

## Performance and Resources Scrutiny Programme 2023

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

<b>Title of Report:</b>	<b>HR Strategic Dashboard Supplementary Report</b>
<b>Classification of Paper</b>	<b>Official</b>
<b>Agenda Number</b>	<b>8.0</b>
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<b>Date Paper was Written</b>	<b>12<sup>th</sup> April 2023</b>
<b>Version Number</b>	<b>4</b>
<b>Report from:</b>	<b>Essex Police</b>
<b>Date of Meeting:</b>	<b>26<sup>th</sup> April 2023</b>
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<b>Date of Approval:</b>	<b>14<sup>th</sup> April 2023 – ACO Richard Leicester</b>
<b>COG meeting date / date of approval (Please indicate whether paper presented to COG or not)</b>	<b>COG – 19<sup>th</sup> April 2023</b>

#### **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).

Please note, this quarters report contains 2 new updates following actions set at the January Performance and Resource Scrutiny meeting. These relate to the movement / transfer of senior officers and staff, which can be found under section 5.0, page 11 and a review of reasons for referral to occupational Health and Counselling and Wellbeing Services, which can be found under section 5.0 on page 23.

## **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 31<sup>st</sup> March 203, 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 31<sup>st</sup> December 2022 and the previous end of year position as at 31<sup>st</sup> March 2022.

With regards to the absence data and turnover 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 recruitment, Essex Police ended with a headcount of 3816 as at 31<sup>st</sup> March 2023, which was 51 above the uplift requirement of 3765.
- With regards to applications, the proportion of ethnic minority candidates and female candidates remains healthy.
- Over the last quarter, the headcount of ethnic minority officers has increased by 4 (from 152 to 156), albeit, as a proportion it has reduced from 4.17% to 4.09%. It should be noted however that, with the exception of the 31<sup>st</sup> March 2022 position, the current proportion of 4.09% is higher than any other previous end of financial year.
- The headcount and proportion of female officers continues to increase and as at 31<sup>st</sup> March 2023 was at its highest ever position of 37%.
- Officer turnover was higher in 2022/23 when compared to 2021/22, however the average of 21 leavers a month was lower than the projected average of 23. Positively, April 2023 was projected to be as high as 34, due to the transferee embargo being lifted, however, at the time of writing, it is projected to be just 26.
- There were 3 ethnic minority and 15 female promotions in quarter 4 of 2023/24, which has resulted in an increase in the number and proportion of ethnic minority officers and female officers at the rank of Sergeant and above.

- Officer absence for 2022/23 (9.49 average days lost per person) is higher than the last four financial years. However, it should be noted that it is broadly similar to the position in 2019/20 (9.21) and 2018/19 (9.41). The increase is predominantly due to a higher number of payroll hours lost to psychological and respiratory related absences and an increase in short-term and long-term absence. Detailed analysis of officer absence is provided in section 5.0 of this report.
- Staff strength fte has increased by 54.54 fte over quarter 4. However there remain vacancies across all Commands, with a number of external candidates in process and ongoing recruitment into a number of vacancies across the force.
- Staff turnover has increased, which is predominately due to an increase in leavers from Business Services, Contact Management Command and HQ Directorate. Further detail is provided under section 5.0 within in the staff turnover section of the report.
- For Senior Staff moves, there has been 1 external new joiner into a senior staff role in the 2022/23 financial year, which was the appointment of the Director of Continuous Improvement and Analytics. With regards to existing members of staff there has been a total of 7 transfers across senior staff roles. Of those 7, a total of 5 were in IT (of which 4 remained in IT), 1 from Estates and 1 from Criminal Justice (both remaining within their respective departments).
- For staff absence, the average days lost per person (8.66) has reduced when compared to 2021/22 (9.33).
- During quarter 4 a total of 1 ratified business case moved to their new structure, 5 concluded consultation and no new cases were launched.
- The number of specials has reduced by 37 in the last quarter from 364 to 327. The overall reduction in specials throughout the financial year is due an increase in turnover, but also a reduction in recruitment with just 32 joining in the whole of 2022/23. Further information with regards to the latest activity undertaken by Corporate Recruitment and the Corporate Communications department to enhance recruitment applications can be found in section 5.0 under the specials section of the report.
- With regards to specials turnover, a total of 170 have left during the last Financial Year, which is higher than 2021/22 (142). It should be noted however, that there has been an increase in number leaving to join Essex Police as a new officer recruit, a total of 53 left for this reason in 2022/23 compared to just 36 in 2021/22.
- Whilst the overall headcount is lower, the Special Constabulary continue to contribute a significant amount of duty hours at a monthly average of 26.12 per special over the 2022/23 financial year. The total duty hours worked in

March 2023 of 8,499 is the equivalent of 531 specials working a 16-hour month.

- With regards to PCSOs, the strength fte has reduced marginally from 97.04 fte to 93.57 fte (a reduction of 3.47 fte), which is 8.43 fte under the establishment of 102.00. It should be noted however, whilst not confirmed, the establishment is projected to reduce to 99.08, which would reduce the number of vacancies to 5.51 fte. The next intake is due to take place in June 2023.
- PCSO absence has reduced significantly from 15.75 average days lost per person in 2021/22 to 10.89 in 2022/23.

Areas of focus going forward will be seeking to increase recruitment of Special Constables throughout 2023/24 to support progress towards a net headcount increase of 100, as well as well as focusing on turnover.

The force will continue to prioritise the achievement of the approved recruitment plan and to enhance applications from ethnic minority and female candidates.

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.

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).

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 31<sup>st</sup> March 2023, the strength fte was 3743.13, which is 11.87 fte under the establishment of 3755.00. This represents a net increase of 106.59 fte since the last HR report as at 31<sup>st</sup> December 2022.

The officer establishment on SAP is 3753.39, which is 1.61 fte under the required establishment of 3755.00. The final 2 posts will be added to the structure in quarter 1 of 2023/24 taking the total establishment to 3755.39.

With regards to vacancies by Command (excluding those with an establishment of less than 10), the Serious Crime Directorate remains the only department to be present within the top three departments with the highest levels of vacancies.

**HQ Directorate** have the highest vacancy rate (-24.76%), which is an increase when compared to the position reported last quarter (-7.52%). However, this is mainly because the establishment has increased over this period (from 40.84 fte to 48.84 fte), whereas the actual strength fte has only reduced marginally by 1.02 fte, from 37.77 fte to 36.75 fte.

**Contact Management** have the second highest vacancy rate of -23.28%, which is an increase when compared to the position reported as at 31<sup>st</sup> December 2022 (-6.41%). As with HQ Directorate, this is predominantly due to a significant increase in establishment (from 114.00 fte to 181.00 fte). The actual strength fte has increased since the last report, from 106.69 fte to 138.86 fte, an increase of 32.17 fte. The majority of the vacancies are in the FCR PC role (29.47 fte), this is part of the major change programme, and a plan is in place to fill these post on 22<sup>nd</sup> May 2023.

**The Serious Crime Directorate** have a vacancy rate of 19.06%, which is a marginal reduction when compared to the position reported as at 31<sup>st</sup> December 2022 (-19.48%). The majority of vacancies are within the Covert and Serious Organised Crime department and Essex – Major, Economic and Cyber department. However, as reported last quarter, a significant number of officers have been successful for roles in the Serious Crime Directorate and are awaiting release dates to be agreed at the monthly Resourcing Deployment meeting.

With regards to the **Human Resources**, who were the command with the highest vacancies in the last report, the vacancy rate has reduced from -24.10% as at 31<sup>st</sup> December 2022 to --16.99% as at 31<sup>st</sup> March 2023.

