

Performance and Resources Scrutiny Programme 2024

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

Title of Report:	HR Strategic Dashboard Supplementary Report
Classification of Paper:	Official
Agenda Number:	10.0
Chief Officer:	Mr Richard Leicester
Date Paper was Written:	4th July 2024
Version Number:	2
Report from:	Essex Police
Date of Meeting:	31st July 2024
Author on behalf of Chief Officer:	Mr Adam Pfeiffer
Date of Approval by Chief Officer	12th July 2024 - ACO Richard Leicester
COG meeting date / date of approval (Please indicate whether paper presented to COG or not)	COG – 17th July 2024

1.0 Purpose of Report

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

2.0 Recommendations

Not applicable.

3.0 **Executive Summary**

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

4.0 **Introduction/Background**

This commentary report refers to data taken from the force HR system (SAP) as at 30th June 2024 except where alternative data is displayed for trend analysis. The below provides a summary of key highlights from the report:

- In the last quarter a total of 56.00 fte officers have joined the force, however overall, there has been a net reduction in strength of -12.08 fte. The headcount as at 30th June 2024 was 3813, which is 3 higher than the minimum Police Uplift Programme (PUP) headcount requirement of 3810 and 7 under the additional PUP recruitment requirement of 3820.
- Officer application numbers remain strong with a monthly average of 217, which is higher than the monthly average in each of the last 3 financial years. In addition, the total applications of 651 in quarter 1 is higher than quarter 1 of both 2023/24 and 2022/23.
- The proportion of applications from ethnic minority candidates in quarter 1 (20.12%) is higher than the previous 5 full financial years and April 2024 specifically, is the second highest since April 2019.
- The proportion of applications from female candidates was low this quarter (34.72%), however, joiner numbers and overall female officer representation remains strong.
- With regards to officer joiners, 2 of the 56 total joiners (3.57%) were from ethnic minority backgrounds, which is a reduction compared to the same period in 2023/24 and 2022/23. However, it is expected this position will improve considering the extensive HR Positive action work being undertaken (as identified within the paper) and strong application numbers.
- With regards to gender, of the 56 officer joiners in quarter 1, 50.00% were female, which is the highest proportion in quarter 1 from available data back to 2009/10 and above the female economically active population (EAP) of Essex (47.65%).
- With regards to overall force representation, there has been a net headcount reduction of 3 ethnic minority officers (reducing the overall proportion from 4.14% to 4.07%). The number and proportion of female officers however has increased from 1436 (37.59%) as at 31st March 2024 to 1448 (38.04%) as at 30th June 2024.
- The current headcount and proportion of female officers is the highest ever end of month position on record.
- With regards to officer leavers, a total of 70 left in quarter 1 which is an average of 23 a month and therefore in line with the projection used for recruitment

forecasting (23). As a turnover percentage this equates to 1.84% and is marginally lower than quarter 1 last year (1.92%). Ethnic minority turnover is relatively stable with female officer turnover improving.

- Over this quarter, a total of 67 officers have commenced their promotional posting. Of those, 3 were to the rank of Inspector (1 / 33.33% was ethnic minority) and 64 were to the rank of Sergeant (2 / 3.13% were ethnic minority).
- Officer absence (average days lost per person) for quarter 1 of 2024/25 was 2.39, which is the highest level of absence for this period over the last 7 years.
- With regards to staff, there has been a net increase in strength fte of 7.76, which has resulted in the vacancy factor reducing marginally from -10.42% to -10.10%. That said, vacancies remain across the majority of Commands and, as reported in the last HR update, the force is aiming to achieve a 13.00% vacancy factor in 2024/25. This is likely to reduce the number of roles approved to be recruited and therefore resulting in an increase in the vacancy rate across Commands. However, recruitment into key roles will continue.
- Staff turnover was relatively low in quarter 1 with 54 (2.35%) leavers, which represents a reduction when compared to the same period last year (64 / 2.77%).
- Staff absence (average days lost per person) for quarter 1 of 2024/25 was 2.28, which is the highest level of absence for this period over the last 5 years. Of note however, a significant contributory factor of this is an increase in the number of miscellaneous related absences, specifically cancer.
- During the last quarter, a total of 3 ratified business cases moved to their new structure and 2 concluded consultation. No new business cases were launched.
- With regards to PCSOs there are no significant variations to report. The overall strength fte has reduced, resulting in the vacancy rate increasing to 10.78%. As with officers and staff, absence is relatively high, but this is predominately due to small numbers of long-term absences.
- With regards to Specials, the overall headcount has reduced by 6, however this is a much lower quarterly reduction compared to previous updates. Whilst only 6 joined in quarter 1, turnover was at its lowest level for this quarter based on available data back to 2009/10, which helped reduced the rate at which the overall headcount was reducing.
- In addition to lower turnover, application numbers for the latest period were also extremely positive. There were a total of 126 applications, which is higher than the same period in each of the last 2 years.

As reported previously, areas of focus going forward will be seeking to maintain and increase the number of Special Constables.

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

All employee group absence is an area of focus and will continue to be monitored through the Performance Improvement Unit (PIU) and Operational Human Resources (HR).

5.0 Current Work and Performance

Officers

Establishment v Strength and Vacancies

As at 30th June 2024, the strength was 3745.55 fte, which is -9.45 fte under the establishment of 3755.00. This represents a net reduction of 12.08 fte since the last HR report as at 31st March 2024.

With regards to vacancy rates, Contact Management have increased from -11.31% (as at 31st March 2024) to -14.63% as at 30th June 2024. However, it should be noted the actual strength fte in the Command has increased over this period from 161.41 fte to 167.33 fte. The reason the vacancy rate has increased is due to an increase in establishment (from 182.00 fte to 196.00 fte) following the implementation of the new Contact Management structure. Looking forward, this position is expected to improve significantly as a result of officers moving into the Command over the next quarter.

Learning and Development continue to have a high number of vacancies (-11.36%), which is a small increase compared to the last update (-10.81%). With regards to the Serious Crime Directorate, their vacancy rate has reduced from -12.11% to -11.81% and they are no longer the Command with the highest proportion vacancies as identified in the last HR data pack.

Whilst the overall strength fte for officers has reduced over this period, there have been positive increases in a number of Commands, most notably Local Policing Area North (increasing by 24.68 fte from 796.63 to 821.31). There have also been increases in fte across Essex Criminal Justice Command (+8.00 fte) and Crime & Public Protection Command (+6.23 fte).

As previously reported, the Resourcing Deployment panel chaired by the Director of HR and attended by Assistant Chief Constables and Human Resources continues to meet monthly. The release of officers into vacancies agreed at this panel is dependent on a number of factors, such as current resourcing priorities and vacancy levels.

Continuous Improvement Plan

It should be noted that over the next quarter the establishment is due to reduce by 130.00 fte across a number of Commands (with the exception of Local Policing Teams), which will have an impact on the vacancy rates. This change is being implemented in order to slow down the flow of officers from Local Policing Teams to roles in other parts of the force, which will result in preserving skill and experience in response policing for longer, as officers will not be moving on as quickly.

The overall force establishment will not reduce as the 130.00 posts being removed across the affected Commands will be offset by making 130.00 student constable posts established within the Essex Police Training College, under Learning & Development.

A summary of the changes will be provided in the next HR update due to in October 2024.

Recruitment Joiners and Applications

Since the last update, a total of 56 officers joined the force in quarter 1 (April to June 2024). This was made up of 51.00 fte new recruits that joined on the 24th June 2024 and 5.00 fte transfers into force. The breakdown of entry routes for the new officer recruits is identified in the below table:

Entry Route Full Title	No.
Police Constable Entry Programme	25
Police Constable Entry Programme (Investigate First)	4
Degree Holder Entry Programme	6
Degree Holder Entry Programme (Investigate First)	8
Police Constable Degree Apprenticeship	6
Police Constable Degree Apprenticeship (investigate First)	2
Total	51

In summary, 29 joined via the Police Constable Entry Programme (PCEP), 14 via Degree Holder Entry Programme (DHEP) and 8 via Police Constable Degree Apprenticeship (PCDA). Of the total 51 new recruits, 14 joined via Investigate First across the 3 core entry routes.

Police Uplift Programme (PUP) Headcount (includes officers on career break)

As reported in the previous update, Essex Police have been allocated funding for an additional 10 officers in 2024/25, taking the total PUP headcount requirement from 3810 to 3820.

