, only 55 left in total across this period (28 in November 2022 and 27 in December 2022). Of those 55, a total of 29 were transfers to other forces. It is important to note that whilst the number transferring out was not as high as expected, it is anticipated this may result in a higher number leaving when the national embargo is lifted (so quarter 1 of 2023/24). As a result, the prediction for planning purposes, for April 2023, has been increased from 23 (the projected monthly average for next financial year) to 34. This figure is currently being reviewed and may be adjusted further once the latest Home Office data is released regarding numbers in process to transfer out.

Due to the transferee embargo for quarter 4 of 2022/23, the projected attrition was reduced to 20 a month for the months of January, February and March 2022. At the time of writing (10th January 2023), there were only 15 confirmed leavers for January 2023 (5 below the projection of 20).

With regards to ethnicity, a total of 15 ethnic minority officers have left between April and December 2022, which is higher than any previous financial year on record. Of the 15 leavers, 10 were resignations, 3 transferred to another force and 2 were retirements.

As reported previously, there were 8 resignations in quarters 1 and 2 of 2022/23, whereby, 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. Since this update, a further 2 ethnic minority officers have resigned in quarter 3. One individual cited being unhappy at work and the impact the role has had on their mental health and another officer was complimentary of the force but, for personal reasons, will be moving back to Hong Kong.

With regards to gender, a total of 60 females left between April and December 2022. This is higher than the same period in any financial year since 2016/17, when 66 left. Of the 60 leavers, 26 resigned, 20 retired, 12 transferred to another force and 2 were ill health retirements.

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

Since the last update, there have been 37 promotions in quarter 3 of 2022/23. Of those, 5 were to rank of Chief Inspector, 4 to Inspector and 28 to Sergeant. Whilst none of the promotions during this quarter were ethnic minority officers, there was a high proportion of female promotions. Of the 5 Chief Inspectors, 2 were female (40.00%), of the 4 Inspectors, 2 were female (50.00%) and of the 37 Sergeants, 12 were female (42.86%).

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

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	Chief Officers		2		2	0.00%
	Chief Superintendent		2		2	0.00%
	Superintendent		6		6	0.00%
	Chief Inspector		8		8	0.00%
	Inspector	2	20		22	9.09%
	Sergeant	2	56		58	3.45%
2018/2019 Total		4	94	0	98	4.08%
2019/20	Chief Officers				0	-
	Chief Superintendent		2		2	0.00%
	Superintendent		9		9	0.00%
	Chief Inspector	1	13		14	7.14%
	Inspector	1	19		20	5.00%
	Sergeant		74	1	75	0.00%
2019/2020 Total		2	117	1	120	1.67%
2020/2021	Chief Officers		1		1	0.00%
	Chief Superintendent	1	3		4	25.00%
	Superintendent				0	-
	Chief Inspector		6		6	0.00%
	Inspector		20		20	0.00%
	Sergeant	3	61		64	4.69%
2020/2021 Total		4	91	0	95	4.21%
2021/2022	Chief Officers		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	33		36	8.33%
2021/2022 Total		5	87	2	94	5.32%
2022/2023	Chief Officers				0	-
	Chief Superintendent	1	2		3	33.33%
	Superintendent	1	8		9	11.11%
	Chief Inspector		9	1	10	0.00%
	Inspector	2	26	1	29	6.90%
	Sergeant	2	77	4	83	2.41%
2022/2023 YTD (Apr to Dec)		6	122	6	134	4.48%

Between April and December 2022, a total of 134 officers have been promoted, of which 6 were ethnic minority (4.48%). 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. Following the latest promotions, the below shows the current rank breakdown by ethnicity grouping for 31st December 2022:

Rank	31 December 2022				
	WG	Ethnic Minority	DEC	Total	% Ethnic Minorities
Chief Officer	5			5	0.00%
Chief Superintendent	10	2		12	16.67%
Superintendent	24	2		26	7.69%
Chief Inspector	43	3	3	49	6.12%
Inspector	145	3	2	150	2.00%
Sergeant	463	10	6	479	2.09%
Constable	2494	117	67	2678	4.37%
Student Constable	285	15	8	308	4.87%
Grand Total	3469	152	86	3707	4.10%
Chief Inspector and above	82	7	3	92	7.61%
Sergeant and above	690	20	11	721	2.77%

The data demonstrates that as at 31st December 2022, there are 20 ethnic minority Sergeants and above (2.77%) and 7 Chief Inspectors and above (7.61%). To demonstrate the progress made, as at 31st March 2016, there were just 1.74% ethnic minority Sergeants and above and 0 Chief Inspectors and above.