**Crime and Public Protection Command** are no longer in the top 3 highest vacancies list as reported last quarter, however, their vacancy rate has increased slightly, from -12.52% to -13.37%. As with other commands, this is predominantly due to an increase of 7.00 fte in establishment (from 380.00 fte to 387.00 fte), as the actual strength fte has also increased (from 332.44 fte to 335.27 fte). However, it should be noted that some vacancies in Central Referral Unit have been held as they are due to be removed as part for the major change programme. The Public Protection hubs make up 6.59% of the -13.37% vacancy rate in the command and these continue to be a priority at the Resourcing Deployment Panel. The force continues to work with the command to attract officers into these roles. There is also support from DCC to 100% resource MOSOVO and this will be achieved through attachments to the department through March and April 2023.

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.

There has been a reduction in the vacancy rate in the Criminal Justice Command (from -9.62% to -3.39%) as well as reductions in Local Policing Area (LPA) South (from -2.27% to +0.40%), ERSOU (from -4.91% to -2.66%) and Local Policing Support Unit (from -3.58% to -1.25%).

Of note, since the last update in December, the 6 ERSOU growth posts from 2021/22 and 10 ERSOU growth posts from 2022/23 have been added to SAP. This is an increase of 16, which takes their total establishment from 92.00 to 108.00. There has also been a significant increase in strength fte from 87.48 fte as at 31<sup>st</sup> December 2023 to 105.12 fte as at 31<sup>st</sup> March 2023 (an increase of 17.64 fte).

**Recruitment Joiners and Applications**

Since the last HR report, there have been 2 new officer intakes in quarter 4 of 2022/23, of 74 in January 2023 and 66 in March 2023. The latest 2 intakes were made up of 60 who joined under the traditional Initial Police Learning and Development Programme (IPLDP), 30 Police Constable Degree Apprenticeship (PCDA), 14 PCDA Investigate First (IF), 20 Degree Holder Entry Programme (DHEP) and 16 DHEP IF. In addition to this, there have been 2 officers re-joining the force and a further 1 officer joining the force via the returner scheme.

As a result, in total this financial year (April 2022 to March 2023) 401 new recruits have joined (79 IPLDP, 184 PCDA, 26 PCDA IF, 65 DHEP, 41 DHEP IF and 6 Police Now), as well as 2 re-joiners, 3 via the returner scheme and 17 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 this financial year (2022/23).

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%
Jan-23	230	28	12.17%	80	34.78%
Feb-23	123	12	9.76%	56	45.53%
Mar-23	124	19	15.32%	64	51.61%
<b>2022/23 Total</b>	<b>2017</b>	<b>272</b>	<b>13.49%</b>	<b>826</b>	<b>40.95%</b>
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	538	88	16.36%	227	42.19%
Qtr 4 - Oct to Dec	477	59	12.37%	200	41.93%

Total applications in quarter 4 remained relatively strong, with 477 during this period. Quarter 4 was also positive from a diversity perspective, where 12.37% (59) applications were from ethnic minority candidates and 41.93% (200) applications were from female candidates.

Looking at the financial year, there have been a total of 2017 applications. This is an average of 168 a month which is marginally lower than the monthly average seen in 2021/22 (175).

With regards to diversity, a total of 272 applications (13.49%) 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 826 applications were from females, which is 40.95%. Whilst this is marginally lower than 2021/22 (41.83%) the current proportion of 40.95% 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 4 of 2022/23, 4 ethnic minority officers have joined the force (all entry routes), which equates to 6.06%. Whilst this is lower than the proportion of ethnic minority joiners in 2021/22 (7.26%) it is only slightly 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 continues to be monitored. Positively, application numbers remain strong, which, if it remains that way, should result in a higher proportion of ethnic minority joiners throughout 2023/24.

There are currently 10 candidates at pre-employment for the June 2023 intake of up to 62. If all 10 joined this intake, it would equate to 15.15%.

For information, the table below demonstrates the proportion of ethnic minority officers that have joined (all entry routes) in 2022/23 by ethnicity grouping. The position for the 2021/22 and 2020/21 financial years 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	7	35.00%	1.65%	48.15%	3.49%	27.59%	2.60%
Black / African / Caribbean / Black British	2	10.00%	0.47%	25.93%	1.88%	24.14%	2.27%
Mixed / Multiple Ethnic Groups	10	50.00%	2.36%	18.52%	1.34%	41.38%	3.90%
Other Ethnic Group	1	5.00%	0.24%	7.41%	0.54%	6.90%	0.65%
<b>Total</b>	<b>20</b>	<b>100.00%</b>	<b>4.73%</b>	<b>100.00%</b>	<b>7.26%</b>	<b>100.00%</b>	<b>9.42%</b>

Of the 20 ethnic minority joiners in 2022/23, 7 were Asian/Asian British, 10 were mixed or multiple ethnic groups, 2 were Black / African / Caribbean / Black British and 1 was of another ethnic group.

With regards to force level officer representation, the overall headcount has increased by 4 from 152 as at 31<sup>st</sup> December 2022 to 156 as at 31<sup>st</sup> March 2023. However, due to the increased overall officer headcount, the proportion of ethnic minority officers has reduced marginally to 4.09% (from 4.10% as at 31<sup>st</sup> December 2022). Whilst 4.09% is a reduction when compared to the 31<sup>st</sup> March 2022 (4.17%), the current force proportion of 4.09% is higher than any other previous end of financial year.

The current proportion of 4.09% is 2.47 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. As reported last quarter, multivariate census 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. The exact date of release is not yet known.

With regards to the recruitment pipeline, as at 3<sup>rd</sup> April 2023, there were 29 ethnic minority candidates in process, which represents 9.90% of the 293 total candidates in the recruitment selection process. This is a reduction in headcount and proportion when compared to the last update (40 / 10.03%).

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:

- To maximise recruitment opportunities the Positive Action Team (PAT), HR Innovation and Corporate Recruitment teams have undertaken 31 outreach / recruitment events to promote policing as a career choice between 1st January 2023 and 31st March 2023. Census data and other evidence is being used, where possible, to inform such events to maximise the diversity of potential applicants. Some events are in conjunction with those held in local communities. Over 30 Recruitment Ambassadors have recently been on-boarded through the Multi-Ethnic Support Association (MESA) and Special Constabulary Command and those staff, once trained, will support such events alongside the Corporate Recruitment Team, Community Support Engagement Officers, and Positive Action Team.
- A Positive Action Programme is in place to support those applying for the role of police officer. As of 27th March 2023, there are currently 89 active 'Buddies' with 73 applicants currently receiving bespoke one-to-one recruitment support. Attraction and Recruitment of new 'Buddies' is part of ongoing activity for the Positive Action Team.
- Work has been undertaken (and with more activity planned) to review current recruitment website terminology and ease of access. This work is being undertaken in conjunction with a small working group formed through the Thurrock IAG chair to provide a holistic view from members of the black community, as a way of enabling recruitment opportunities. This group has also participated in Thurrock Community Policing Team interviews to add a community aspect and will be participating in ride-along duties, to further enhance relationships within the community.



- The 'We Value Difference' media campaign 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 campaign is soon to move to its next phase.