As at 30th June 2024, the force had a headcount of 3813, which was 3 higher than the minimum headcount requirement of 3810 and 7 under the additional PUP.

The table overpage shows the total officer application numbers each financial year from 2019/20 to 2023/24 and quarter 1 of 2024/25. This also includes a breakdown of applications by ethnicity grouping and gender.

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%
2022/23	2055	273	13.28%	844	41.07%
2023/24	2182	323	14.80%	853	39.09%
Apr-24	243	52	21.40%	83	34.16%
May-24	207	40	19.32%	69	33.33%
Jun-24	201	39	19.40%	74	36.82%
Quarter 1 Total	651	131	20.12%	226	34.72%

The table demonstrates that in quarter 1 of 2024/25 (April to June 2024), there were a total of 651 applications. This is a monthly average of 217 applications, which is significantly higher the monthly average in 2023/24 (182), 2022/23 (171) and 2021/22 (175).

In addition, when focusing on just quarter 1, the total applications of 651 is higher than quarter 1 of both 2023/24 (339) and 2022/23 (457).

With regards to ethnicity, the total proportion of applications from ethnic minority candidates in the latest quarter was 20.12%, which is higher than the previous 5 full financial years. It is also worth noting that the April 2024 proportion of ethnic minority applications (21.40%) is the second highest since April 2019, only bettered by December 2020 (21.77%).

With regards to gender, the total proportion of applications from female candidates in quarter 1 of 2024/25 was 34.72%, which is lower than all but 1 of the previous 5 financial years. That said, whilst overall applications proportions are lower this period, joiner numbers and overall female officer representation remains strong. This is identified later in the paper.

Diversity – Ethnicity

Of the total 56 joiners in quarter 1 of 2024/25, a total of 2 were ethnic minority. This equates to 3.57% and is lower than the proportion of ethnic minority officers that joined in 2023/24 (6.04%) and 2022/23 (4.74%).

For information, the 3.57% ethnic minority joiners is 7.58 percentage points below the 2021 economically active population (EAP) of Essex (11.15%). Positively however, as cited earlier, the ethnic minority application proportion for 2023/24 was 14.78%, which is 3.63 percentage points higher than the EAP and the latest intake suggests the success rate of ethnic minority candidates is improving.

The below tables demonstrate the proportion and then the headcount of ethnic minority officers that have joined (all entry routes) for the 2024/25 year to date (April to June) and the previous 4 financial years.

Ethnicity Group	2024/25 YTD			2023/24		2022/23		2021/22		2020/21	
	No.	% of Total Ethnic Minority	% of Total Joiners	% of Total Ethnic Minority	% of Total Joiners	% of Total Ethnic Minority	% of Total Joiners	% of Total Ethnic Minority	% of Total Joiners	% of Total Ethnic Minority	% of Total Joiners
Asian / Asian British	1	50.00%	1.79%	25.00%	1.51%	35.00%	1.65%	48.15%	3.49%	27.59%	2.60%
Black / African / Caribbean / Black British		0.00%	0.00%	12.50%	0.75%	10.00%	0.47%	25.93%	1.88%	24.14%	2.27%
Mixed / Multiple Ethnic Groups	1	50.00%	1.79%	56.25%	3.40%	50.00%	2.36%	18.52%	1.34%	41.38%	3.90%
Other Ethnic Group		0.00%	0.00%	6.25%	0.38%	5.00%	0.24%	7.41%	0.54%	6.90%	0.65%
Total	2	100.00%	3.57%	100.00%	6.04%	100.00%	4.73%	100.00%	7.26%	100.00%	9.42%

Ethnicity Group	2023/24			Headcount			
	H'Count	% of Total Ethnic Minority	% of Total Joiners	2023/24	2022/23	2021/22	2020/21
Asian / Asian British	1	50.00%	1.79%	4	7	13	8
Black / African / Caribbean / Black British		0.00%	0.00%	2	2	7	7
Mixed / Multiple Ethnic Groups	1	50.00%	1.79%	9	10	5	12
Other Ethnic Group		0.00%	0.00%	1	1	2	2
Total	2	100.00%	3.57%	16	20	27	29

Of the 2 ethnic minority joiners, 1 was Asian / Asian British (1.79% of total joiners) and 1 was Mixed / Multiple Ethnic Groups (1.79% of total joiners).

Whilst the proportion of total ethnic minority joiners was low in the latest quarter, the number and proportion of applications from ethnic minority candidates was really strong during this same period. Subject to this continuing, this should result in an improved proportion of ethnic minority officers joining the force throughout the remaining intakes of the financial year.

For information, there are currently 16 ethnic minority candidates in the pre-employment stage, and it is projected up to 9 of those could join in the September 2024 intake subject to passing the required stages (i.e. vetting and medicals). If 9 were to join that would represent 12.32% of the total intake of 73, however this is subject to change.

With regards to the recruitment pipeline, as at 1st July 2024, there were a total of 369 candidates in the selection process, of which 45 are ethnic minority candidates (12.20%).

With regards to force level officer representation, there has been a net headcount reduction of 3 from 158 as at 31st March 2024 to 155 as at 30th June 2024. This is percentage point reduction of 0.07 from 4.14% to 4.07%.

For context, whilst the latest data shows a lower position, the current headcount of 155 ethnic minority officers is higher than the end of each financial year from 2014 to 2022 and only 1 lower than 2023 (156).

Diversity – Gender

Of the 56 joiners this quarter, a total of 28 were female, which equates to 50.00%. This is an increase when compared to 2023/24 (41.51%). In addition, the proportion of 50.00% for quarter 1 is higher than each full financial year from 2009/10 to 2023/24.

With regards to force level representation, the total number of female officers has increased from 1436 (37.59%) as at 31st March 2024 to 1448 (38.04%). This is a net headcount increase of 12 and a percentage point increase of 0.44.

For information, the current headcount of 1448 and proportion of 38.04% is the highest ever end of month position on record.

With regards to the recruitment pipeline, as at 1st July 2024, there were 155 female candidates in progress, which equates to 42.01% of all candidates. This is higher than the current force proportion of 38.04% and marginally below the 2021 Essex female EAP of 47.65%.

With regards to positive action, 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 HR teams and Positive Action team have undertaken 268 outreach / recruitment events to promote policing as a career choice between June 2023 and June 2024. These have occurred in a wide variety of venues and locations, such as Universities, Colleges, Schools and Jobcentres, using Census 2021 and other demographic data, to maximise applications from the most diverse group of people possible. They have also been completed in surrounding areas of Essex to maximise our recruitment pool.
- The Positive Action Team will be carrying out outreach work at the summer cricket tournaments for the young people at the Essex County Cricket Ground. The team will be giving a recruitment input and discussing life as a police officer to the female cricket teams taking part.
- The HR Innovation and Positive Action teams completed a recruitment drive in April, booking appointments for prospective applicants in our most diverse areas and assisting with applications at the time they were in the appointment with officers.
- The force has retained 86 Recruitment Ambassadors, recruited from a variety of Commands and teams. All Ambassadors have a partner to support through the process and some are supporting beyond the recruitment stage where capacity allows. Recruitment Ambassadors continue to support ongoing outreach opportunities across the County and the training package is being reviewed and updated, with an annual refresher being introduced this year.
- Corporate Communications continue to run the We Value Difference recruitment campaigns across all of our owned channels and a wide variety of external platforms to attract a diverse array of applicants. They have released a new video showing one of the passing out parades from Essex to promote the pride the officers have to encourage others to want to join. They continue to work closely with the Multi-Ethnic Support Association (MESA) and the Positive Action Team to encourage applications from ethnic minority backgrounds, as this is where the greatest challenge lies in terms of improving workforce representation.
- The Positive Action Team are working with the College of Policing to review the promotion selection process for Sergeants and Inspectors, with a view of promoting not only the work Essex Police do in this area but also to develop a plan that will positively support underrepresented candidates in the promotion process.
- The Positive Action Team continue to support and, in some cases, lead on organising, significant force events including Autism ADHD Dyslexia awareness

and understanding events, National Inclusion Week, Black History Month and International Men's Day, all of which have their own planning teams via the Staff Support Networks to co-ordinate activity.