Looking forward, there are a further 30 officers being promoted throughout January 2023. Of the those 2 are Inspectors (1 female / 0 ethnic minority) 28 Sergeants (8 females and 1 ethnic minority).

There are no further promotion processes planned for the remainder of the financial year.

Absence

The average days lost per officer for April to December 2022 is 7.34 days, which is higher than the last four years, 2021/22 (6.32), 2020/21 (4.94), 2019/20 (6.87) and 2018/19 (7.03).

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

Employee Group	Apr - Dec 2020/21		Apr - Dec 2021/22		Apr - Dec 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	134158.86	3.03%	178955.17	3.90%	215666.31	4.52%	36711.13	0.62%	81507.45	1.49%

The figures demonstrate that 4.52% of contracted hours available were lost to sickness absence for April to December 2022. This is an increase when compared to the same period in both 2021/22 (3.90%) and 2020/21 (3.03%).

With regards to absence terms, medium-term absence has reduced from 1.31 average days lost per person to 1.12 for April to December 2022 when compared to the same period last year, but short-term and long-term absence have both increased. Long-term absence shows the greatest increase, of 0.78 average days lost per person. When compared to 2019/20 (prior to the COVID-19 pandemic), long-term absence has reduced but short-term and medium-term have increased.

Psychological related absences continue to account for the highest proportion of payroll hours lost (39.71%). When measured as average days lost per person it is 2.92, which is an increase when compared to April to December 2021 (2.35), 2020 (2.00) and when compared the same period in 2019 (2.79).

Respiratory related absences accounted for the second highest proportion of payroll hours lost for April to December 2022 with 20.96%, which is a slight reduction when compared to 21.43% for the same period in 2021 but an increase when compared to 2020 (9.32%). When measured as average days lost per person, this has increased to 1.54 for April to December 2022 from 1.36 in 2021, 0.46 in 2020 and 0.63 in 2019.

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 December 2022, several have either remained static, reduced or only marginally increased, when compared to the same period in 2021, with 5 absence reasons increasing by more than 0.03 average days lost per person. These are identified below:

- Psychological related absence has increased with 85,639 payroll hours lost to this absence type for April to December 2022, of which 52.43% were related to stress.
- Respiratory related absence has increased with 45,200 payroll hours lost to this absence type for April to December 2022, of which 41.56% related to COVID-19 (confirmed COVID-19, suspected COVID-19, long COVID-19 and a reaction to COVID-19 vaccination).
- Nervous system related absence has increased from 0.01 to 0.11 average days lost per person and but only accounts for 1.45% of total payroll hours lost. The main reasons for this increase are absence due to neurological illness and an individual with a brain tumour.
- Digestive related absence has increased from 0.43 to 0.52 average days lost per person and accounts for 7.05% of total payroll hours lost. The main reasons for this increase are absence due to vomiting and diarrhoea.
- Absence due to infectious disease has increased from 0.13 to 0.20 average days lost per person but only accounts for 2.72% of total payroll hours lost. The main reason for this increase is due to viruses and tonsillitis.

With regards to Commands, when comparing April to December 2022 to the same period in 2021, nearly all Commands have seen an increase in their average days lost per person.

As reported previously, the most significant increase is within Strategic Change Performance. It should be noted however that this Command has an average headcount of 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 December 2022 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 0.55 average days lost per person when compared to the same period in 2021, LPA South by 0.91 and LPA West by 1.62. When compared to 2019, LPA South has increased, however LPA North has remained broadly similar with LPA West lower.

For LPA North the increase for April to December 2022, when compared to the same period in 2021, is an increase of 4,420 payroll hours lost, which can largely be attributed to an increase of 2,150 payroll hours lost to miscellaneous absence, and

1,073 payroll hours lost to Musculo skeletal related absence. There have also been increases in other absence reasons, most notably +890 hours for ear/eye related absence and +674 hours for digestive related absence. It should be noted, however, that psychological related absence within the Command has reduced by 1,801 payroll hours lost.

Contact Management have the highest average days lost per person (15.26) 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 40.45%. The second highest proportion of payroll hours lost is due to respiratory related absence (17.10%) and is predominantly due to COVID-19 related absence.

Crime and Public Protection Command have the second highest average days lost per person at 10.08, 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 (53.64%), followed by respiratory related issues (18.56%).

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 December 2022 (6.14) 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, with an increase from 411 as at 30th September 2022 to 446 as at 31st December 2022. This equates to 12.03% of the total force headcount as at the 31st December 2022 (3707).