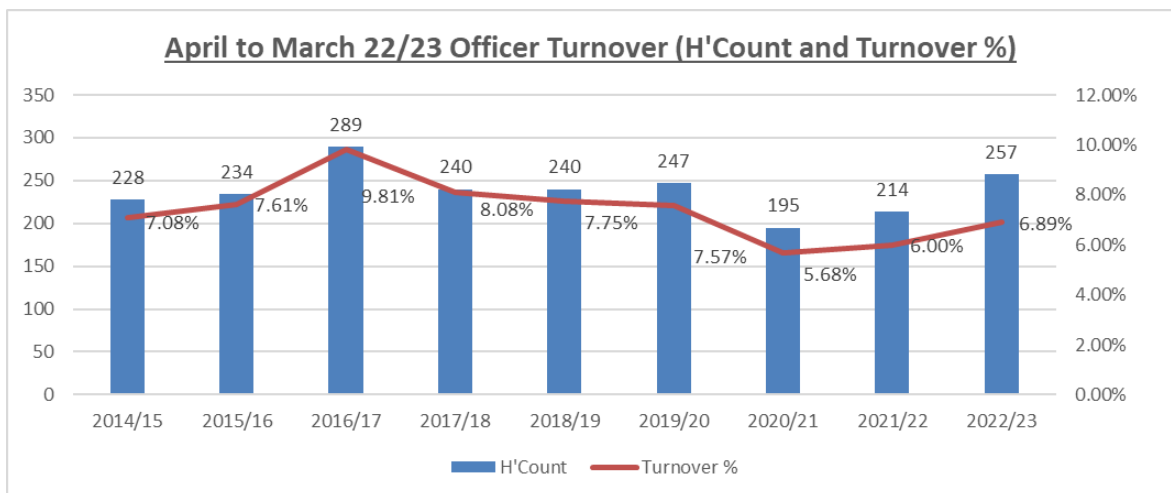
Gender

Of the 423 joiners this financial year (2022/23), a total of 184 were female (39.29%). Total female officers have increased to a headcount of 1414 as at 31<sup>st</sup> March 2023, which is 37.09% of total officers. This represents an increase when compared to December 2022 (1355 / 36.55%) and the current proportion of 37.09% is higher than any previously recorded end of financial year position and the current headcount (1414) is the highest ever on record.

With regards to the recruitment pipeline, as at 3<sup>rd</sup> April 2023, there were 143 female candidates in progress, which equates to 48.81% of all candidates. Whilst this is a headcount reduction when compared to the position previously reported (184 as at 2<sup>nd</sup> January 2022), it is a proportional increase of 2.95 percentage points. This is still a strong position and is significantly higher than the current force proportion previously mentioned (37.09%). For information, this is 2.39 percentage points above the Essex female EAP (46.42%).

Turnover

For the 2022/23 financial year, a total of 257 officers have left the force. This a turnover rate of 6.89% and is an increase when compared to 2021/22 (6.00%) and 2020/21 (5.68%). 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, 2022/23 is lower than 2015/16 through to 2019/20.

In addition, the total of 257 leavers for 2022/23 is an average of just 21 a month, which is lower 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. Although there was a national embargo on transfers out between January and March 2023, there were still a total of 67 officers who transferred to other forces in the 2022/23 financial year, which is higher than in 2021/22 (41), 2020/21 (53) and 2019/20 (53).

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 2023, however the actual attrition in these months was lower than the reduced projection (January 15, February 14 and March 13).

As reported last quarter projected attrition was increased for April 2023 (34) and May 2023 (33). This was on the basis that it was expected transfers out would increase once the embargo was lifted as the latest national uplift data continued to report that a number of officers (69 as at 28<sup>th</sup> February 2023) had outbound applications to other forces. However, positively at the time of writing, there were just 26 confirmed leavers for April 2023, which, if it was to remain at this level, would be 8 lower than the projection of 34. For information, of those 26 just 4 were transfers to other forces. At the time of writing, there were 9 confirmed leavers for May 2023. Attrition for June 2023 onwards has been projected at 23 a month and will remain under review and adjusted accordingly.

With regards to ethnicity, a total of 17 ethnic minority officers left in 2022/23, which is higher than any previous financial year on record. Of the 17 leavers, 12 were resignations, 3 transferred to another force and 2 were retirements.

As reported previously, there were 10 resignations in quarters 1, 2 and 3 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. 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. A further 2 ethnic minority officers resigned in quarter 4 of 2022/23 and, both of these left whilst under investigation.

With regards to gender, a total of 76 females left in 2022/23. From a headcount perspective this is higher than the same period in any financial year since 2016/17, when 84 left. However, the total of 76 female leavers when measured as a turnover is 5.59%, which is higher than 2021/22 and 2020/21 (both 5.10%) but in line with 2019/20 (5.58%) and lower than 2018/19 (6.07%), 2017/18 (6.85%) and 2016/17 (8.97%).

Of the 76 leavers, 37 resigned, 24 retired, 12 transferred to another force and 3 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 45 promotions in quarter 4 of 2022/23. Of those, 1 was to the rank of Chief Officer, 1 to Chief Superintendent, 3 to Inspector and 40 to Sergeant. With regards to diversity, of the 3 Inspectors 1 was female (33.33%) and of the 40 Sergeant promotions 3 were ethnic minority (7.5%) and 14 were female (35.00%).

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

Financial Year	Promotion To	Ethnic Minority H'Count	White Grouped H'Count	Declined to State H'Count	Total H'Count	Ethnic Minority %
2018/2019	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%
<b>2018/2019 Total</b>		<b>4</b>	<b>94</b>	<b>0</b>	<b>98</b>	<b>4.08%</b>
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%
<b>2019/2020 Total</b>		<b>2</b>	<b>117</b>	<b>1</b>	<b>120</b>	<b>1.67%</b>
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%
<b>2020/2021 Total</b>		<b>4</b>	<b>91</b>	<b>0</b>	<b>95</b>	<b>4.21%</b>
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%
<b>2021/2022 Total</b>		<b>5</b>	<b>87</b>	<b>2</b>	<b>94</b>	<b>5.32%</b>
2022/2023	Chief Officers		1		1	0.00%
	Chief Superintendent	1	3		4	25.00%
	Superintendent	1	8		9	11.11%
	Chief Inspector		9	1	10	0.00%
	Inspector	2	29	1	32	6.25%
	Sergeant	5	114	4	123	4.07%
<b>2022/2023</b>		<b>9</b>	<b>164</b>	<b>6</b>	<b>179</b>	<b>5.03%</b>

In 2022/23 there have been a total of 179 promotions, which is higher than any previous financial year listed. Of the 179, a total of 9 ethnic minority officers have been promoted, which is 5.03%. As a proportion this is marginally lower than 2021/22 (5.32%) but higher than each previous financial year and the headcount of 9 represents the highest number of promotions of the financial years listed.

Of the 9 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 31<sup>st</sup> March 2023:

OFFICIAL

Rank	31 March 2023				
	WG	Ethnic Minority	DEC	Total	% Ethnic Minorities
Chief Officer	6			6	0.00%
Chief Superintendent	9	2		11	18.18%
Superintendent	24	2		26	7.69%
Chief Inspector	43	3	3	49	6.12%
Inspector	143	3	2	148	2.03%
Sergeant	499	13	6	518	2.51%
Constable	2529	115	72	2716	4.23%
Student Constable	314	18	6	338	5.33%
<b>Grand Total</b>	<b>3567</b>	<b>156</b>	<b>89</b>	<b>3812</b>	<b>4.09%</b>
<b>Chief Inspector and above</b>	<b>82</b>	<b>7</b>	<b>3</b>	<b>92</b>	<b>7.61%</b>
<b>Sergeant and above</b>	<b>724</b>	<b>23</b>	<b>11</b>	<b>758</b>	<b>3.03%</b>

The data demonstrates that as at 31<sup>st</sup> March 2023, there are 23 ethnic minority Sergeants and above (3.03%) and 7 Chief Inspectors and above (7.61%). To demonstrate the progress made, as at 31<sup>st</sup> March 2016, there were just 1.74% ethnic minority Sergeants and above and 0 Chief Inspectors and above.

With regards to females, there are currently 218 Sergeants and above (28.76%), which is higher than the 31<sup>st</sup> March 2016 (154 / 22.32%) and 23 Chief Inspectors and above (25.00%), which is again higher than the 31<sup>st</sup> March 2016 (13 / 17.81%).

Looking forward to quarter 1 of 2023/24, Chief Inspectors promotion process is due to start in April 2023 (concluding in May 2023) followed by Sergeants that is due to commence in June 2023 (concluding in July 2023).

### Senior Officer and Staff Movement / Transfers

This section has been added following an action set in the January Performance and Resource Scrutiny meeting with regards to including data on the movement / transfers of senior officers and staff. Note the below summary is based on Chief Inspectors and above for officers and P05 and above for staff.

#### Officers

The following table shows the number of Chief Inspectors and above that have changed roles (either on promotion or transfer) by rank and quarter.