- The Positive Action Team are supporting the planning and delivery of the NBPA conference being held in Essex in October, which will enable Essex Police to promote and showcase the ongoing activity and commitment to improving workforce representation and also the progression and retention of officers and staff from ethnic minority backgrounds.
- The Positive Action Team are regularly approached by internal departments to review application wording, especially when recruiting from our existing talent of female/black and ethnic minority staff/officers. We are currently supporting Operational Policing Command with internal training to promote the work they do and to attract the underrepresented workforce within their Command.
- Support and assistance for candidates from ethnic minority backgrounds continues through the Positive Action Team, including regular personal contact during the pre-employment stages, for any withdrawals or no contacts and whereby candidates fail to attend a stage of the recruitment process.
- Positive Action team have led on the planning and delivery of the Positive Action Roadshow, a partnership project aimed at educating young people on a range of relevant topics relative to vulnerability and risk whilst also presenting an opportunity to showcase policing as a career of choice. The success has been tangible, with over 10,000 students in attendance over the week and schools providing overwhelmingly positive feedback whilst requesting inclusion in next year's roadshow.

2024/25 Recruitment Plan

The table below shows the agreed recruitment plan for 2024/25. There are 3 remaining intakes totalling 202.00 fte (September: 73, December: 64 & March: 65), as well as a total of 13.00 fte projected transfers in / re-joiners / returners. The plan also assumes a monthly average of 23.00 fte leavers. Please note, the intakes are subject to change due to factors such as variations in attrition. The attrition profile is monitored daily and adjusted (along with the recruitment plan) where necessary in consultation with Finance through the monthly Volume Recruitment meeting.

	2024/25											
Police	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Previous Month End Str FTE	3757.63	3741.53	3722.84	3745.55	3722.55	3701.55	3752.55	3731.55	3709.55	3752.55	3730.55	3709.55
Projected Leavers	19.00	20.66	29.27	24.00	23.00	23.00	23.00	23.00	23.00	23.00	23.00	23.00
Total Projected Joiners			51.00			73.00			64.00			65.00
Projected Transfers In / Returners	1.60	1.00	2.00	1.00	2.00	1.00	2.00	1.00	2.00	1.00	2.00	1.00
Projected Month End Str FTE	3741.53	3722.84	3745.55	3722.55	3701.55	3752.55	3731.55	3709.55	3752.55	3730.55	3709.55	3752.55
Establishment	3755.00	3755.00	3755.00	3755.00	3755.00	3755.00	3755.00	3755.00	3755.00	3755.00	3755.00	3755.00
Variance	-13.47	-32.16	-9.45	-32.45	-53.45	-2.45	-23.45	-45.45	-2.45	-24.45	-45.45	-2.45
Projected Uplift Headcount	3810	3791	3813	3790	3769	3820	3799	3777	3820	3798	3777	3820
Variance against Uplift Requirement (3810)	0	-19	3	-20	-41	10	-11	-33	10	-12	-33	10
Variance against Addition Recruitment (3820)	-10	-29	-7	-30	-51	0	-21	-43	0	-22	-43	0

The next intake is scheduled for the 30th September 2024. At the time of writing, there are 140 candidates in the pre-employment (clearance) stage, excluding 29 candidates 'on hold' due to vetting, medical related issues, or other matters.

In addition, in pre-selection there is a total of 189 candidates in the pipeline. Noting the current pass rates, of the 189, it is projected 33 candidates currently undertaking the assessment processes will be viable for the September 2024 intake within the necessary timeframes. Therefore, when combining this with candidates in pre-selection, there are a total of 173 potential candidates for the September 2024 intake. It should be noted however, this is based on projections around previous pass rates and current applied candidates and is therefore subject to change.

All departments within the recruitment process continue to push forward and prioritise activity to secure the candidates for 30th September 2024 intake, with oversight through corporate recruitment and Head of Resourcing. The teams retain the ambition of progressing candidates through the pipeline to offer stage, ideally achieving 100% fulfilment, 4 weeks ahead of intake date.

Turnover

In quarter 1 of 2024/25 (April to June 2024), a total of 70 officers left the force. This is a turnover rate of 1.84% and is a reduction compared to quarter 1 of 2023/24 (73 / 1.92%). The total of 70 leavers is an average of 23 a month, which is in line with the projection (23).

With regards to ethnicity, since the last update as at 31st March 2024, there have been 5 ethnic minority leavers in quarter 1 of 2024/25. This is the same number as quarter 1 of 2023/24 and lower than the same period in 2022/23 (8). Of the 5 leavers, 3 resigned, 1 transferred to another force and 1 was dismissed. Of the 3 resignations, 2 resigned whilst under investigation and 1 left for health-related reasons.

Looking forward there are currently 2 confirmed resignations of which 1 is in July 2024 and 1 August 2024.

With regards to gender, there were 16 female officer leavers in quarter 1 of 2024/25. This is a turnover rate of 1.11% which is a significant reduction when compared to the same period last year (29 / 2.06%). In addition, with the exception of quarter 1 of 2021/22, where just 12 (0.99%) female officers left, the latest quarters data is lowest for this period since 2018/19.

Of the 16 leavers for the latest period, 11 were resignations, 4 were retirements and 1 left on ill-health retirement. With regards to the 11 resignation, detailed exit analysis shows a wide range of reasons for leaving with 7 different primary reasons for provided. The two most common reasons related to wanting to seek alternative employment / a career change (cited by 3 officers) and the impact the role was having on their personal life (cited by 3 officers). The remaining 5 resignations all left for different reasons.

The force Retention Ambassador programme continues to deliver effective early interventions. To date (30th June 2024) there are 34 ambassadors from across 12 commands, covering a wide range of roles and ranks (from Constable to Chief Superintendent). Of the Retention Ambassadors, 16 are female (47%) and 2 are ethnic minority (6%). There have been 92 interventions with individuals since the launch in June 2023. Only 13 of the individuals have, to date, proceeded to leave the organisation and only a further 19 indicate an ongoing intention to do so. This indicates a 65% retention success rate following an intervention.

As previously reported, the force continues to highlight retention initiatives and the positive aspects of working within the organisation through its 'We Value You' SharePoint web pages. This includes information, advice, and guidance about:

- Health and Wellbeing support; Financial wellbeing support; Development opportunities; Promotional opportunities; Flexible working; Career breaks; Posting exchange initiative.

Police Officer Promotions

In quarter 1 of 2024/25, there have been a total of 67 officers who have commenced their promotional posting. Of those, 64 were to the rank of Sergeant and 3 to the rank of Inspector.

The table below shows the promotions by rank and ethnicity from 2018/19 to 2024/25 financial year to date (April to June 2024).

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				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	116	4	125	4.00%
2022/2023 Total		9	166	6	181	4.97%
2023/2024	Chief Officers				0	-
	Chief Superintendent		1		1	0.00%
	Superintendent		2		2	0.00%
	Chief Inspector	1	9	1	11	9.09%
	Inspector	2	32		34	5.88%
	Sergeant		18		18	0.00%
2023/2024 Total		3	62	1	66	4.55%
2024/2025 FYTD*	Chief Officers				0	-
	Chief Superintendent				0	-
	Superintendent				0	-
	Chief Inspector				0	-
	Inspector	1	2		3	33.33%
	Sergeant	2	59	3	64	3.13%
2024/25 FYTD		3	61	3	67	4.48%

2024/2025 FYTD* covers the period 1st April 2024 to 30th June 2024

The table demonstrates that of the 3 promotions to Inspector, 1 was ethnic minority (33.33%) and of the 64 promotions to Sergeant 2 were ethnic minority (3.13%). For information, of the total 3 promotions to Inspector, 1 was female (33.33%) and of the 64 promotions to Sergeant 23 were female (35.94%).

Senior Officer Movement / Transfers

The following table shows the number of Chief Inspectors and above that have changed roles (either on promotion or transfer) by rank and quarter. It should be noted, the below does not include individuals who have reverted from a temporary rank and does not include individuals who were promoted and remained in post (i.e. a Temporary Chief Inspector being promoted substantively and remaining in role).

Category	Rank	2022/23					2023/24					2024/25				
		Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Total	Qtr 1	Qtr 2	Qtr 3	Qtr 4	
Promotion (inc Tmp Promotions)	Chief Officers											1				
	Chief Superintendent			1		1	1			1	2					
	Superintendent	3				3			1	3	4					
	Chief Inspector	3				3	2	7	1	4	14					
Promoted Total		6	0	1	0	7	3	7	2	8	20	1				
Transferred	Chief Officer				2	2					0					
	Chief Superintendent		1			1	2			2						
	Superintendent	4	3			7	6			6						
	Chief Inspector	9	1	8	4	22		4	1		5					
Promoted Total		13	5	8	6	32	8	4	1	0	13	0				
Grand Total		19	5	9	6	39	11	11	3	8	33	1				

The table demonstrates that in quarter 1 of 2024/25, there has just been 1 temporary promotion to Chief Officer and no transfers.

