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Gender Pay Gap Report

Reporting year 1 April 2017 to 31 March 2018

Essex Police 2019



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Foreword

Essex Police is committed to upholding the highest possible principles of equality and diversity. We have talented and able workforce and we promote gender equality in all areas of our business. Women perform an integral role across all areas of the force, leading and delivering operational, strategic, investigative and administrative teams every day.

The data in our gender pay report does identify that a gap exists and the force works hard to address any areas where that gap can be reduced.

Importantly, the gap is not because men are being paid more than women for the same work, but because more men than women are in ranks above inspector level and at the equivalent police staff grade. We are committed to encouraging the most talented and capable of our workforce, regardless of their gender, to apply for promotional opportunities. I am pleased that our focus on addressing this over the previous 12 months has resulted in a 23% reduction in pay gap at this level.

I am committed to continuing to explore and address any factors behind the gap which remains and will continue to work closely with staff associations and representative bodies to further gender progression and broader diversity representation across the force.



Ben-Julian Harrington
Chief Constable, Essex Police



Contents

Item	Topic	Page Number
1.	Executive Summary	4
2.	Introduction	5
3.	Gender Pay Gap Calculations	
	3.1. The Gender Pay Gap - Mean	9
	3.2. The Gender Pay Gap - Median	11
	3.3. The Gender Pay Gap - Mean Bonus	12
	3.4. The Gender Pay Gap - Median Bonus	13
	3.5. The Proportion of Males & Females Receiving a Bonus Payment	14
	3.6. The Proportion of Males & Females in Each Quartile Pay Grade	14
4.	Conclusion and Recommendations	16
5.	Action Plan	18
Appendix A	Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017	19
Appendix B	Parameters and Calculations	21
Appendix C	HR Plans	28
Appendix D	Equality Act Essex Police Statutory Duty Report 2018	32

1. Executive Summary

This is Essex Police's second Gender Pay Gap Report following the introduction of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017.

Data has been reviewed for both officers and staff in the areas of gender. The analysis focused on the mean and median hourly pay for comparable groups and whether there had been a significant change to the data produced the year previous. In order to support data analysis we have concentrated on each of the staffing groups (officers and staff) then the overall combined picture. This combined picture does not always present a true indication of the pay gap; particularly when reviewing the median which simply provides data at the mid-point.

The combined percentage gender pay gap is 14.3% for the mean hourly rate (compared with 14.4% for 2016/17). The gender pay analysis demonstrated our need to review and consider further an average (mean) pay gap of 12.2% in favour of male police staff, which is an increase of 0.7% from 2016/17. For Police Officers the average pay gap is 4% in favour of men, this indicates a reduction of 0.5% since the last reporting period.

The combined percentage for the median (middle point) pay gap is 24.4%, which indicates an increase in the pay gap of 3.7% since the last reporting period. The breakdown shows the median for police staff is 11.2% in favour of men which is an increase 0.4% since 2016/17 and for police officers 1.01% in favour of men which is an increase 0.91% from the last reporting period.

Where individuals from the same group carry out police officer or police staff roles within the organisation there is no evidence of any differences in pay beyond the accepted incremental steps based on length of service. The analysis undertaken highlights a mixed picture regarding representation of the various groups, however, overall it is felt that there is a need to continue with specific recruitment and selection initiatives for underrepresented groups in order to ensure greater representation within the wider force. This should have the effect of further closing any gaps over time.

Recommendations will be carried out over the next 12 months to close the gaps presented where possible and we will review further comparative data in 12 months.

The calculations contained within this report do show pay gaps in a majority of categories; however there has been an increase in women in senior grades within police staff roles and a significant reduction (23%) in the pay gap at Inspector ranks and above. As can be seen through the explanation and qualitative data contained within Section 3, these gaps are explained in detail. The supporting recommendations and action plan will also set to mitigate and reduce these gaps where possible over the next 12 months.



2. Introduction

2.1. Background and Legislative Requirement

On 31 March 2017 the government introduced the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. This placed a duty on all specified public authorities with at least 250 employees to publish a gender pay gap report; Essex Police are one of these organisations. The Regulations stipulate a defined list of calculations showing the difference between the median (middle point) and mean (average) pay of male and female employees. As well as setting out this data we have analysed and considered the results to look at the impact of any gaps and identified ways to mitigate and reduce them where possible. Full details of the requirements under the Regulations are detailed in Appendix A.

Importantly, a pay gap does not necessarily mean pay and allowances are inappropriate or discriminatory; the analysis will identify reasons for any identified gaps and future reviews can begin to analyse any trends. This data will then be used to develop our existing committed workforce and look for opportunities to enhance this going forwards.

As a police force serving a large and diverse population, Essex Police is committed to being a fair and progressive employer, attracting a wider pool of potential recruits and enhancing productivity through a workforce that feels valued, developed and engaged in a culture committed to tackling inequality.