Category	Rank	Quarter				Total
		1	2	3	4	
Promoted	Chief Superintendent			1		1
	Chief Inspector	3				3
	Superintendent	3				3
<b>Promoted Total</b>		<b>6</b>		<b>1</b>		<b>7</b>
Transferred	Chief Officer				2	2
	Chief Superintendent		1			1
	Chief Inspector	4	3			7
	Superintendent	9	1	8	4	22
<b>Transferred Total</b>		<b>13</b>	<b>5</b>	<b>8</b>	<b>6</b>	<b>32</b>
<b>Grand Total</b>		<b>19</b>	<b>5</b>	<b>9</b>	<b>6</b>	<b>39</b>

OFFICIAL

Note, the promoted figure will not tally with the previous promotions table as this will not include individuals who were promoted and remained in post (i.e. a Temporary Chief Inspector being promoted substantively and remaining in role).

The table demonstrates that in quarter 1 there were 19 officers who changed roles which makes up 52.78% of the entire financial year. This reduced significantly in quarters 2, 3 and 4.

The following provides an overview of movement in the current reporting period (quarter 4 January to March 2023).

Rank	Command Posted From	Position Name Posted From	Command Posted To	Position Name Posted To	No.
Chief Officer	Chief Officer & Force Command	ACC LP and Crime & Public Protection	Chief Officer & Force Command	ACC OPC Contact Mgmt and CJ	1
	Chief Officer & Force Command	ACC OPC Contact Mgmt and CJ	Chief Officer & Force Command	ACC Strategic Change	1
Chief Inspector	Contact Management	FCR Ch Insp	Contact Management	Deputy Head of Contact Management	1
	Crime and Public Protection Command	Geographical C&PP DCI	Continuous Improvement and Analytics	Athena Deputy Force Lead	1
	Local Policing Area South	DPA Ch Insp	ERSOU	Regional Prevent Co-ordinator CI	1
	Local Policing Area West	DPA Ch Insp	Support Services	Estates Major Project Development CI	1
<b>Grand Total</b>					<b>6</b>

In quarter 4 of 2022/23 a total of 2 Chief Officers have changed portfolios and 4 Chief Inspectors have changed roles. Whilst officers will continue to seek promotion and career changes for a variety of reasons, a reduced amount of movement as seen in the more recent quarters will ensure more stability at a senior leadership level within teams. At present the current FCR Chief Inspector is performing temporary Superintendent duties, as Deputy Head of Contact Management, until 17<sup>th</sup> April 2023, when a new Superintendent will be posted to the role and the Chief Inspector will revert to their original position. The post vacated by the Chief Inspector at LPA West is currently being covered by an acting Chief Inspector pending the outcome of the Chief Inspector promotion process, which concludes by 26<sup>th</sup> May 2023. LPA South are running a local process for an acting Chief Inspector to resource the role ahead of the conclusion of the Chief Inspector promotion process.

The movement of senior officers and staff will continue to be reported quarterly.

**Absence**

The average days lost per officer for 2022/23 is 9.49 days, which is higher than in 2021/22. Whilst absence for 2022/23 is higher than the last three years, it is broadly similar to 2019/20 (9.21) and 2018/19 (9.41).

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

Employee Group	2020/21		2021/22		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	180342.71	3.04%	244024.92	3.95%	282791.41	4.38%	38766.49	0.43%	102448.70	1.34%

The figures demonstrate that 4.38% of contracted hours available were lost to sickness absence for 2022/23. This is an increase when compared to both 2021/22 (3.95%) and 2020/21 (3.04%).

With regards to absence terms, medium-term absence has reduced from 1.74 average days lost per person to 1.58 for 2022/23 when compared to last year, but short-term and long-term absence have both increased. Long-term absence shows the greatest increase, of 0.64 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 (40.19%). When measured as average days lost per person it is 3.82, which is an increase when compared to 2021/22 (3.08), 2020/21 (2.62) and when compared to 2019/20 (3.55).

Respiratory related absences accounted for the second highest proportion of payroll hours lost for 2022/23 with 20.45%, which is a slight reduction when compared to 22.87% for 2021/22 but an increase when compared to 2020/21 (13.37%). When measured as average days lost per person, this has increased to 1.94 for 2022/23 from 1.95 in 2021/22, 0.88 in 2020 and 1.02 in 2019/20. It should be noted that respiratory absences include COVID-19, therefore this is an expected increase.

Across the 12 general absence reasons, for 2022/23, 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 113,643 payroll hours lost to this absence type in 2022/23, of which 51.09% were related to stress.
- Respiratory related absence has increased with 57,844 payroll hours lost to this absence type in 2022/23, of which 37.67% 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 0.03 to 0.13 average days lost per person but only accounts for 1.35% 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 0.58 to 0.70 average days lost per person and accounts for 7.41% 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 0.17 to 0.27 average days lost per person but only accounts for 2.81% of total payroll hours lost. The main reason for absence in this category is due to viruses and tonsillitis.

With regards to Commands, when comparing 2022/23 to 2021/22, nearly all Commands have seen an increase in their average days lost per person. This is due to the increase in absence for the reasons detailed above.

As reported previously, the most significant increase is within Continuous Improvement and Analytics (previously called Strategic Change Performance). It should be noted however that this Command has an average headcount of 29, 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 2022/23 when compared to 2021/22. This is due to the increase in reasons for absence detailed previously. LPA North has the 3<sup>rd</sup> highest absence in the force and the highest absence of the three LPAs, further detail on absence in LPA North is provided below. It has increased by 0.57 average days lost per person when compared to 2021/22, LPA South by 0.79 and LPA West by 2.29. When compared to 2019/20, LPA South and LPA West have increased, however LPA North has remained broadly similar.

For LPA North the increase for 2022/23, when compared to 2021/22, is an increase of 3,634 payroll hours lost, which can largely be attributed to an increase of 1321 payroll hours lost for digestive related absence, an increase of 932 payroll hours lost to ear/eye related absence, and 797 payroll hours lost to miscellaneous absence. There have also been increases in other absence reasons, most notably +599 hours for musculo/skeletal related absence and +583 hours for headache/migraine related absence. It should be noted, however, that psychological related absence within the Command has reduced by 1,656 payroll hours lost.

Contact Management have the highest average days lost per person (18.33) and this is a slight increase when compared to last year (18.25). As seen across the force, the highest proportion of payroll hours lost in this Command are due to psychological related absence, which accounts for 45.72%. The second highest proportion of payroll hours lost is due to respiratory related absence (15.54%) and is predominantly due to COVID-19 related absence.

Crime and Public Protection Command have the second highest average days lost per person at 13.69, which is an increase when compared to the last 3 years and, the highest proportion of payroll hours lost is for psychological related absence (53.62%), followed by respiratory related issues (17.18%).

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 2022/23 (6.89) when compared to the previous three years.

### **Adjusted and Recuperative Duties**

The number (headcount) of officers on recuperative and adjusted duties has increased, from 446 as at 31<sup>st</sup> December 2022 to 494 as at 31<sup>st</sup> March 2023. This equates to 12.96% of the total force headcount as at the 31<sup>st</sup> March 2023 (3812).

The number of officers on adjusted and recuperative duties has fluctuated slightly across various Commands, with the biggest increase within Crime and Public Protection Command (an increase of 29). There has been an increase of 9 in Contact Management and also in LPA West, but reductions in LPA North and LPA South (of 9 and 8 respectively).

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 31<sup>st</sup> March 2023 was 2117.57 fte, which is 284.03 fte under the establishment of 2401.60 and equates to a vacancy rate of 11.83%. This is a strength fte increase of 54.54 fte and a vacancy rate reduction of 1.58 percentage points (from 13.41% to 11.83%).

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 7 of the Commands, with Contact Management showing the most significant increase (+34.32 fte from 434.73 fte to 469.05 fte). However, 3 have seen a reduction in fte and Support Services have seen the most significant reduction (-25.91 fte from 352.68.23 fte to 326.76 fte).