As previously reported, officers will continue to seek promotion and career changes for a variety of reasons and therefore it is expected that movement will continue to take place. The table demonstrates that the position is broadly stable, albeit, the number of transfers specifically over the last 3 quarters have reduced.

Absence

The average days lost person for the period April to June 2024 was 2.39, which is higher than the same period last year (1.93). This also represents the highest level of absence for this period over the last 7 years.

The below table shows the total officer payroll hours lost and the percentage of available contracted hours lost for quarter 1 of 2024/25 and the same period for the previous 3 financial years.

Employee Group	2021/22 (Apr to Jun)		2022/23 (Apr to Jun)		2023/24 (Apr to Jun)		2024/25 (Apr to Jun)		Variance 2024/25 v 2023/24	
	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	41023.58	2.71%	62531.22	3.96%	58704.07	3.56%	72928.40	4.40%	14224.33	0.84%

The figures demonstrate that there has been an increase in the % of contracted hours lost in quarter 1 of 2024/25 (4.40%) when compared to quarter 1 in each for the last 3 financial years.

With regards to absence terms, there has been an increase in the average days lost per person across all three terms for quarter 1 of 2024/25 when compared to the

same period last year. Short term has increased from 0.50 to 0.60, medium term from 0.37 to 0.40 and long term from 1.07 to 1.39.

Psychological related absences continue to account for the highest proportion of payroll hours lost (39.59%), albeit this is a reduction when compared to quarter 1 of both 2023/24 (43.77%) and 2022/23 (41.43%). This is followed by miscellaneous related absences (13.20%) and musculo/skeletal (9.85%).

When measuring the average days lost per person by general sickness reason, there are 3 reasons that have predominately contributed to the increased levels of absence seen in quarter 1 of 2024/25 when compared to the same period last year. The below bullet points identify the top three high level sickness reasons with supplementary data provided for the main specific causes of each of those absences.

- Cardiac/circulatory related absences account for biggest increase in average days lost per person from 0.03 to 0.17.
 - 50.33% related to operations including post operative recovery
 - 18.79% related to heart irregularity
 - 15.16% related to blood pressure
- Psychological related absences increased in average days lost per person from 0.85 to 0.95.
 - 46.46% related to stress
 - 17.92% related to anxiety
 - 14.69% related to mental health
- Miscellaneous related absences increased in average days lost per person from 0.24 to 0.32.
 - 34.36% related to post operative recovery
 - 20.54% related to cancer
 - 10.57% related to conditions affecting multiple parts

There were also increases in the average days lost per person in the reasons of digestive, headache/migraine, infectious disease, musculo/skeletal and respiratory (all of which increased by 0.05 days or less).

The average days lost per person remained static in ear/eye, genito urinary and nervous system related absences with the only reduction being in skin related absences (from 0.01 to 0.00).

With regards to Commands, of the 18, a total of 5 had lower average days lost per person in quarter 1 of 2024/25 when compared to the same period last year. These were Contact Management, Continuous Improvement & Analytics, HQ Directorate, Learning & Development and Local Policing Area (LPA) West. Whilst small Commands in terms of overall headcount, Chief Officer & Force Command and Support Services remained static at 0.00.

The three Commands listed on the HR Strategic Dashboard are those with the current highest average days lost per person for quarter 1 of 2024/25 (for Commands with average headcounts of more than 10).

The Local Policing Support have the highest level of absence and also the most significant increase when compared to the same period last year (+3.93 from 1.59 to 5.52). This is primarily due to an increase in psychological related absences as well as miscellaneous related.

Essex Criminal Justice have the second highest level of average days lost per person (3.60), which also represents a significant increase compared to the same period last year (1.61). This is primarily due to an increase in psychological and cardiac/circulatory related absences.

Contact Management has always historically had high levels of absence and therefore it is not unexpected they appear in the top 3 highest levels of absence. However, positively, they are one of only 5 Commands that have seen a reduction in average days lost per person in quarter 1 of 2024/25 when compared to the same period last year (from 3.20 to 3.08).

Other key areas of note are identified below:

Crime & Public Protection have increased from 2.57 average days lost per person to 2.77. This is due to an increase in cardiac/circulatory related absence (+851 payroll hours), digestive (+539 payroll hours) and miscellaneous (+513 payroll hours).

Of note, whilst psychological related absences account for the highest proportion of absence, there has actually been a reduction of 550 payroll hours lost for this reason. There has also been a positive reduction in the number of payroll hours lost to musculo/skeletal (-619 payroll hours).

Local Policing Area North have increased from 2.16 average days lost per person to 2.67. With the exception of musculo/skeletal (-805 payroll hours) and genito urinary (-147 payroll hours) all other absence have increased. The most notable increases are psychological (+1800 payroll hours), cardiac/circulatory (+1134 payroll hours) and digestive (+605 payroll hours).

Serious Crime Directorate have increased from 1.45 average days lost per person to 2.63. With the exception of miscellaneous related absences (-522 payroll hours) all other absence reasons have increased with the most significant being psychological (+1007 payroll hours).

Local Policing Area South have increased from 1.77 average days lost per person to 2.28. Unlike the previous 3 Commands listed, there has been a reduction across several absence reasons within the Command. However, there is an overall increase in average days lost per person due to a significant increase in the number of payroll hours lost to psychological related absences (+2633 payroll hours) and cardiac/circulatory (+1148).

Adjusted and Recuperative Duties

The number (headcount) of officers on recuperative and adjusted duties has increased by 1 from 512 as at 31st March 2024 to 513 as at 30th June 2024. This

equates to 13.45% of the total force headcount as at 30th June 2024 (3813). There are no significant variations to report across the Commands.

As reported in previous updates, 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

Since the last update as at 31st March 2024, the strength fte has increased from 2082.19 fte to 2089.95 fte. This is an increase of 7.76 fte and has resulted in the vacancy factor reducing from -10.42% to -10.10%.

The top 3 Commands listed on the HR Strategic Dashboard remain the same as reported last quarter, albeit L&D have increased marginally with Human Resources and Serious Crime reducing marginally.

There are limited exceptions to report on the latest police staff resourcing position when compared to the 31st March 2024.

The only Command to see a significant increase in strength fte is Support Services, which has increased from 325.60 fte to 336.40 fte. This is an increase of 10.80 fte (reducing the vacancy rate from -9.32% to -6.16%). For information, this increase was predominately in Business Services.

Essex Criminal Justice Command strength fte reduced from 250.59 to 246.19 fte, however, they have a relatively low vacancy rate of -5.54% (increasing from -4.94%).

With the exception of Support Services and Essex Criminal Justice all other Commands remained relatively stable with minor variations of no more than +3.

As reported in the last HR update, the force is now working towards achieving a 13.00% overall staff vacancy factor (with certain Command / Department exceptions) throughout 2024/25. As a result, the weekly vacancy panel attended by Strategic Change, Corporate Finance and Human Resources now places more scrutiny on the vacancy factor and actual spend when considering requests to advertise and fill roles. As a result, whilst it is expected that key vacancies will continue to be filled, a proportionate increase in the overall vacancy rate is likely in 2024/25 to assist with achieving the force vacancy rate ambition of 13.00%.

With regards to PCSOs, the strength has reduced from 93.45 fte as at 31st March 2024 to 87.50 fte (-10.57 under the establishment of 98.07). This is a vacancy rate of -10.78%. The force is holding an 11.00% vacancy rate on PCSOs, therefore, given the latest position, the PCSO recruitment plan is currently under review, with options being considered for a potential intake later in the financial year, subject to attrition and the impact of externally funded posts.

Diversity - Ethnicity and Gender

With regards to staff, the number of ethnic minority staff has reduced from 93 (4.10%) as at 31st March 2024 to 89 (3.88%) as at 30th June 2024. With regards to gender, the headcount and proportion has increased from 1549 (67.67%) to 1560 (67.94%) over the same time period. This is a headcount increase of 11 and percentage point increase of 0.33.