The number of officers on adjusted and recuperative duties has fluctuated slightly across various Commands, with the biggest increase within LPA South LPA North (increases of 16 and 8 respectively). There has been a reduction of 5 in LPA West and of 3 in Criminal Justice Command.

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

Staff and Police Community Support Officers (PCSOs)

Establishment v Strength and Vacancies

The staff strength as at 31st December 2022 was 2063.03, which is 319.50 fte under the establishment of 2382.53 and equates to a vacancy rate of 13.41%. This is a strength fte reduction of 24.35 fte and a vacancy rate increase of 1.80 percentage points (from 11.61% to 13.41%).

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 actual strength fte has remained static or increased in 4 of the Commands, however, 6

have seen a reduction in fte. Of note, Contact Management have seen the most significant reduction (-13.51 fte from 448.23 fte to 434.73 fte), followed by the Local Policing Support Unit (-6.25 fte from 43.01 fte to 36.76 fte) and Human Resources (-4.43 fte from 118.52 fte to 114.10 fte).

As has been reported in the last 2 updates, the 3 Commands with the highest vacancy rates are Human Resources (-23.30%), Strategic Change Performance (-17.32%) and HQ Directorate (-17.00%). All 3 Commands are actively recruiting to the majority of vacancies with roles and applicants and various stages of the recruitment and selection process.

As reported previously, the top vacancies in force continue 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.

Focusing on 100% Essex funded roles, the role with the current highest number of vacancies as at 31st December 2022 was Resolution Centre investigators (-24.02 fte). The next recruitment intake for this role is on the 30th January 2023, where up to 20.00 fte will join. This, if achieved, will result in the majority of vacancies being filled and there is a further intake on the 27th March 2023.

The role with the next highest level of vacancies is Criminal Justice Administrator (-13.98 fte). The establishment within this role is due to reduce marginally and an advert is due to be processed over the coming weeks to fill the remaining vacancies ahead of the go live date of the new structure on 1st April 2023. There are also 11.94 fte Senior Communication Officer vacancies, which have been advertised and are awaiting candidate selection and 10.48 fte Detention Officer vacancies, which will be filled following scheduled intakes in January and March 2023.

With regards to other vacancies, whilst some are being held pending business cases, 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 14th December 2022, there were 72 external candidates in pre-employment checks.

With regards to PCSOs, the strength fte has increased marginally from 93.26 fte to 97.04 fte (an increase of 3.78 fte), which is 4.96 fte under the establishment of 102.00. The October 2022 course was not as high as expected therefore another is being scoped for February / March 2023, which is expected to fill the remaining vacancies.

Ethnicity and Gender

With regards to staff, the ethnic minority representation has reduced marginally from 100 as at 30th September 2022 to 98 as at 31st December 2022. As a proportion of the total staff workforce (excluding PCSOs) this is a percentage point reduction of 0.04% from 4.34% to 4.30%. With regards to gender, the number of female staff has

reduced from 1532 as at 30th September 2022 to 1526 as at 31st December 2022, but as a proportion has increased from 66.49% to 66.90%.

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 increased from 68 as at 30th September 2022 to 70 as at 31st December 2022 but, again due to higher overall headcount the proportion has reduced from 66.02% to 65.42%.

Turnover

For April to December 2022, a total of 234 staff left, which is a turnover rate of 10.12%. This is higher than the same period in 2021/22 where 170 left (7.28%). 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 57 for April to December 2021/22 to 71 for the same period in 2022/23). Another significant increase in the number of leavers has been seen within Business Services, with 25 leavers between April and December 2022/23 compared to 13 for the same period in 2021/22. Of the 25 leavers, 19 were resignations, 3 were retirements, 2 dismissals and 1 redundancy.

For PCSOs, for April to December 2022, a total of 7 have left, which is a turnover rate of 6.67%. This is an increase when compared to April to December 2021/22 when 5 PCSOs had left, with a turnover rate of 4.55%.

Absence

With regards to the staff absence, the average days lost per person has reduced to 6.53 for April to December 2022, which is lower than the same position in 2021 (6.96). Whilst it is higher than the same period in 2020 (5.15) it is lower than 2019 (7.72).

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

Employee Group	Apr - Dec 2020/21		Apr - Dec 2021/22		Apr - Dec 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	86523.14	3.42%	120069.14	4.61%	111579.16	4.34%	-8489.98	-0.26%	25056.02	0.93%

The figures demonstrate that 4.34% of contracted hours available were lost to sickness absence for April to December 2022, which is a reduction when compared to the same period in 2021 (4.61%) but an increase when compared to 2020 (3.42%).