As has been reported in the last 3 updates, the 2 of the 3 Commands with the highest vacancy rates remain the same: Human Resources (-25.18%) and HQ Directorate (-14.86%). However, the command with the second highest vacancy rate is now Serious Crime, with -17.05%. All 3 Commands are actively recruiting to the majority of vacancies with roles and applicants and various stages of the recruitment and selection process.

Of note, although Continuous Improvement and Analysts (previously called Strategic Change Performance) no longer appears in the top 3 commands with the highest vacancy rate, it does still have the fourth highest vacancy rate at -14.71%.

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 31<sup>st</sup> March 2023 was Caseworker. However, this is because the posts were on hold following a business case and will be removed from the structure with effect from 1<sup>st</sup> April 2023.

The role with the next highest level of vacancies is Senior Communications Officer (-13.30 fte). These posts have been advertised and candidates are awaiting start dates.



There are also 11.98 fte Criminal Justice Administrator vacancies, which have been through a business case that will see the establishment reduced, 11.41 fte Communications Officers and 10.78 fte Resolution Centre Investigators, which will be filled following scheduled intakes in July 2023 and September 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 11<sup>th</sup> April 2023, there were 40 external candidates in pre-employment checks.

With regards to PCSOs, the strength fte has increased reduced marginally from 97.04 fte to 93.57 fte (a reduction of 3.47 fte), which is 8.43 fte under the establishment of 102.00. It should be noted however, whilst not confirmed, the establishment is projected to reduce to 99.08 due to a reduction in external funding which would reduce the number of vacancies to 5.51 fte. The next intake is due to take place in June 2023.

### **Ethnicity and Gender**

With regards to staff, the ethnic minority representation has reduced marginally from 98 as at 31<sup>st</sup> December 2022 to 97 as at 31<sup>st</sup> March 2023. As a proportion of the total staff workforce (excluding PCSOs) this is a percentage point reduction of 0.14% from 4.30% to 4.16%. With regards to gender, the number of female staff has increased from 1526 as at 31<sup>st</sup> December 2022 to 1570 as at 31<sup>st</sup> March 2023, and, as a proportion, has increased from 66.90% to 67.38%.

With regards to PCSOs, the ethnic minority headcount has remained at 0. The number of female PCSOs has reduced from 70 as at 31<sup>st</sup> December 2022 to 68 as at 31<sup>st</sup> March 2023 and the proportion has reduced marginally from 65.42% to 65.38%.

### **Turnover**

For 2022/23, a total of 288 staff left, which is a turnover rate of 12.33%. This is higher than in 2021/22 where 230 left (9.83%). As identified in previous updates, one of the primary causes of this is due to a significant increase in leavers from Business Services, with 31 leavers in 2022/23 compared to 18 in 2021/22. Of the 31 leavers, 24 were resignations, 4 were retirements, 2 dismissals and 1 redundancy.

Another significant increase in the number of leavers has been seen within HQ Directorate (up from 13 for 2021/22 to 28 for 2022/23). The majority of these leavers (10) were from within Professional Standards and, of the 10, 7 were resignations, 2 left to join Essex Police as an officer and 1 retired.

There was also an increase in leavers from Human Resources, increasing from 9 in 2021/22 to 20 in 2022/23. The majority of the leavers (15) were from Learning and Development compared to 5 for 2021/22. Of the 15, 11 were resignations, 2 retired, 1 left to join Essex Police as an officer and 1 was dismissed.

For PCSOs, for 2022/23, a total of 12 left, which is a turnover rate of 11.59%. This is an increase when compared to 2021/22 when 10 PCSOs had left, with a turnover rate of 9.39%. Of the 12, 5 left to join Essex Police as an officer, 5 resigned, 1 retired and 1 as dismissed. Of the 5 resignations, all gave different reasons for leaving; childcare responsibilities, financial reasons, shift pattern, job security and one cited several reasons including secured alternative employment, personal circumstances and being unhappy at work.

**Absence**

With regards to staff absence, the average days lost per person has reduced to 8.66 for 2022/23, which is lower than in 2021/22 (9.33). Absence for 2022/23 is higher than in 2020/21 (7.09) but it is lower than 2019/20 (10.47).

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

Employee Group	2020/21		2021/22		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	120976.94	3.53%	161242.72	4.63%	149584.91	4.31%	-11657.81	-0.32%	28607.97	0.78%

The figures demonstrate that 4.31% of contracted hours available were lost to sickness absence for 2022/23, which is a reduction when compared to 2021/22 (4.63%) but an increase when compared to 2020/21 (3.53%).

With regards to absence term, there has been an increase in short-term and medium-term absence for 2022/23 when compared to 2021/22 but a reduction in long-term absence (from 5.21 average days lost per person to 3.98).

For staff, psychological related absence continues to account for the highest proportion of payroll hours lost (27.63%), although the average days lost per person has reduced slightly from 2.58 for 2021/22 to 2.39 for 2022/23. It should be noted, this is also lower than 2020/21 (2.58) and 2019/20 (3.30). As with officers, respiratory related absences account for the second highest proportion of payroll hours lost (26.19%) and the average days lost per person has increased from 2.18 in 2021/22 to 2.27 for 2022/23.

Of the 12 general absence reasons, the average days lost per person has only increased in 5 categories (respiratory, cardiac/circulatory, digestive, headache/migraine and infectious disease).

Cardiac/circulatory related absence has increased by the most and the main reason for the increase is due to heart attacks.

Respiratory related absence has also increased and the main reason for the increase in respiratory absence is due to increases in chronic obstructive pulmonary disease (+470 hours), bronchitis (+274 hours), throat infection (+265 hours),

Pneumonia (+233 hours) and sinusitis (+201 hours). In terms of COVID-19 related illness<sup>1</sup>, this has reduced from 30,436 hours in 2021/22 to 18,173 hours in 2022/23.

Of the 17 Commands, only 4 have higher average days lost per person for 2022/23 when compared to 2021/22.

Contact Management remains the Command with the highest average days lost per person for 2022/23 (14.21). However, this is lower than the same position in 2021/22 (14.78). The average headcount in Contact Management (502) accounts for 21.50% 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 (37.01%) and respiratory related absence (25.03%), which is a similar position to officer absence.

When comparing 2022/23 to last year, LPA West have experienced the largest increase (of 19.75 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 10.27 and, this is an increase when compared to 2021/22 (7.66). The absence reasons that account for the highest proportion of payroll hours lost in OPC are musculo/skeletal related absence (21.32%) and psychological related absence (17.35%).

Criminal Justice Command are the Command with the third highest average days lost per person at 9.10. However, this is a reduction when compared to 2021/22 (12.07), 2020/21 (9.56) and 2019/20 (11.96) The reasons that account for the highest proportion of payroll hours lost in Criminal Justice Command are psychological related absence (26.01%) and respiratory related absences (22.24%).

For PCSOs, the average days lost per person has reduced to 10.89 for 2022/23, which is a significant reduction of 4.86 when compared to 2021/22. This is also the lowest level of absence over the last 6 years.

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

Employee Group	2020/21		2021/22		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	11273.59	6.49%	12411.44	7.77%	8303.83	5.45%	-4107.61	-2.33%	-2969.75	-1.05%

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

The figures demonstrate that 5.45% of contracted hours available were lost to sickness absence for 2022/23, which is a reduction when compared to 2021/22 (7.77%) and 2020/21 (6.49%).

For PCSOs, respiratory related absence accounts for the highest proportion of payroll hours lost (25.41%), followed by miscellaneous absence (18.59%). In terms of average days lost per person respiratory absence has increased from 2.21 in 2021/22 to 2.77 in 2022/23 but average days lost for miscellaneous related absence have reduced to 2.03 from 2.48.

The main reason for respiratory related absence is, unsurprisingly, COVID-19 absence, which accounts for 50.69% of the payroll hours lost to respiratory related absence. Only one individual that has been absent for respiratory related absence remains absent at time of writing (6<sup>th</sup> April 2023).