With regards to PCSOs, the ethnic minority headcount has remained at 0. The number of female PCSOs has reduced by 5 from 65 to 60, and as a proportion against the total PCSO headcount from 63.73% to 62.50%.

Turnover

In quarter 1 of 2024/25, a total of 54 staff left which is a turnover rate of 2.35%. This is lower than the same period last year where a total of 64 staff left (2.77%) and the same period in 2022/23 (78 / 3.22%).

Of the 54 leavers a total of 29 were resignations, 12 retirements, 5 redundancy, 4 left to join Essex Police as a new officer recruit, 3 were dismissed and 1 was a death in service. For information, the 29 resignations in the last quarter was significantly lower than the number of resignations in both quarter 1 of 2023/24 (46) and 2022/23 (58).

With regards to the Commands / Departments staff are leaving from, a large proportion are from Contact Management (22 / 40.74%). However, this isn't unexpected as they have had the highest number of leavers every financial year since 2018/19.

Of the remaining 32 staff leavers in quarter 1 of 2024/25, 8 were from the Serious Crime Directorate (across Case Review & Holmes, Covert and Serious and Organised Crime and Forensics). With the exception of quarter 1 of 2018/19 where 10 individuals left, this is the highest number of leavers from this command over this period since 2015/16. However, 7 of the 8 left in April 2024 alone with just 1 of those being a resignation, 3 retiring, 2 leaving under redundancy and 1 being dismissed. Since then, there has only been 1 leaver, in May 2024, and 0 in June 2024, which demonstrates the turnover has stabilised.

There were also 6 leavers from Support Services (across 5 different departments) with the final 18 leavers from across 7 other Commands spanning across 13 different departments.

For PCSOs, since the last update there have been 4 leavers, of which 3 left to join Essex Police as a new officer recruit and 1 resigned.

Absence

The average days lost person for the period April to June 2024 was 2.28, which is higher than the same period last year (1.95). This also represents the highest level of

absence for this period over the last 5 years (for information, quarter 1 of 2019/20 was higher at 2.36).

The below table shows the total officer payroll hours lost and the percentage of available contracted hours lost for quarter 1 of 2024/25 and the same period for the previous 3 financial years.

Employee Group	2021/22 (Apr to Jun)		2022/23 (Apr to Jun)		2023/24 (Apr to Jun)		2024/25 (Apr to Jun)		Variance 2024/25 v 2023/24	
	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	32277.97	3.71%	34433.89	3.98%	33270.06	3.88%	38592.55	4.53%	5322.50	0.65%

The figures demonstrate that there has been an increase in the % of contracted hours lost in quarter 1 of 2024/25 (4.53%) when compared to quarter 1 in each for the last 3 financial years.

With regards to absence terms, there has been an increase in the average days lost per person for short term absences (from 0.54 to 0.60) and long term (from 1.06 to 1.34). Medium term absence has reduced from 0.35 to 0.33.

Psychological related absences continue to account for the highest proportion of payroll hours lost (35.23%) and is a minor increase when compared to quarter 1 of both 2023/24 (31.75%) and 2022/23 (28.86%). This is followed by miscellaneous related absences (18.42%) and musculo/skeletal (10.89%).

When measuring the average days lost per person by general sickness reason, there are 2 reasons which have predominately contributed to the increased levels of absence seen in quarter 1 of 2024/25 when compared to the same period last year:

- **Miscellaneous** related absences have seen the biggest increase in average days lost per person (from 0.20 to 0.42). This is predominately due to a significant increase in payroll hours lost to cancer which has increased from 1056 to 3884. A total of 54.64% of total payroll miscellaneous payroll hours lost were for this reason, followed by post operative recovery (18.56%). The remaining 26.80% were across 15 different sickness reasons.
- **Psychological** related absences account for the second highest increase with the average days lost per person increasing from 0.62 to 0.80. This is due to an increase in payroll hours lost to mental health (+2082), ADHD (+555), bereavement (+363) and anxiety (+238). There were also small increases in depression, exhaustion and M.E / chronic fatigue.

With regards to other absence reasons, there was a small increase in the average days lost per person to Musculo/skeletal (from 0.23 to 0.25), however the remaining 9 general sickness reasons either remained static or reduced.

With regards Commands, the three listed on the HR Strategic Dashboard are those with the current highest average days lost per person for quarter 1 of 2024/25 (for Commands with average headcounts of more than 10).

Contact Management remain the Command with the highest average days lost per person (as reported last quarter) with 3.41. This does represent an increase when compared to the same period last year (2.74) but for context it is comparable to quarter 1 in 2022/23 (3.42).

Operational Policing Command have increased this quarter compared to last (from 2.58 to 2.96), which has resulted in them now having the 2nd highest average days lost per person in force. This is predominately due to an increase in absence within Serious Violence, Specialist Operations and Stansted. Positively however, there have been reductions in absence across RMU & Planning and Roads Policing.

Learning and Development have increased from 1.50 average days lost per person to 2.96. This is due to an increase in psychological, miscellaneous and cardiac/circulatory related absences.

Other key areas of note are identified below:

Human Resources and Continuous Improvement & Analytics have both seen a significant increase in average days lost per person (from 0.36 to 2.26 and 0.77 to 2.19 respectively). However, in both Commands, this is predominately due to a small number of long term miscellaneous related absences.

Crime & Public Protection Command have a relatively high average days lost per person with 2.34. Comparative data to the same period last year has not been provided due to variations in the structure since that time. However, the absences which account for the highest proportion of payroll hours lost are psychological (39.76%), musculo/skeletal (23.71%) and respiratory (18.02%).

Positively, there has been a decrease in average days lost per person across 3 Commands this quarter when compared to the same period last year. Essex Criminal Justice have reduced from 2.42 average days lost to 2.13, HQ Directorate from 1.78 to 0.77 and Support Services from 1.69 to 1.52.

The below table shows the total payroll hours lost and the % of available contracted hours lost for 2023/24 compared to 2022/23 and 2021/22.

Employee Group	2021/22 (Apr to Jun)		2022/23 (Apr to Jun)		2023/24 (Apr to Jun)		2024/25 (Apr to Jun)		Variance 2024/25 v 2023/24	
	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	1966.38	4.84%	2051.80	5.30%	1743.73	4.49%	2543.15	6.88%	799.42

The figures demonstrate that there has been an increase in the % of contracted hours lost in quarter 1 of 2024/25 (6.88%) when compared to quarter 1 in each of the last 3 financial years.

For PCSOs, psychological related absence accounts for the highest proportion of payroll hours lost (53.19%), followed by respiratory related absence (14.93%). The reason for the overall increase in PCSO absence is due to an increase in the average days lost per person for both of these reasons. Psychological increased from 0.31 to 1.85 and respiratory from 0.18 to 0.52. There were also increases in cardiac/circulatory (from 0.00 to 0.25) and ear/eye (0.00 to 0.04). Positively, the remaining 8 general sickness reasons either remained static or reduced.

Whilst psychological related absences have increased this is predominately down to a small number of long-term cases, of which a number of individuals have since returned to work. It is worth noting that overall the PCSO total headcount is low compared to police staff and police officers, therefore, a small number of long term cases can have a much greater impact on the overall position.

Restricted Duties

The number of staff on restricted duties has increased from 80 as at 31st March 2024 to 91 as at 30th June 2024 and PCSOs have reduced marginally from 5 to 3.

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)

The current trend in absence is showing as increasing across all 3 staff groups, officers, police staff and PCSOs. The PIU and Operational HR leads for absence are actively reviewing and analysing the absence on a weekly basis. A continuous improvement plan is being finalised to focus on attendance.

The regular monitoring seeks to analyse on an ongoing basis the reasons for absence increases, the areas in which increases are most impacted and the term of the absence. This generates specific interventions with the departments highlighted earlier in the report with a focus on the longest-term cases (over 3 months) and in all cases a focus on the quality of contact and engagement with those absent from work.

The trends are being shared with Senior Leads in each command areas and a focus for discussion at the Attendance and Wellbeing Management Group Meetings (AWMG). When analysing the trend in relation to absence reason psychological absence remains the highest reason across all three staffing groups, work has commenced with Health Services to look at any additional supportive provisions or signposting. This has included the commissioning of a review for the outlier departments for psychological absence (Criminal Justice, Local Policing Support Unit, Crime & Public Protection and Contact Management for officers and Crime & Public Protection, Learning & Development and Contact Management for staff). The review will assess specific case data to understanding timeliness and effectiveness of OH referrals.