With regards to absence term, there has been an increase in short-term and medium-term absence for April to December 2022 when compared to 2021 but a reduction in long-term absence (from 4.00 average days lost per person to 3.14).

For staff, psychological related absence continues to account for the highest proportion of payroll hours lost (28.81%), although the average days lost per person has reduced slightly from 1.99 for April to December 2021 to 1.88 for April to December 2022. It should be noted, this is also lower than 2020 (1.96) and 2019 (2.52). As with officers, respiratory related absences account for the second highest proportion of payroll hours lost (26.76%) and the average days lost per person has increased from 1.50 in 2021 to 1.75 for 2022.

Of the 12 general absence reasons, the average days lost per person has only increased in 5 categories and, of these, only 3 have increased by more than 0.03 average days lost per person (respiratory, cardiac/circulatory and headache/migraine).

Respiratory related absence has increased the most and the main reason for the increase in respiratory absence is due to increases in COVID-19 related illness¹. This increased from 13,991 hours to 16,117 hours and another factor in the increase was an increase in absence due to influenza (2,511 hours increasing to 4,521).

Of the 20 Commands, only 4 have higher average days lost per person for April to December 2022 when compared to the same period in 2021/22.

Contact Management remains the Command with the highest average days lost per person for April to December 2022 (10.75). However, this is lower than the same position in 2021 (11.12) and 2019 (11.24). The average headcount in Contact Management (487) accounts for 21.07% 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 (39.77%) and respiratory related absence (26.14%), which is a similar position to officer absence.

When comparing April to December 2022 to the same period last year, LPA West have experienced the largest increase (of 19.63 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.

OPC Operational Policing Command have the second highest average days lost per person (in Commands with higher average headcounts) at 7.80 and, this is an increase when compared to the same period in 2021 (5.30). The absence reasons that account for the highest proportion of payroll hours lost in OPC are musculo skeletal related absence (21.55%) and psychological related absence (19.52%).

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

In the last report, Criminal Justice Command had the second highest average days lost per person (in Commands with higher average headcounts) and they continue to have high absence but are now the Command with the third highest average days lost per person at 7.33. However, this is a reduction when compared to the same period in 2021 (9.24) and a similar position to 2020 (7.26) and 2019 (7.58) The reasons that account for the highest proportion of payroll hours lost in Criminal Justice Command are psychological related absence (24.83%) and respiratory related absences (21.85%).

For PCSOs, the average days lost per person has reduced to 7.80 for April to December 2022, which is a significant reduction of 3.46 when compared to the same period in 2021. This is also the lowest level of absence in this period over the last 6 years.

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

Employee Group	Apr - Dec 2020/21		Apr - Dec 2021/22		Apr - Dec 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	8156.08	6.26%	9162.02	7.37%	6031.76	5.18%	-3130.25	-2.20%	-2124.32	-1.08%

The figures demonstrate that 5.18% of contracted hours available were lost to sickness absence for April to December 2022, which is a reduction when compared to the same period in 2021 (7.37%) and 2020 (6.26%).

For PCSOs, respiratory related absence accounts for the highest proportion of payroll hours lost (28.02%), followed by miscellaneous absence (22.42%). In terms of average days lost per person both absence reasons have shown increases in April to December 2022 when compared to the same period in 2021. Respiratory related absence increasing from 1.34 average days lost per person to 2.19 and miscellaneous absence from 1.17 to 1.75.

The main reason for respiratory related absence is, unsurprisingly, COVID-19 absence, which accounts for 55.27% of the payroll hours lost to respiratory related absence. All individuals that have had respiratory related absence have now returned to work.

Although miscellaneous absence has increased there have only been 16 instances of this absence for April to December 2022. 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 increased from 66 as at 30th September 2022 to 72 as at 31st December 2022 and PCSOs have increased slightly, by 3, from 7 to 10 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.

Performance Improvement Unit (PIU) and Operational HR Absence Update (Officers and Staff)

There has been an increase in officer sickness for the period.

Staff absence levels continues to trend lower than the previous review period.

As the absence picture shows a trend towards short term frequent absences, the PIU and Operational HR teams have an increased focused on the value added by both PIU and Operational HR in relation to establishing robust Attendance Support Meeting (ASM) processes across all Commands and departments. As well as supporting managers in assessing suitability for case to progress to formal stages of attendance management through either Unsatisfactory Performance Procedures (UPP) or Capability and providing advice and intervention to managers.

The interventions and absence support work will continue to be monitored through the Attendance and Wellbeing Board, chaired by Mr Leicester.