Although miscellaneous absence accounts for the second highest proportion of payroll hours lost there have only been 17 instances of this absence in 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.

### **Restricted Duties**

The number of staff on restricted duties has reduced from 72 as at 31<sup>st</sup> December 2022 to 68 as at 31<sup>st</sup> March 2023 and PCSOs have reduced slightly, by 2, from 11 to 9 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)**

PIU and Operational HR teams have continued the increased focus 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 were subject to a Star Chamber Review, chaired by the Deputy Chief Constable, in March 2023, whereby the top 20 cases of long-term absence or high Bradford Score were scrutinised. These cases were presented to DCC Prophet by the relevant Heads of Department supported by the Operational HR Team and PIU to ensure all opportunities for intervention and support were in place. This Star Chamber has led to the introduction of similar oversight meetings at an ACC level with a follow-up Star Chamber planned for June 2023.

## **Business Case Update**

During the period 1<sup>st</sup> January 2023 to 31<sup>st</sup> March 2023, 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 January 2023 to 31st March 2023):**

- **Criminal Justice Command Restructure – Management phase –** Restructure of CJ within Essex Police includes proposals to transfer line management of Property Services and Youth Justice Team to Criminal Justice Command. Management structure went live from 1<sup>st</sup> January 2023 to assist with implementation and both Property Services and Youth Justice Teams have been aligned under CJ during the reporting period.

**Four 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 9<sup>th</sup> September 2022 for a 45-day consultation, consultation closed 24<sup>th</sup> October 2022. 166.35 fte posts impacted by the proposals. Full structure go live is 1<sup>st</sup> April 2023.
- **AMO –** Removal of Audit and Compliance Officer post from AMO – 1 FTE impacted – compulsory redundancy scenario. Last day 31<sup>st</sup> March 2023.
- **Forensic Redesign –** Collaborative business case proposing full restructure of Forensics across Essex and Kent. Launched 27<sup>th</sup> October 22, 60-day consultation concluded on 31<sup>st</sup> December 2022, alternative proposals are being reviewed ahead of re-issue to impacted staff. 129 fte impacted by the proposals, 65 individuals are in Essex. Selections being conducted in March and April 2023. Proposed implementation date is 1<sup>st</sup> July 2023.
- **Operational HR Restructure –** Collaborative business case; 28 individuals impacted by proposals. Consultation commenced 12<sup>th</sup> January 2023 and concluded on 10<sup>th</sup> February 2023 – go live date of new structure 20<sup>th</sup> June 23.
- **7 Force Commercial Services –** Collaborative business case; 33 individuals impacted by proposals, 4 Essex colleagues. Consultation launched on the 16<sup>th</sup> January 2023. All colleagues retained roles. Implementation date 3<sup>rd</sup> April 2023.

**The following business case launched during this period:**

- None

### **Specials Headcount and Turnover**

As at 31<sup>st</sup> March 2023, there were 327 specials in post on SAP, which is a net reduction of 37 when compared to the position as at 31<sup>st</sup> December 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 2022/23, a total of 170 specials have left, which is 28 more than left in 2021/22 (142). Of the 170 that have left, 53 have left to join Essex Police as a new officer recruit, which is 31.18%. Of note, this is significantly higher than the number that left in 2021/22 to join Essex Police (36).

Of the 170, a total of 111 are resignations, which equates to 65.29% of all leavers.

### **Specials Duty Hours**

A total of 119,125 duty hours have been worked during 2022/23, which equates to a financial year to date average of 26.12 hours per officer. As expected, due to the overall lower headcount, this a reduction when compared to the same period last year (175,312 hours worked / average of 28.75).

It should still be noted however, that the total duty hours worked in March 2023 (8,499) is the equivalent of 531 specials working a 16-hour month. The duty hours worked in March 2023 duty hours are lower than previous year but are higher than those worked in the months of December 2022 through to February 2023.

### **Recruitment and Applications**

In relation to recruitment, there have been 32 joiners in 2022/23, this is a reduction of 50 when compared to 2021/22 (82) and 122 when compared to 2020/21 (154). It is also the lowest number of Specials joiners recorded in a financial year. Further intakes are planned throughout the 2023/24 financial year with an aspiration to achieve a net increase of 100 throughout 2023/24.

With regards to applications, numbers are still relatively low, with a weekly average of 7 over the last quarter. However, positively, the total applications of 11 during each of the weeks commencing 6<sup>th</sup> February 2023 and 27<sup>th</sup> February 2023 were the highest level of applications in a single week over the previous 14 weeks.

Corporate Recruitment and Corporate Marketing, in conjunction with the Specials Command lead, continue to work together to enhance the number of applications received. As reported last quarter, building on the #myotherlife campaign, the specials recruitment campaign ran from 14<sup>th</sup> October 2022 to 29<sup>th</sup> January 2023. Below is a summary of key numbers and activity since the campaign ended:

- 85 organic social media posts which has resulted in 630,153 impressions (how often someone has seen the link) and 1691 link clicks.
- 6 paid for social media posts which has resulted in 1,829,047 impressions and 28,916 link clicks.

- All 4 ad pause 5 week campaign that was launched on 18<sup>th</sup> December 2023. This has resulted in 61,206 impressions and 1,608 link clicks.
- 4 week gym campaign that went live on 2<sup>nd</sup> January 2023 across 20 gyms in Essex
- New content continuously being posted such as the specials accreditation that took place on Monday 27<sup>th</sup> February 2023 and the advertising of new events such as the Specials recruitment evening on 12<sup>th</sup> April 2023.
- Regular content of up to 3 posts a week which includes a mix of existing campaign content as well as new content such as case studies from existing specials.
- Internally, a Focus On feature was published on the 28<sup>th</sup> February 2023, with the specials team which has had 950 views.

Outreach carried out by the Corporate Recruitment team over the last quarter has included 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.

Specials recruitment forms a clear part of the strategic marketing plan for 2023/24. Progress of specials recruitment will continue to be monitored weekly through tactical and strategic checkpoint meetings to ensure effective oversight.

### **Ethnicity and Gender**

The number of ethnic minority specials has reduced by 2, from 19 as at 31<sup>st</sup> December 2022 to 17 as at 31<sup>st</sup> March 2023, which is a percentage point reduction of 0.02 from 5.22% to 5.20%. 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 20 from 122 as at 31<sup>st</sup> December 2022 to 102 as at 31<sup>st</sup> March 2023. As a result, specials proportion has reduced from 33.52% as at 31<sup>st</sup> December 2022 to 31.19% as at 31<sup>st</sup> March 2023, a percentage point reduction of 2.32.

### **All Employee Groups Diversity Data**

The table overpage provides a breakdown of the protected characteristics data for officers, staff, PCSOs and specials for 31<sup>st</sup> March 2023 compared against 31<sup>st</sup> March 2022 position. The table also includes a summary of the diversity category completion rate for the current position when compared to the 31<sup>st</sup> March 2022.