The next reasons shown as increasing are in the miscellaneous and cardiac/circulatory space; there have been an increased number of operations in this financial year compared to the last which has a knock on to post operative recovery time. This may be linked to an increase in operations. The NHS are providing 780,000 additional surgeries over 2024 in a bid to cut waiting times across the UK after the COVID period where these had been reduced. Cancer cases and treatment have also increased; this is reflective of cancer research UK data that suggests more adults under 50 are getting cancer than ever before.

HR Advisers and PIU case advisers continue to provide detailed advice on any case that have met absence triggers and ensure that the administration processes and the actual management of individuals absence is in line with the attendance policy. To support this work a review of the Attendance Support Meeting (ASM) process and informal development plans is also finalised. The amendments to the ASM form will support the organisation in re-focusing the key elements of attendance management; welfare support and supportive informal management intervention where absence is a cause for concern.

The continuous improvement plan will also seek to look for new initiatives to support management of attendance. Some of the options being finalised include:

- A series of PIU/HR drop-in sessions focused on supporting first and second line managers with attendance management tools
- Proactive intervention with long term cases to review quality of contacts and discussions in relation to return to work options
- SLTs locally dip checking compliance and consideration for SLT intervention with first line managers and if absence is over 3 months, a supportive contact from a member of the SLT to the officer or member of staff absent.
- Consider adopting more localised Absence Star Chamber, to replicate the force level meeting chaired by the DCC to allow focus and traction on attendance cases.
- Development and publication of the revised ASM form

In addition to the focus of those absent from work the project remains ongoing to review all officers and staff on recuperative or restricted duties. This project has systematically (according to start date of the recuperation period) seen a deep dive review of all cases in excess of 6 months. Local Managers, supported by PIU and Operational HR, are assessing the suitability of their current roles to establish if they can be adjusted, returned to full operational duties and assess any reasonable adjustments to support this. This project will be ongoing until September 2024 where guidance will be shared with AWMGs to revert to business as usual, supported through the HR and PIU advisers advice.

To assist with the ongoing management of sickness, HR Organisational Management have designed a new product that is due to be rolled out to Commands, HR Business Partners and PIU by the end of quarter 2 of 2024/25. The new product provides a monthly breakdown of average hours lost per person by department since April 2023 with departments ranked based on performance over the rolling period and latest months data. This product allows for easier absence trend analysis and the ability to identify emerging areas of concern. This product will

also include the ability to select specific Commands / Departments as well as details of payroll hours lost by general absence reason.

Senior Staff Movement / Transfers (P05 Roles and Above)

With regards to senior police staff movement / transfers, there were 5 in quarter 1 of 2024/25. Of those individuals, 5 were promoted into the grade of P05 or above, of which 3 were promotions within their existing department and 2 were promoted into Contact Management (from Professional Standards and Human Resources Command). With regards to external joiners into P05 and above roles, 1 has joined into the role of Senior Management Accountant.

Business Case Update

During the period 1st April 2024 to 30th June 2024, 5 redundancies have been approved. The breakdown of Business Cases during the period are as follows:

The following ratified business cases moved to their new structures during this period 1st April 2024 to 30th June 2024:

- **SCD Intelligence Bureau:** Consultation to standardise shift patterns and improve efficiencies for 62 staff (34 Essex/28 Kent). Consultation closed 18th December 2023. No appeals were received. The new shift pattern came into force on 9th June 2024.
- **SCD MSHT:** Consultation proposed to remove 4 posts, which impacted 5 individuals. Consultation closed on 18th December 2023. Individuals issued with notice and redeployment status as of 2nd January 2024. The notice period ended 3rd April 2024 whereby three staff were unfortunately made redundant. Two members of staff were successfully redeployed within the force.
- **Contact Management Command:** Proposal to amend the Operating Model for call handling and desk-based investigation. 357 members of staff impacted by the change. Consultation closed on 24th August 2023; 36 counter proposals were received and considered; the business case was re-issued with amendments on 27th October 2023. Two members of staff were displaced and left the force under redundancy. The Target Operating Model came into effect on 2nd April 2024.

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

- **SCD Fingerprints Relocation:** Consultation proposing a location change from Chelmsford FHQ to Laindon for 28 staff commenced 5th March 2024. Final outcomes were confirmed by 7th June 2024 following an extended period post consultation end to consider flexible working requests to reduce potential redeployment and staff losses. Appeal deadline is 5th July 2024. The proposed relocation date is 30th November 2024, although this is subject to all works being completed and full national accreditation being awarded. Staff are being kept up to date with developments.

- **Athena Development Team:** Consultation launched 19th January 2024 affecting three members of staff with the reduction of two staff posts. Consultation closed on 19th February 2024. Selection Processes concluded at the end of April 2024. Affected individual issued with notice and redeployment status as of 1st July 2024. The notice period will end 30th September 2024. The implementation date for the new structure is scheduled for 1st October 2024.

No business cases were launched during the period 1st April 2024 – 30 June 2024

Specials Headcount and Turnover

As at 30th June 2024, there were 245 Specials in post on SAP, which is a net reduction of 6 when compared to the position as at 31st March 2024. As previously reported the net reduction continues to be a combination of turnover and an overall reduction in recruitment.

With regards to attrition, there were 12 leavers in quarter 1 of 2024/25, which is the lowest number for this quarter based on available data back to 2009/10.

Of the 12 leavers, 8 resigned, 2 left to join Essex Police as a new officer recruit, 1 transferred out of force and another was due a death in service.

Recruitment and Applications

In quarter 1 of 2024/25, a total of 6 Specials joined the force. Whilst this is marginally higher than the number that joined in previous quarter (5 between January 2024 and March 2024), the low numbers of recruits are the primary reason for the overall net reduction in headcount during this period. The next intake is scheduled for the end of July 2024 where it is expected up to 5 will join.

Whilst recruitment numbers remain relatively low, the latest application data is positive. In quarter 1 of 2024/25, there were a total of 126 applications, which is the highest quarterly total since quarter 1 of 2021/22 (169 applications). This represents a monthly average of 42, which is higher than the monthly average in both 2023/24 (29) and 2022/23 (30).

Outreach carried out by the Corporate Recruitment team & Specials Recruitment Taskforce has continued. Below is a summary of key numbers and recent marketing and outreach activity:

- The force has held 2 virtual Recruitment Events since April 2024, which resulted in speaking with 11 interested parties.
- New programmes are in place to support candidates throughout their recruitment journey including bi-weekly calls to all candidates in the process to provide a high level of service to them all and ensure a smooth process.
- Web pages have been updated, in conjunction with the media department, to better highlight key information, alongside the community special constable and transferee/re-joiner routes.

- A new Specials advert has been filmed and was released during National Volunteers week and has been played in Vue and Cineworld Cinemas along with a coordinated marketing strategy to push our recruitment advert out on all EP social platforms.
- A new process is in place with South Essex College that allows their level 3 policing students to undertake a level 4 policing qualification with them and complete their mandatory work experience with Essex Police as a Special Constable. This provides them with a pathway to become a police constable in the future or stay as a special constable after completing their qualification.
- Specials hosted a Recruitment Event at Basildon Cineworld, to promote the new advert, included talks from officers and the Command.
- The force attended an event at Duxford for their Summer Air Show, which had over 35,000 attendees. Another one is planned for September 2024 alongside many local events from Regattas, car shows, food shows and community fairs.

Corporate Recruitment and Corporate Marketing, in conjunction with the Specials Command lead, continue to work together to enhance the number of applications received. Specials recruitment forms a clear part of the strategic marketing plan for 2024/25. Progress of Specials recruitment will continue to be monitored weekly through tactical and strategic checkpoint meetings to ensure effective oversight.

Diversity - Ethnicity and Gender

The number of ethnic minority Specials has remained static at 12 as at 30th June 2024 when compared to 31st March 2024. However, due to the lower overall headcount this is a percentage point increase of 0.12 from 4.78% to 4.90%.

With regards to the number of female Specials, the headcount has reduced from 72 (28.69%) as at 31st March 2024 to 66 (26.94%) as at 30th June 2024.

Specials Duty Hours

A total of 20,062 duty hours were worked for quarter 1 of 2024/25, which equates to 26.87 average hours per special. This represents an increase on the previous quarter (19,155 duty hours worked at an average of 24.57 per special).