Business Case Update

During the period 1st October 2022 to 31st December 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 ratified business case moved to their new structures during this period (1st October 2022 to 31st December 2022):

- **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. Moved to new structure 3rd October 2022.
- **FIB – Relocation to Chelmsford and Office Agile;** 7 FTE impacted. Moved to new structure 17th October 2022.
- **IT SLT Restructure:** Restructure of SLT roles; 5 PSE Posts impacted across Essex and Kent. Moved to new structure 12th December 2022.
- **Anti-Social Behaviour Officers, LPSU:** removal of 2 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. Moved to new structure 31st December 2022.

Two business cases concluded consultation and remain in their notice period pending start date of new structures 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, consultation closed 24th October 2022. 166.35 fte posts impacted by the proposals. Management roles took effect as of 1st January 2023 to assist with implementation for structure go live on 1st April 2023.
- **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 5th August 2022, consultation has commenced with the impacted individual. 1 FTE impacted. Notice period ended 22nd November 2022.

The following business case launched during this period:

- **Forensic Redesign** – Collaborative business case proposing full restructure of Forensics across Essex and Kent. Launched 27th October 22, 60-day consultation concluded on 31st December 2022, alternative proposals are being reviewed ahead of re-issue to impacted staff. 129 FTE impacted by the proposals, 65 of which are in Essex. Proposed implementation date is 22nd May 2023.

Specials Headcount and Turnover

As at 31st December 2022, there were 364 specials in post on SAP, which is a net reduction of 34 when compared to the position as at 30th September 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 December 2022, a total of 132 specials have left. This is 19 more than left in the same period in 2021/22 (113), it is also 36 more than left in April to December 2020/21 (96). Of the 132 that have left, 34 have left to join Essex Police as a new officer recruit, which is 25.76%.

Of the 132, a total of 95 are resignations, which equates to 71.97% of all leavers.

Specials Duty Hours

A total of 94,404 duty hours have been worked for the period April to December 2022, which equates to a financial year to date average of 26.39 hours per officer. As expected, due to the overall lower headcount, this a reduction when compared to the same period last year (137,843 hours worked / average of 29.46).

It should still be noted however, that the total duty hours worked in December 2022 (7,484) is the equivalent of 468 specials working a 16-hour month. The duty hours worked in December 2022 duty hours are lower than previous years and the lowest this financial year to date. However, the monthly average total duty hours worked for quarter 3 is 27,426 which is the equivalent of 571 specials working a 16-hour month.

Recruitment and Applications

In relation to recruitment, there have been 31 joiners between April and December 2022/23, this is a reduction of 44 when compared to the same period in 2021/22 (75) and 79 when compared to April to December 2020/21 (110). It is also the lowest number of Specials joiners for this period since 2013/14 when 31 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, the total applications of 11 during week commencing 19th December 2022 was the highest level of applications in a single week over the previous 10 weeks.

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 that, building on the #myotherlife campaign, new material was launched mid October 2022, through various Essex Police and social media channels. Key activity by the Media and Communications department has included:

- Since October 2022 to date, 90 organic (non-paid for) posts across our social media channels, including Facebook (main page and district pages), Twitter (main page and district pages), LinkedIn and Instagram. These posts include four videos that have been created to show our Specials and their other life, e.g. university student to Special Constable as well images of our Specials with quotes from them also being posted.
- In addition, the department attended the Specials attestation ceremony on Monday 9th January 2022, and have created a short video to encourage people to join Essex Police as a Special. All these posts direct people towards www.essex.police.uk/specials.
- In terms of paid for activity, the force has put money behind sponsored ads on Facebook and Instagram, linking people back to www.essex.police.uk/specials.
- The force also has adverts on All 4 (Channel 4) via Ad Pause. This is running from 18 December to 14 Jan.
- The force specials advert is also running in 12 gyms across Essex, including Anytime Fitness, Pure Gym and Absolute Gym. This is running from the beginning of Jan for one month.

Examples of outreach carried out by the Corporate Recruitment team over the last quarter include:

- Talk with public services students at Harlow College
- Skills Event with Tendring District Council

- Talk with policing degree students at ARU
- Shenfield school careers event
- Colchester Academy Careers Festival
- Essex Police Careers Fair at Anglia Ruskin University
- University of Essex Careers Festival
- Chelmsford, Colchester and Southend Job Centre
- Positive Action Stansted Airport Event
- Virtual Special Constable Recruitment Evening
- Other schools and college events attended alongside Corporate Recruitment, HR Innovation and Positive Action

Outreach will continue into quarter 4 of 2022/23 and will include activity / attendance at, Harlow Jobs Fair, Special Constable Recruitment Evening at Essex Police College, University and Careers Fair at Colchester Sixth Form, Southend Job Centre, Clacton Police Station Open Day, Chelmsford College Progression Fair. Schools and college events booked in alongside Corporate Recruitment, HR Innovation and Positive Action will also take place.