OFFICIAL

Diversity Category	Employee Group	Current Financial Year		Position as at 31/03/2022	Diversity Category Completion Rates	
		Headcount as at 31/03/2023	% as at 31/03/2023 & Direction of Travel vs 31/03/2022		Completion Rate % as at 31/03/2023 & Direction of Travel vs 31/03/2022	Completion Rate % - 31/03/2022
<b>Gender: Female</b>	Officers	1414	37.09% ↑	35.83%	100.00% →	100.00%
	Staff	1570	67.38% ↑	65.63%	100.00% →	100.00%
	PCSOs	68	65.38% ↑	63.11%	100.00% →	100.00%
	Specials	102	31.19% ↓	34.19%	100.00% →	100.00%
<b>Self Declared Gender: Prefer to Self Describe</b>	Officers	5	0.13% ↑	0.05%	70.75% ↑	66.99%
	Staff	3	0.13% ↓	0.17%	72.11% ↑	68.40%
	PCSOs	0	0.00% →	0.00%	51.43% ↑	47.57%
	Specials	0	0.00% →	0.00%	73.95% ↓	77.14%
<b>Religion: Declared a Religion</b>	Officers	873	22.90% ↑	22.36%	67.89% ↑	63.64%
	Staff	684	29.36% ↑	28.86%	68.04% ↑	64.09%
	PCSOs	28	26.92% ↑	22.33%	50.48% ↑	44.66%
	Specials	113	34.56% ↑	30.97%	71.86% ↓	75.43%
<b>Ethnicity: Ethnic Minorities</b>	Officers	156	4.09% ↓	4.17%	100.00% →	100.00%
	Staff	97	4.16% ↓	4.48%	100.00% →	100.00%
	PCSOs	0	0.00% ↓	0.97%	100.00% →	100.00%
	Specials	17	5.20% ↓	6.02%	100.00% →	100.00%
<b>Sexuality: Bisexual/Gay/Lesbian</b>	Officers	195	5.12% ↑	4.75%	69.94% ↑	66.03%
	Staff	89	3.82% ↑	3.42%	71.04% ↑	67.21%
	PCSOs	3	2.88% ↓	2.91%	51.43% ↑	47.57%
	Specials	13	3.98% ↓	4.52%	73.35% ↓	76.92%
<b>Disability: Yes</b>	Officers	253	6.64% ↑	5.49%	43.05% ↑	35.26%
	Staff	216	9.27% ↑	8.97%	50.97% ↑	44.06%
	PCSOs	14	13.46% ↑	8.74%	33.33% ↑	23.30%
	Specials	4	1.22% ↑	0.86%	37.13% ↑	30.56%
<b>Nationality: Declared Nationalities Excluding British</b>	Officers	61	1.60% ↑	1.18%	98.82% ↓	98.88%
	Staff	44	1.89% ↑	1.71%	98.16% ↓	98.21%
	PCSOs	0	0.00% →	0.00%	99.05% ↓	100.00%
	Specials	9	2.75% ↓	3.01%	99.40% ↑	98.93%
<b>Marital Status: Married or Civil Partnership</b>	Officers	1229	32.24% ↓	34.02%	51.86% ↓	55.99%
	Staff	892	38.28% ↓	39.62%	58.56% ↓	61.49%
	PCSOs	52	50.00% ↓	51.46%	79.05% ↓	85.44%
	Specials	35	10.70% ↑	8.60%	23.35% ↑	19.66%
<b>Age Grouping:</b>	Officers:	<b>18-24: 13.51%</b>	<b>25-39: 50.21%</b>	<b>40-54: 34.21%</b>	<b>55+: 2.07%</b>	
	Staff	<b>18-24: 5.84%</b>	<b>25-39: 31.63%</b>	<b>40-54: 34.03%</b>	<b>55+: 28.54%</b>	
	PCSOs	<b>18-24: 3.85%</b>	<b>25-39: 29.81%</b>	<b>40-54: 39.42%</b>	<b>55+: 27.88%</b>	
	Specials	<b>18-24: 17.43%</b>	<b>25-39: 46.79%</b>	<b>40-54: 28.75%</b>	<b>55+: 9.17%</b>	

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 and staff declaring their sexuality as bisexual, gay or lesbian.

As reported last quarter, 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. However, it should be noted that the force is currently in the process of implementing the latest standardised data set for protected characteristics. The revised standards have been agreed through the NPCC DEI Coordination Committee and, once implemented, will result in some



existing entries within the protected characteristics being removed and/or replaced. This may result in a reduction in some of the completion rates for certain protected characteristics (such as gender identity and marital status), however, once the HR system SAP has been updated, communications will be sent out encouraging individuals to review and update, where necessary, their diversity data in SAP.

### **Health and Wellbeing Services Update**

The Virtual Wellbeing sessions have now attracted 9,609 attendees since their inception in 2020 (Essex and Kent) across the 305 sessions delivered (as at 24<sup>th</sup> March 2023). In addition, the Feel Well Live Well and Feel Well Live Leaders Programmes continue with healthy attendance for 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 delivery of Investigator Wellbeing has continued in this period with the Counselling and Wellbeing team offering a well-rounded provision for investigators including:

- The creation of an electronic Wellbeing Pack for investigators
- Investigator wellbeing virtual sessions exploring themes pertinent to investigator wellbeing and ensuring signposting and support options are understood
- 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)

A Police Constable has commenced in post as the Peer Support and TRiM Coordinator, with this officer working with their Kent counterpart to collaboratively develop the Peer Support network. It is anticipated that training for the first cohort of Peer Supporters will commence in June 2023 following a recruitment and selection process for these force-wide volunteers.

The Suicide Prevention resources launched in March 2023 to encourage awareness of suicidal thoughts, ideation and behaviours, which can impact on individuals and includes a Suicide Prevention Toolkit with safety plan, blog and refreshed Suicide Prevention area on Healthy You with signposting to useful bitesize video and training. This aims to inspire confidence and a belief that actions in supporting one another can create hope for those who may be struggling, experiencing unease or at risk of suicide. This launch was supported by three virtual wellbeing sessions relating this difficult topic.

### **Absence Star Chamber**

As detailed earlier in this report, a newly created Absence Star Chamber held its' inaugural meeting, chaired by DCC Prophet, on 14<sup>th</sup> March 2023. A constructive and healthy debate was held in relation to absence trends and interventions in the forces' longest term absence cases and those with the highest Bradford scores. All Chief

Officers have been tasked to undertake similar 'absence scrutiny panels' for their commands, getting to the finer detail of these and other absence cases.

The next quarterly Absence Star Chamber is scheduled for 1<sup>st</sup> June 2023, to review the cases and their progression.

### **Review of the Reasons for Referral to Occupational Health and Counselling and Wellbeing Services:**

This section of the report is based upon data gathered from internal survey submissions completed by OH Advisers and Counselling and Wellbeing Counsellors between 12/12/22 to 28/03/23.

#### Occupational Health

In the period reviewed there have been 190 Occupational Health submissions. The data collection form surveys information on three categories of referrals; musculoskeletal, psychological and respiratory:

- The majority of referrals to OH for psychological reasons were for work and private issues combined (50%) or private issues (27%). Solely work-related issues accounted for 21% of cases (2% n/a)
- For the 79 musculoskeletal cases, 14% (11) were injuries on duty, 45% of which were arrest and restraint
- 17 injuries occurred off duty
- There were 48 submissions to Occupational Health for psychological reasons

The number of cases in each category does not lead to a particular causation requiring intervention, albeit that back ache and back pain generated 16 referrals and, as such, it is wise to remind individuals of the need for DSE risk assessments and to use office equipment correctly. A virtual wellbeing session on the importance of the working environment was delivered on 30<sup>th</sup> March 2023.

#### Counselling and Wellbeing

In the period reviewed there have been 109 submissions from the counselling team. Of these 66 were for private related reasons, 20 work related and 23 were a combination of private and work. Of the 66 'private' cases, 55 were triaged to the Employee Assistance Programme. The highest number of cases were therefore for reasons classed as private rather than work.

- Referrals to Counselling and Wellbeing were 61% private, 18% work and 21% a combination of both. Of the private related referrals, loss or bereavement, relationships and stress/anxiety were the greatest contributors
- Of the referrals citing work as the main causation, several were for multiple reasons therefore there are overlaps in the causes with the highest reasons being 8 trauma and 12 stress/anxiety
- Of the 20 solely work based referrals, 40% of work-related referrals involved trauma and 60% stress/anxiety

- From the data collated, it is reasonable to assume that trauma referrals tend to be incident at work related and stress/anxiety/exhaustion tend to be day to day work related. If this viewpoint is correct, then 'day to day work' generated a higher number of referrals than trauma
- Of the referrals citing a combination of work and private, 66% cited stress and anxiety

## **Learning and Development Update**

### **Foundation Training and Professional Development Team**

On 23<sup>rd</sup> January 2023 Essex Police College (EPC) welcomed intake 1/23 consisting of 79 Officers. This intake consists of all currently offered entry routes – Police Constable Degree Apprenticeship (PCDA), Degree Holder Entry Programme (DHEP) and Initial Police Learning and Development Programme (IPLDP). 69 students passed out of EPC on 20<sup>th</sup> January 2023 (intake 3/22), and a final intake for this financial year commenced on 31<sup>st</sup> March 2023 with 65 new officers.