For information, the total duty hours worked in quarter 1, is the equivalent of 418 Specials working a 16-hour month which an increase compared to the last quarter (19,155 / 399).

All Employee Groups Protected Characteristics

The table overpage provides a breakdown of all protected characteristics by employee group. The table includes the latest position as at 30th June 2024 versus 31st March 2024. The columns on the left relate to the number and percentage of each protected characteristic with columns on the right relating to the proportion of individuals who have updated the relevant diversity categories on SAP.

Note, gender and ethnic origin narrative has not been provided as this has been cited throughout the paper.

OFFICIAL

Diversity Category	Employee Group	Current Financial Year		Position at at 31/03/2024	Category Completion Rate % as at 30/06/2024 & Direction of Travel vs 31/03/2024
		Headcount as at 30/06/2024	% as at 30/06/2024 & Direction of Travel vs 31/03/2024		
Gender: Female	Officers	1448	38.04% ↑	37.59%	100.00% →
	Staff	1560	67.94% ↑	67.61%	100.00% →
	PCSOs	60	62.50% ↓	63.73%	100.00% →
	Specials	66	26.94% ↓	28.69%	100.00% →
Self Declared Gender: Prefer to Self Describe	Officers	6	0.16% →	0.16%	73.13% ↑
	Staff	2	0.09% ↓	0.09%	75.09% ↑
	PCSOs	0	0.00% →	0.00%	48.96% ↓
	Specials	0	0.00% →	0.00%	71.95% ↑
Religion: Declared a Religion	Officers	872	22.91% ↓	23.09%	70.29% ↑
	Staff	698	30.40% ↓	30.60%	71.21% ↑
	PCSOs	23	23.96% ↓	26.47%	48.96% ↓
	Specials	91	37.14% ↑	37.05%	70.33% ↑
Ethnicity: Ethnic Minorities	Officers	155	4.07% ↓	4.14%	100.00% →
	Staff	89	3.88% ↓	4.06%	100.00% →
	PCSOs	0	0.00% →	0.00%	100.00% →
	Specials	12	4.90% ↑	4.78%	100.00% →
Sexuality: Bisexual/Gay/ Lesbian	Officers	220	5.78% ↑	5.58%	72.31% ↑
	Staff	92	4.01% ↑	3.80%	74.04% ↑
	PCSOs	4	4.17% ↓	4.90%	48.96% ↓
	Specials	7	2.86% ↓	3.19%	71.14% ↑
Disability: Yes	Officers	300	7.88% ↑	7.62%	48.49% ↑
	Staff	237	10.32% ↑	9.91%	56.58% ↑
	PCSOs	16	16.67% ↓	18.63%	33.33% ↓
	Specials	4	1.63% ↑	1.59%	42.68% ↑
Nationality: Declared Nationalities Excluding British	Officers	62	1.63% →	1.62%	98.95% ↓
	Staff	45	1.96% ↑	1.92%	98.04% ↓
	PCSOs	0	0.00% →	0.00%	100.00% ↑
	Specials	6	2.45% ↑	2.39%	98.78% ↓
Marital Status: Married or Civil Partnership	Officers	1229	32.28% ↓	32.46%	50.59% ↓
	Staff	858	37.37% ↓	38.06%	56.75% ↓
	PCSOs	50	52.08% ↑	50.98%	84.38% ↑
	Specials	29	11.84% ↑	11.55%	26.42% ↑
Age Grouping:	Officers:	18-24: 11.61%	25-39: 50.64%	40-54: 35.15%	55+: 2.60%
	Staff	18-24: 5.40%	25-39: 31.36%	40-54: 33.80%	55+: 29.44%
	PCSOs	18-24: 4.17%	25-39: 26.04%	40-54: 39.58%	55+: 30.21%
	Specials	18-24: 11.84%	25-39: 46.53%	40-54: 31.84%	55+: 10.20%

The table demonstrates that for officers, there has been a minor reduction in the proportion of officers in the category of religion and marital status but increases in sexuality, disability.

For staff, there has been decreases in religion and marital status but increases in sexuality, disability and nationality. With regards to PCSOs and Specials there have been reductions across a number of categories but that is expected given the overall headcount has reduced during this quarter.

With regards to completion rates, with the exception of nationality and marital status, a number have increased albeit marginally.

With regards to the implementation of the latest standardised data set for protected characteristics, this has been delayed due some minor amendments that are required however it is hoped the new SAP tile and relevant communications will be finalised in the next quarter,

For information, 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

A new working group has commenced to explore opportunities for Occupational Health engagement with the organisation at the earliest juncture to maximise advice and support in relation to functional capacity and wellbeing at work, particularly for operational policing. This project focuses on a number of workstreams, including effective triage processes, improved access to clinical advice prior to appointments, options for supervisor/manager CPD (Autumn 2024) as well as effective management information/data capture to drive delivery of services. Implementation of recommended initiatives is anticipated from quarter 3 2024/25.

The Force Peer Support network has 39 Peer Supporters now trained who are providing support and signposting to colleagues. The course is now fully delivered inhouse and has expanded to three days, with two further courses to be delivered this year. The peer support process continues to sit alongside the well-embedded TRiM process for those potentially affected by trauma related to incidents they have been exposed to.

The Peer Support Co-ordinator is leading on a project to support national research via Oscar Kilo, the National Police Wellbeing Service, for the Sleep Fatigue Recovery Programme. Essex Police has been allocated 30 wearable devices, which will be utilised by volunteers within the Force Control Room and will be a critical contribution to the research as the first control room to be part of this trail blazing project in police wellbeing.

The Investigator Wellbeing engagement continues with 585 investigators now having attended the one-hour session and 307 managers having attended the one-day leader's programme. The initial roll out has concluded, however both sessions will continue to be delivered and form part of the Counselling and Wellbeing proactive activity to ensure new starters to these teams also receive this key input.

During February and March 2024, HR and Health subject matter experts delivered CPD for leaders on key themes: Attendance Management, Managing Risk, Reasonable Adjustments and Creating a Supportive Environment. Over 240 individuals attended the eight sessions, which received excellent feedback.

Planning is now underway for Response Policing Week of Action in June, Suicide Prevention Month in September and Investigator Wellbeing Week of Action in November as well as winter health to support national wellbeing weeks and internal health and wellbeing campaigns.

Learning and Development Update

Foundation Training

Since the introduction of the Police Education Qualifications Framework (PEQF) in March 2022, 523 new officers have joined the force. The first Intake of the Degree Holder Entry Programme (DHEP) finished their programme in March 2024 with officers joining on the Police Constable Degree Apprenticeship (PCDA) entering the third year of their programme and moving towards the completion of their 'End Point Assessment'. The associated protected learning time (PLT) for year 3 of the PCDA has been carefully designed and mapped to mitigate an increase in frontline absences.

The Essex Police and Kent Police collaborative Learning and Development Police Constable Entry Routes (PCER) Team continues to work with Foundation Training on the development of the new Police Constable Entry Programme (PCEP) that replaces the Initial Police Learning and Development Programme (IPLDP) from April 2024. The PCEP design and planning has successfully passed through the high-level evidence stage of the College of Policing quality standards assessment and is awaiting feedback on the further evidence stage, submitted on the 22nd of April. The final confirmation event will be held on the 24th of May 2024.

Working with the Anglia Ruskin University, the Force are shaping the optimised Police Constable Degree Apprenticeship (PCDA) and Degree Holder Entry Programme (DHEP) towards a range of professionalised entry routes that offer a choice of degree and non-degree pathways to recruits from June 2024. All the entry routes will share the common focus on operational policing skills, with an appropriate blend of educational and vocationally focused delivery.

Crime Training & 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 227 following the March 2024 exam. 16 out of 27 candidates passed that exam giving us a 59.3% pass rate. Some outstanding results were achieved with top scores of 84% and 85%. The lower scores will be discussed with the individuals line management to establish the causes to ensure additional support and improvements in the next exam. At present, 54 candidates have indicated that they will sit the NIE in June 2024 and these are an additional figure to those reflected as being on the pathway with an NIE pass.