The progress of specials recruitment will continue to be monitored weekly through tactical and strategic checkpoint meetings.

Ethnicity and Gender

The number of ethnic minority specials has reduced by 2, from 21 as at 30th September 2022 to 19 as at 31st December 2022, which is a percentage point reduction of 0.06 from 5.28% to 5.22%. 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 11 from 133 as at 30th September 2022 to 122 as at 31st December 2022. However due to the overall low numbers of specials the female specials proportion has increased slightly from 33.42% as at 30th September 2022 to 33.52% as at 31st December 2022.

All Employee Groups Diversity Data

The table overpage provides a breakdown of the protected characteristics data for officers, staff, PCSOs and specials for 31st December 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 31/03/2022	Diversity Category Completion Rates	
		Headcount as at 31/12/2022	% as at 31/12/2022 & Direction of Travel vs 31/03/2022		Completion Rate % as at 31/12/2022 & Direction of Travel vs 31/03/2022	Completion Rate % - 31/03/2022
Gender: Female	Officers	1355	36.55%	35.83%	100.00%	100.00%
	Staff	1526	66.90%	65.63%	100.00%	100.00%
	PCSOs	70	65.42%	63.11%	100.00%	100.00%
	Specials	122	33.52%	34.19%	100.00%	100.00%
Self Declared Gender: Prefer to Self Describe	Officers	5	0.13%	0.05%	69.65%	66.99%
	Staff	5	0.22%	0.17%	70.89%	68.40%
	PCSOs	0	0.00%	0.00%	52.34%	47.57%
	Specials	0	0.00%	0.00%	75.00%	77.14%
Religion: Declared a Religion	Officers	844	22.77%	22.36%	66.71%	63.64%
	Staff	663	29.07%	28.86%	66.77%	64.09%
	PCSOs	28	26.17%	22.33%	50.47%	44.66%
	Specials	120	32.97%	30.97%	73.08%	75.43%
Ethnicity: Ethnic Minorities	Officers	152	4.10%	4.17%	100.00%	100.00%
	Staff	98	4.30%	4.48%	100.00%	100.00%
	PCSOs	0	0.00%	0.97%	100.00%	100.00%
	Specials	19	5.22%	6.02%	100.00%	100.00%
Sexuality: Bisexual/Gay/Lesbian	Officers	188	5.07%	4.75%	68.82%	66.03%
	Staff	86	3.77%	3.42%	69.75%	67.21%
	PCSOs	3	2.80%	2.91%	52.34%	47.57%
	Specials	13	3.57%	4.52%	74.73%	76.92%
Disability: Yes	Officers	236	6.37%	5.49%	40.84%	35.26%
	Staff	212	9.29%	8.97%	48.66%	44.06%
	PCSOs	14	13.08%	8.74%	32.71%	23.30%
	Specials	4	1.10%	0.86%	37.09%	30.56%
Nationality: Declared Nationalities Excluding British	Officers	55	1.48%	1.18%	98.79%	98.88%
	Staff	39	1.71%	1.71%	98.29%	98.21%
	PCSOs	0	0.00%	0.00%	99.07%	100.00%
	Specials	9	2.47%	3.01%	99.18%	98.93%
Marital Status: Married or Civil Partnership	Officers	1215	32.78%	34.02%	53.12%	55.99%
	Staff	903	39.59%	39.62%	60.46%	61.49%
	PCSOs	53	49.53%	51.46%	79.44%	85.44%
	Specials	36	9.89%	8.60%	21.98%	19.66%
Age Grouping:	Officers:	18-24: 12.89%	25-39: 50.20%	40-54: 34.99%	55+: 1.92%	
	Staff	18-24: 5.39%	25-39: 31.13%	40-54: 34.81%	55+: 28.67%	
	PCSOs	18-24: 2.80%	25-39: 32.71%	40-54: 36.45%	55+: 28.04%	
	Specials	18-24: 19.23%	25-39: 45.05%	40-54: 27.47%	55+: 8.24%	

There are 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 in the paper. Positively however, the proportion of officers, staff, PCSOs and specials that have declared themselves as disabled has increased, as has the proportion of officers, staff and PCSOs declaring their sexuality as bisexual, gay or lesbian. 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

The Virtual Wellbeing sessions continue as the main driver for proactive wellbeing engagement and continue to attract staff and officers, with 9,377 attendees (Essex and Kent) at the 290 sessions now delivered (as at 22/12/22). 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. The Employee Assistance Programme (EAP) continues to provide 24/7 support via either telephone counselling or by accessing the wide range of information available on the App, in addition to the internal Counselling provision available.