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. 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 two cohorts of PEQF students have recently completed their Tutorship period whilst intake 3/22 will start imminently. There is regular engagement with local policing colleagues, formally and informally, which is positive and supportive. The PEQF team are attending events to continue to raise awareness, offer advice and support as elements of the programme continue to be experienced for the first time.

There is robust governance at tactical and strategic levels to ensure the new operating model is embedded as business as usual, as it progresses across the first 2-3 years to the conclusion of a full rotation of all entry routes. The governance will also ensure the development, implementation and integration of the new non degree entry route is well supported.

Essex Police commitment and investment into the Special Constabulary was highlighted positively at the most recent National Special Constabulary seminar, as one of only 11 forces nationally to have implemented the Special Constabulary Learning Programme (Phase 1), and only one of 3 forces to have implemented phase 2.

### 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 256 following the November 2022 NIE. The pass rate for this exam in Essex was 67.6% which is above the national average. There are currently 48 candidates signed up to the March NIE and a further 23 for the June NIE.

Specialist Child Abuse Investigations Development Programme (SCAIDP) portfolios are now being submitted, with governance provided by Learning and Development PIP2 Coaches. To date 52 accreditations have been achieved.

The Virtual Crime Academy continues to be developed and, since its' initial launch, visits to the platform have increased with over 27000 visits in the last 90 days. The most recent development includes an investigators page providing support and information in respect of Wellbeing, victim and vulnerability, interviews, intelligence, and forensics.

### Public and Personal Safety Training (PPST)

The Practical Skills Team continue to plan for the revised officer safety 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 and plans to adjust resourcing, estate and equipment are in place. Proposals for delivery, which include a revised first aid curriculum and enhanced 'contact time' requirement are in the final stages of development.

### Taser Training

There are currently 752 Standard trained Officers in Essex against the force establishment target of 737. The Taser Training team are overseeing the implementation of the new Taser management system Chronicle, which went live on 14<sup>th</sup> March 2023. This system provides a far more robust and standardised process to manage both training and operational matters, including device allocation and training records. Chronicle introduction is part of the 7 force programme ahead of the new requirements for licence to practice and the introduction of a Chief and Deputy Chief Taser instructor, following the regional armed policing model.

### Driver Training

Six of the seven uplift posts are now in role and at various stages of their progression to ensure that they meet the new College of Policing instructor standards, following the introduction of the Police Crime, Sentencing and Courts Act 2022. One of the new instructors is already delivering their first independent course and others will come online soon, which will provide increased capacity against the Perfect Profile. This is monitored closely, and regular updates are provided via corporate governance.

### Leadership Academy

Work continues regarding the ongoing commitment to Diversity, Equality and Inclusivity (DEI) training with four trainers from the Leadership Academy attending a 'trainer training' session with external training provider 'Pearlcatchers'. Work is still ongoing, and the future course content is currently being developed.

A further three 'Be the Change' Sergeants' promotion courses have also taken place along with a further two additional 'Pledge' update days. The Pledge days are attended by LPA Command Team members from every delegate's LPA/Directorate in order for them to hear how they have implemented the learning from their training into their roles as substantive Sergeants. An Inspectors 'Be the Change' course commenced on the 20<sup>th</sup> February 2023 and concluded on the 1<sup>st</sup> March 2023, and the Police Staff leaders programme will run from April 2023. Work continues with College of Policing to ensure the force offer is aligned to the CoP First and Mid Line Leaders Programme (FLL/MLL), which are coordinated via the new National Centre for Police Leadership (NCPL).

Following LPA engagement, led by Supt Davies and Supt Weaver, the tutor course has been redesigned and is due to launch in April 2023, running monthly thereafter.

Custody officer training has been delivered to 13 newly promoted Custody Sergeants and detention officer course commenced on the 20<sup>th</sup> February 2023 and concluded on the 3<sup>rd</sup> March 2023. The training programme has adapted to meet the future organisational demand and provide a resilient and flexible model of trained and operationally competent custody Sergeants.

### Professional Assessment Team (PAT)

There are currently 131 Sergeant candidates and 22 Inspectors in the assessment process with a further batch of newly promoted Sergeants to join the cohort in the next month. This is a very high number however the cohorts do flow through the 12-month assessment period at different rates, which is closely monitored to ensure compliance with both College of Policing and City and Guilds guidelines (as the awarding body). Changes to the National Police Promotions Framework are being developed and the team is engaged with the College to ensure we remain in a positive position as a force.

### Performance Design and Evaluation (PDE, E-Learning Developers and IT Training)

The PDE team continue to work on training commissions for the wider force as well as continuing to commission, develop, quality assure Flex Training. The return of officers to the workplace for these training days is working well with further work to be undertaken with subject matter experts to enhance and maximise engagement opportunities.

The latest round of Flex Training, which is now delivered in the workplace, has been attended by over 900 LPT Officers. The subject matter of Professionalism and Valuing our People was very topical in light of recent news stories regarding Policing. The interactive training had a mixture of Officers, Staff and guest speakers covering topics such as Positive Action, Violence Against Women and Girls (VAWG), HeForShe, Abuse of power for sexual purpose and Counter Corruption.

The IT Training Team continue to be heavily involved with the oversight and quality assurance of training being developed for the roll-out of Phase 1 of the Athena updates. The next challenge for the team will be Phase 2 of the remodelling of the system that will see Digital Case File introduced, which will naturally attract an additional training demand. During the same period, the forces 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).

## **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 3 of the National Police Uplift requirement being exceeded.

The representation of ethnic minority officers (4.09%) remains relatively strong and female officers (37.09%) continues to increase with current headcounts 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 (March 2023) at 8,499, which is the equivalent of 531 specials working a 16-hour month.

## **6.2 Demand**

Whilst the national uplift programme has concluded, demand remains high within Human Resources, Business Services and Learning and Development due to the need to effectively resource and train the force accordingly. As previously reported, 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 resulted in year 3 of the national uplift being exceeded by 51, however the strength was 11.87 fte below the establishment of 3755.00. The recruitment plan for 2023/24 ensures for the force achieves establishment by 31<sup>st</sup> March 2024, however, whilst officer recruitment requirements

are lower it remains an ongoing risk due to the challenging and changing external environment.

Last quarters update provided a detailed breakdown of the actions taken / due to be taken to mitigate this risk with a focus on attraction, improving time to hire, keeping candidates in the recruitment pipeline. In addition, the force continues to closely monitor the effect of attrition on the achievement of establishment and uplift requirements in 2023/24 and the wider impact of attrition.

A full 2022/23 exit analysis paper is due to be presented in May 2023 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 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.

### Officer absence

As reported, officer absence in 2023/24 was higher than the previous 4 financial years and therefore remains an area of focus. The PIU and Operational HR continue to work closely with Commands and as stated in the report the next quarterly absence Star chamber is scheduled for 1<sup>st</sup> June 2023.

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

1. Increase the number of specials throughout 2023/24 in line with the aspiration to achieve a net headcount increase of 100 by 31<sup>st</sup> March 2024.

**Expected Outcome:** progress towards significant net increases in specials remains challenging in light of increased turnover and reduced recruitment, however, with the specials campaign and ongoing activity it is expected progress will be made throughout the financial year.

2. Continue to increase female officer representation throughout 2023/24.

**Expected Outcome:** as reported, the current number and 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 2023/24.

3. Continue to increase ethnic minority officer representation throughout 2023/24.

**Expected Outcome:** there are currently 10 ethnic minority officers in pre-employment and application numbers remain strong, therefore, 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.