Specialist Child Abuse Investigations Development Programme (SCAIDP) portfolios continue to receive additional focus and support through a dedicated Investigative Coach. As of the end of March 2024, there are now 69 accredited specialist

investigators registered with the College of Policing and a further 24 working toward this accreditation. These 24 have already received the required training course. As a result of a continuous drive to achieve value for money we recently trialled a new hybrid Video Recorded Interview course (VRI) attended by 28 students. This involved a 3-day face to face teach with all 28 students, then 2 subsequent days back for the students in groups of 6 for the practical assessment and observations. This enabled the training of a larger volume of officers in one go (normally 6 learners), which helped to clear a backlog of students requiring this training. Feedback from students was positive in terms of the teach still being a positive experience. There will be a detailed formal review of this new approach before formal adoption.

Essex are pleased to have been chosen as a pilot force for delivery of the Serious Sexual Assault Investigator's Development Programme version 2 (SSAIDP2) and are awaiting release of the curriculum and materials from the College of Policing (COP). Essex staff from our Crime and Public Protection Command are attending an inaugural course delivered by College of Policing. The delivery and student feedback will be assessed by CoP before rolling out the programme to pilot forces. Once received the intention is to attend the train the trainer events and commence delivery of SSAIDP2 from September 2024. This course requires a portfolio to be completed and then allows for staff to be accredited, thereby professionalising our response to RASSO (rape and serious sexual offences).

The RASSO First-Responder training will also commence in September 2024 and will be delivered to nearly 3,000 members of staff. This modular training has been produced by CoP in conjunction with Op Soteria. The aim is to ensure that all staff who are likely to deal with victims of these type of crimes have the right mindset and are equipped to support and deal with the early stages of the crime being reported.

The Virtual Crime Academy (VCA) maintains its expansion and delivery of valuable support to investigators across all areas of business and has received over 36,223 visits in the last 90 days. The VCA is undergoing a PIR (Post Implementation Review), which is looking at all aspects of the platform, how it is performing and a review of all the content. The review is being conducted by the Strategic Change Directorate and is nearing completion with the results, and its recommendations being worked through.

Essex Police shared details of the VCA with the College of Policing practice bank and showcased the produce to the Chief Executive of the College of Policing during a recent visit to the force. We have also had a new benchmarking request from Met Police, having previously shared the VCA details with Beds Herts and Cambs. Recent new pages include Investigate First, Burglary and Robbery pages.

Personal Safety and Taser Training

On 1st April 2024 the force went live with the new scenario-based training for Personal and Public Safety Training (PPST). This will provide officers with a three-day training package that includes the fitness test, emergency first aid, JESIP and a heavy focus on practical scenarios for officer safety training. Improvement work has

taken place in the current gym, which will see increased capacity and a cell relocation area to accommodate the new training.

The annual fitness test has now been confirmed as level 3.7 of the multi-stage fitness test (MSFT); the standard will remain 5.3 for new recruits and Taser officers and higher for other specialist officers. Any officer failing to meet the standard will not be allowed to progress to PPST. In these situations, the line manager and Performance Improvement Unit will work together to implement an action plan with support from PPST trainers to assist officers with meeting the standard. Work is underway at national level to determine the fitness standard required for officers in the longer term, as 3.7 MSFT is only the required standard to undertake the training and is not suggested as the standard of fitness required for the role.

Initial Taser training courses have now been reduced from four days to three to bring in line with the national standard as part of licensing arrangements; the additional inputs that were provided on the extra day in Essex will be converted into online CPD where appropriate.

Driver Training

There are now a total of 1,438 response drivers in the force, compared with 1,152 in May 2022 (286 more) when the decision was made to invest in more driving instructors. The uplift in driving instructors has meant that there are far more response drivers than ever before. There is work to do to maintain the skill in the right area of LPT and this is now presented to the Force resourcing board to make decisions on allocation of courses to address the needs.

As part of the ongoing implementation of licensing in the driver training area, all instructors have had to undergo an uplift in their qualification level. The driving instructors have all been taken through a programme of additional courses (Certificate in Education and Training - Level 4) or by mapping across skills to achieve the additional units of evidence required. This has been achieved throughout the last 12 months whilst continuing to deliver against the force objective of increasing response drivers.

Leadership Academy

The 'Be the Change' courses have three levels of training. These include the First Line Leaders course (FLL) (which has seen 287 sergeants, 25 ready now PC/DCs and 103 police staff trained), the Middle Line Leaders course (MLL) (which has trained 65 inspectors to date), and the Senior Line Leaders course (SLL), which has commenced training for 31 Chief Inspectors and 19 police staff. As part of a drive to improve national consistency in leadership training, a quality standards assessment for Police Leadership Programmes will be conducted by the College of Policing. All forces will initially be issued with a 12-month provisional licence to deliver leadership training from the 1st April 2024.

There are changes expected through the Sergeant and Inspector Promotion and Progression (SIPP) workstream from the College of Policing in the next few years. The Leadership Academy (alongside the Professional Assessment Team and HR

People Development) have a working group to stay abreast of the changes and ensure that the force is prepared for the proposed adaptations. A small number of forces are trialling SIPP (not Essex), and no changes are expected before 2027.

With regards to the Professional Assessment Team (PAT), there are currently 78 Sergeant candidates and 40 Inspectors in the assessment process. A further 57 Sergeants have started the 12-month programme in March 2024.

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

With the launch of Athena V6 having been delayed, the Learning and Development (L&D) department are consulting with regional colleagues to utilise their internally created online refresher training to overcome training fade for Essex officers and staff. The Athena 9 force L&Ds are meeting biweekly to monitor the timeliness of these packages. The refresher training packages, along with the original eLearning will support officers and staff when Athena V6 is given a new proposed release date, which is anticipated to be this year.

The training for the Law Enforcement Data Service (LEDS) (the replacement of PNC) is progressing well with changes to training released from the Home Office being monitored and released on the Essex Police learning management system, Learning Hub. All forces were invited to a workshop to discuss training proposals for new learners for the future, which is anticipated to be delivered online, therefore reducing classroom abstraction time.

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 positive with all PUP headcount requirements met. The latest officer recruitment intake was achieved, and application numbers are also relatively strong therefore it is expected the September 2024 and March 2025 requirements will be met.

Whilst the representation of ethnic minority officers is below the EAP, the current headcount of 155 has remained relatively stable over the last 12 months. For information, the headcount has more than doubled since March 2018 (66). In addition, the number and proportion of female officers is at its highest ever. 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 quarter (April to June 2024) at 20,062 which is the equivalent of 418 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 & 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

As previously reported, the officer recruitment pipeline remains a risk albeit a relatively low one on the basis that all police uplift headcount requirements have been met to date, application numbers have improved, and overall turnover is tracking in line with the projection.

Whilst the overall risk is relatively low, this is an area that is monitored daily. Whilst the recruitment plan has been set for 2024/25, there is a flexibility if required in the recruitment plan to increase intakes if attrition was to rise to ensure the ongoing uplift requirements are met.

6.4 Equality and/or Human Rights Implications

As previously reported, the Chief Constable continues to chair the Corporate Diversity, Equality and Inclusion board.

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

6.5 Health and Safety Implications

Not applicable

7.0 Consultation/Engagement

Operational Human Resources
Performance Improvement Unit
Learning and Development

8.0 Actions for Improvement

Specials Recruitment

The overall headcount of the special constabulary continues to reduce but this is a trend seen nationally. Activity remains ongoing between Corporate Recruitment and Corporate Marketing, in conjunction with the Specials Command to enhance the number of applications received, resulting in higher numbers of joiners to ensure the number of Specials remains stable throughout 2024/25.

9.0 Future Work/Development and Expected Outcome

1. Maintain the number of Specials throughout 2024/25

Expected Outcome: it is likely the overall special constabulary headcount will reduce, however if attrition remains lower for the remainder of the financial year and the increased application numbers continue, it is hoped the position will be more stable this year compared to previous years.

2. Continue to increase ethnic minority officer representation in 2024/25

Expected Outcome: despite the low level of ethnic minority recruitment in quarter 1 of 2024/25, with attrition being relatively stable, the ongoing work by the Positive Action Team and increased applications, it is expected the headcount and proportion of ethnic minority officers will improve in 2024/25.

3. Continue to increase female officer representation in 2024/25

Expected Outcome: whilst the proportion of application numbers were lower in the latest quarter, 50.00% of all new joiners were female which is significantly above the force average and EAP and overall female officer turnover was much lower. Given the year-on-year increases seen, strong application numbers and high proportions of female officer joiners, it is expected this position will continue to improve throughout the financial year.