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, 'Christmas is Coming', was held in November, acknowledging, along with the cost of living pressures, the additional pressure and anxiety this time of year can add to money worries people may already be facing. The Financial Wellbeing Hub is hosted within the Healthy You website: [Financial Wellbeing Hub \(sharepoint.com\)](#)

It has been an ambition of the force to introduce the Oscar Kilo Peer Support Network internally however this has been delayed by COVID-19 and resource implications. The Force have approved, as part of the Growth Board, 1 fte Police Constable position to join the Health and Wellbeing Services department in order to provide further support and operational credibility to the TRiM process and implement and maintain the National Police Wellbeing Service (Oscar Kilo) Peer Support Programme.

This new post, which is currently at the recruitment stage, will recruit, develop, co-ordinate and maintain a network of Peer Supporters across the force further evidencing the force's commitment to on-going organisational wellbeing.

In response to the HMICFRS findings relating to Investigator Wellbeing, an ambitious plan has been developed with a number of activities being delivered or developed by the team and includes; local C/Supt promotion of 1-1s in line with the guidance, the co-ordination of local focus groups to ensure wellbeing needs are understood, local wellbeing drop-ins, locally delivered CPD sessions with the content developed by L & D and the inclusion of Wellbeing as an agenda item for all local DEI, Culture and Welfare Boards.

The Counselling and Wellbeing team activity includes:

- The creation of a Care and Wellbeing Package for investigators
- Investigator wellbeing virtual sessions to ensure signposting and support options are understood (the first 8 sessions have concluded with a further 8 sessions scheduled for January/early February 2023)
- Creation of a bespoke Investigator Wellbeing Area within the Healthy You SharePoint site
- One day mandatory Leaders Wellbeing Course for all Sergeant to Chief Inspector and police staff equivalent ranks, with local SLT supporting events

by undertaking the opening of the programmes (PPU sessions commenced in Oct 2022)

The newly created post of Occupational Health Team Leader, as part of the Business Case for organisational change, has now been recruited to and the new incumbent of the post is having an immediate impact on both quality and service provision within the team.

The priority for Occupational Health remains the Police Officer Uplift Programme and supporting the recruitment medicals as part of this process. The Practice Nurse team continue to flex in support of the currently outsourced recruitment medicals and undertake additional assessments in peak demand/deadline periods, in support of the Force's ambitions in the officer recruitment intake cohorts.

The annual Flu Vaccination programme, in support of winter health, has been undertaken in October/November 2022 and has experienced an improved uptake on last year's programme. The force purchased 700 vaccinations with a delivery partner and, of note, where an individual was entitled to a free NHS vaccination, the provider has not been using the 'purchased' vaccination and has instead provided a free NHS vaccine and thus 819 vaccines have been administered during this programme this year.

Learning and Development Update

Foundation Training and PEQF

74 officers from Intake 2/22 passed out from the Essex Police College (EPC) on 4th November 2022. These were the 2nd of our PEQF intakes. Currently there are two further intakes undergoing training at EPC – 3/22 (currently 70 Officers) who will pass out on 20th January 2023 and 4/22 (currently 97 Officers) passing out on 17th March 2023. Intake 4/22 consists of 4 x PEQF classes and 1 class of IPLDP (Traditional Entry Route). This additional entry route will continue to be offered into next year. We are also preparing for intake 1/23, with 100 Officers expected to arrive on 23rd January 2023.

We continue to hold weekly meetings between 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 is provided.

The Strategic Change Team is working closely with the PEQF team and the Senior Leadership Team within Learning and 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. The first cohort of PEQF students have recently completed their Tutorship period (Intake 1/22), whilst intake 2/22 are halfway through their 10-week period. The PDO's also supported the recent confirmation ceremony, held at Braxted Park for T-intake. This was a special event to mark their achievements and was the last of the intakes who missed their passing out parade, due to the Covid pandemic

Crime Training and Development

In response to the force priority to increase detective numbers and capability, the number of officers on the Detective Pathway with a National Investigators Exam (NIE) pass is 273 following the November 2022 NIE. The pass rate for this exam in Essex was 67.6%, which was above the national average. There are currently a further 46 candidates signed up for the March NIE. The next detective accreditation ceremony is scheduled for late March / April 2023. 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 27.5K in the last 90 days. The most recent development includes an investigators page providing support and information in respect of wellbeing, victims and vulnerability, interviews, intelligence, and forensics. A governance process is in place to ensure information is up to date and the platform remains valid.

Practical Skills

Public and Personal Safety Training (PPST)

The PPST Team continue to plan for the revised officer safety annual refresher curriculum which is due to go live during 2023. The key change to the new programme is a move towards scenario-based training, which aims to make training more realistic in keeping with the Officer Staff Safety Review, 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 92% 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 784 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 PPST refresher training (Taser officers are not subject to the same Covid extension rules as non-Taser officers). Work has been undertaken to address the issues identified and the majority have now been resolved. 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 agreed an uplift of five driving instructors in 2022 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 commenced training students (supervised) in November 2022 and should be training students independently from mid-February 2023.

Three further new instructors (two uplift posts and one to fill an existing vacancy) joined on 28th November 2022, unfortunately the training qualification planned for this group was cancelled by the external provider due to the inclement weather. This will need to be planned in later in the programme. Their driving uplift and hopefully commencement of their CoP aligned training commences 9th January 2023, with a view to observing and then instructing under supervision from early February 2023. The additional instructors 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 'Be the Change' program of training for both Sergeants and Inspectors has now been firmly embedded with 8 Sergeant courses now complete and a further 2 scheduled for early 2023. Around 130 sergeants will have been trained prior to their posting date by the end of February 2023. This is the first time training has been provided as a mandatory requirement prior to promotion posting and the team has made a significant effort to ensure courses are scheduled and delivered in

accordance with recruitment timescales. By the end of 2022, 35 inspectors had undergone the Inspectors version of the training in accordance with their posting schedule. We also held several pledge update days for both ranks, whereby officers return around 3 months after taking their posts to update a senior officer around how effectively they have achieved the pledges which they made at the conclusion of their course. These events have been very encouraging and have provided many examples of how delegates have utilised their training to demonstrate their leadership skills.

The Leadership Academy has also continued to provide leadership courses via the previous training program to existing Sergeants, Inspectors, and police support leaders. This is via the three leadership modules of personal, organisational and Command leadership. This program of training will continue to run until March 2023 when the 'Be the change' training program will become the core source of leadership training. By this time, the Police Staff supervisor and manager version of this course will also be launched.

As well as the core leadership programs, the Leadership Academy continues to provide several other established training products, namely promotion and interview preparation inputs, exam support workshops, delivery of the 'Headway Programme,' custody sergeant and detention officer training, Tutor Constable training as well as a bespoke Acting Sergeant course.

Work is also underway to create an extended Tutor Constable skills program (2 to 5 days) and to increase the Acting Sergeants course from 4 to 5 days.

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 (4.10%) and female officers (36.55%) 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. Demand is expected to continue in Learning and Development, Operational HR and Resourcing due to 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 66 officers (headcount) and the agreed 'over recruitment' of 40 being exceed by 12.

The force recognises, however, the challenges to police recruitment in light of a changing external environment and the impact of the initiatives undertaken by the Metropolitan Police. As previously reported, the below identifies actions that have been taken to mitigate the risk.

Actions to Mitigate

As previously reported, 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):

Attraction:

- Significant investment 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
- Specific activity to promote re-joiners 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.
- Use of the quick apply function and use of Indeed career pages to enhance applications.

Improve Time to Hire:

- Streamlined application form and process to commence processing more quickly
- Future work resilience plan of influential departments to ensure optional productivity and capacity requirements are met.
- Changes to processes including early interviewing and health intervention.

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 continued 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.

The force continues to closely monitor the effect of attrition on the policing uplift and the broader impact. With regards to the transferee risk and transfer interventions, a total of 62 officers who have been identified as potential transferees through the vetting requests received from other forces, have received senior officer interventions which have resulted in 9 officers deciding to remain with Essex Police, 3 being undecided and 50 still intending to leave the force.

The next 6 monthly exit analysis paper is due to be presented in May 2023 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 and 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 and Development

8.0 Actions for Improvement

Specials Recruitment

As stated in the report a lot of activity has been undertaken by the Media and Communications department to help bolster interest in the Special Constabulary. Whilst applications have yet to increase significantly, there has been an increase in quick applies. It is hoped this will 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: there are currently only 6 ethnic minority officers in pre-employment, which is likely to result in a relatively low proportion of ethnic minority joiners in the final 2 intakes of the financial year. That said, in light of the positive number of applications from ethnic minority candidates, progress is expected throughout 2023/24. As identified earlier in the report activity continues in this area to enhance the number and conversion of applications.