This report is written to provide a narrative to explain the published calculations which is supported by the Gender Pay Gap HM Government guidance.

The presentation of data in this report is set out according to the following population groups:

- Police Officers
- Police Staff
- Combined (published figure)

2.2. Scope and Parameters

The Regulations set clear details of the pay types to be reported on and includes a definition of bonus calculations which also forms part of the pay gap analysis. Full definitions for pay calculations are shown in Appendix B.

The Regulations state that we need to report based on a 'snapshot' of data. This has been set by statute for this year as 31 March 2018.

From the snapshot data the six calculations required under the Regulations must be undertaken to show the difference between the average earnings of men and women.

The Equality and Human Rights Commission provides guidance for equal pay audits for large organisations which suggest the following:

*'As a general rule differences of 5% or more, or any recurring differences of 3% or more merit further investigation.'*¹

Essex Police has applied the above principles to the analysis of the data for the Gender Pay Gap report. This data will be published on the Essex Police website and will also be shared on a government website by 30 March 2019 in accordance with the legislative requirements.

2.3. Essex Pay Structures

Police officer pay is determined nationally by the Home Office and subject to an incremental grading system with set pay brackets. The Home Secretary is responsible for setting pay awards and making changes to conditions.

In 2018, Police Officers received a 1% pay increase, which was applied to salaries from October 2017 onwards. In addition to this, a non-consolidated payment of 1% was also payable from 1 September 2017 until 31 August 2018 for all officers at federated and superintending ranks. This is reflected in the increases in mean pay for both male and female police officers.

Police staff pay and conditions for Essex Police are determined as part of the National Police Staff Council (PSC) and associated handbook. All police staff pay is determined through banded pay scales with 25 pay grades. Each pay grade is divided into individual pay points which staff progress through subject to satisfactory performance.

Pay scales are determined by a recognised local government job evaluation scheme for equal pay purposes, with grading reviews managed in accordance with our agreed protocol to ensure fairness and consistency. In addition, our recruitment protocol sets out standards and expectations for appointing candidates to spinal column points based on evidence and experience.

The PSC reached agreement on a pay award for police staff for 2017/18 which was an increase of 1% on all pay scales, backdated to 1 September 2017. This was applied to Essex Police Staff salaries in May 2018 and therefore is not reflected within this year's data, however will be reflected in next year's report. The 2018/19 pay award has been concluded and will be paid to staff and officers ahead of the next annual snapshot date.

The Essex and Kent Reward and Recognition Protocol clearly defines the criteria for bonuses and aims to apply fairness and equality of access. Bonuses are awarded for work considered to be 'outstandingly demanding, unpleasant or important in nature' and honorariums are paid for those demonstrating exceptional performance. All applications for a bonus or honoraria payment are submitted to the force remuneration panel following sign off by the relevant

¹ <https://www.equalityhumanrights.com/en/multipage-guide/equal-pay-audit-step-4-causes-gender-pay-differences>



local senior management team. The panel independently and consistently reviews all applications. For the purposes of this report the reference to bonuses includes both bonus and honorarium payments.

In addition Authorised Firearms Officers are paid a bonus under section 31 'rewards for diligence' of the Police Act 1996 (amended in 2014). This bonus is payable quarterly and each officer needs to have had a permit to carry a firearm and been available for deployment as well as maintaining operational competence during the review period. All firearms payments are approved through a local remuneration panel chaired by the Deputy Divisional Commander together with support from Human Resources. The aim of the panel is, again, to provide a consistent sign off process.

For the purposes of the report we have analysed each staffing category independently (officers and staff); we have also provided combined analysis. This combined analysis does not always represent a true picture because the pay structures for officers and staff are different. Police officers' lowest pay point is significantly higher than police staff employees' lowest pay point. Police officers hold the Office of Constable and are servants of the Crown and are governed by Police Regulations and the supporting national pay structure. Police Staff are employed under Employment Contracts, terms and conditions including pay is governed by the PSC.



2.4. Overall Data Sets

The following tables show the total headcount figures² for police officers and police staff used to calculate all pay gap data contained within the following report.

Table 1:

Police Officers	Total Number			% At Rank	
	Male	Female	Total	Male	Female
Chief Officers	3	1	4	75.0%	25.0%
Chief Superintendent	7	1	8	87.5%	12.5%
Superintendent	17	3	20	85.0%	15.0%
Chief Inspector	38	6	44	86.4%	13.6%
Inspector	107	33	140	76.4%	23.6%
Sergeant	322	100	422	76.3%	23.7%
Constable ³	1524	769	2293	66.5%	33.5%
Total	2018	913	2931	68.9%	31.1%

Table 2:

Police Staff	Total Number			% At Rank	
	Male	Female	Total	Male	Female
SPS5 to Chief Officer	8	4	12	66.7%	33.3%
SPS 1-4	4	4	8	50.0%	50.0%
PO 6	7	3	10	70.0%	30.0%
PO 5	15	9	24	62.5%	37.5%
PO 4	10	11	21	47.6%	52.4%
PO 3	26	18	44	59.1%	40.9%
PO 2	52	24	76	68.4%	31.6%
PO 1	46	45	91	50.5%	49.5%
SO 2	36	57	93	38.7%	61.3%
SO 1	91	82	173	52.6%	47.4%
Scale 6	108	146	254	42.5%	57.5%
Scale 5 ⁴	155	329	484	32.0%	68.0%
Scale 4	160	397	557	28.7%	71.3%
Scale 3	63	224	287	22.0%	78.0%
Scale 2	25	34	59	42.4%	57.6%
Others	0	7	7	0.0%	100.0%
Total	806	1394	2200	36.6%	63.4%

² The data is a snapshot as at 31/3/18, includes percentage of gender at each rank / grade

³ Includes student constables and probationers

⁴ Includes PCSO

3. Gender Pay Gap Calculations

The overall gender make up is:

Table 3:

	Male %	Female %	Since 2017 ⁵
Police Officers	68.9%	31.1%	+ 0.6%
Police Staff	36.6%	63.4%	+1.3%
Combined	52.8%	47.2%	+0.9%

3.1. The Gender Pay Gap - Mean

Table 4:

	Male	Female	% Pay Gap ⁶	±2017 ⁷
Police Officers	£19.43 ⁸	£18.66	+4%	-0.5%
Police Staff	£15.79	£13.86	+12.2%	+0.7%
Combined	£18.39	£15.76	+14.3%	-0.1%

The data table 4 shows that, on average, men earn more than women in both police officers and police staff categories.

The data shows that the pay gap in relation to officers remains within EHRC parameters, however further analysis has been undertaken at each of the officer ranks, as indicated by the tables below.

Table 5:

	Male	Female	% Pay Gap ⁶	±2017 ⁷
Constable & Sgt	£18.46	£18.16	+1.63%	+0.56%

For police officers the breakdown in table 4 overall the pay gap has reduced, however table 5 illustrates at the Constable and Sergeant ranks there has been a 0.56% increase which is reflective of the increased number of women recruited and therefore being paid at the starting rate for probation constable in line Police Regulations.

Table 6:

	Male	Female	% Pay Gap ⁶	±2017 ⁷
Insp & above	£29.87	£28.40	+4.91%	-23%

⁵ + is in favour of women.

⁶ + means that the pay gap is in favour of men and - means the pay gap is in favour of women; this applies to all footnote 6 within the document

⁷ + or - indicates the difference from the last reporting period - snapshot data 31 March 2017; this applies to all footnote 7 within the document.

⁸ Hourly rate of pay

Table 6 shows that at the Inspector and above level, there has been a 23% reduction in the gender pay gap which is a significant improvement from last year.

Throughout 2017/18 Essex Police ran six promotion processes for ranks of Inspector and above, within these processes there was a proportionate number of women promoted which has contributed to the significant reduction in pay gap in the higher ranks. This has meant that the overall pay gap remains within the EHRC 5% parameters, the organisation is committed to continue to reduce this gap via the action plan detailed within section 5.

Analysis of police staff indicates that 92% of all female police staff employees are employed within the grades (Scale 2 to SO2), compared to 79% of all male police staff. The pay gap within the aforementioned grades is summarised in the table below:

Table 7:

	Male	Female	% Pay Gap ⁶	±2017 ⁷
Scale 2	£9.99	£9.88	+1.03%	+11.9%
Scale 3	£11.07	£10.09	+9.74%	+6.83%
Scale 4	£13.45	£12.74	+5.27%	+1.85%
Scale 5	£14.21	£13.25	+6.76%	+1.72%
Scale 6	£15.12	£14.67	+2.98%	+3.43%
SO 1	£15.59	£15.21	+2.41%	+1.72%
SO 2	£17.16	£17.30	-0.8%	-1.84%
Total	£13.80	£13.43	+2.69%	+2.08%

Further analysis indicates that the change seen at Scale 2 is due to the number of staff progressing into higher graded roles within the period; the majority of whom were women. 26% of staff at Scale 3 joined the organisation during 2017/18, 72% of whom were female, this trend continues through scales 4 and 5 which has in turn increased the pay gap; as these new members of staff progress through the scale points the pay gap will reduce.

Posts PO1 and above (17 grades) have a higher proportion of men than women as indicated in table 2; 21% of total male police staff employees, compared to 8% of female. These posts are higher graded so will increase the male mean pay. However, in comparison to last year's data, more females now work within these grades which has increased the female mean pay and therefore shows a 21.36% reduction in the overall gap at this level.

Table 8:

	Male	Female	% Pay Gap ⁶	±2017 ⁷
PO 1	£19.06	£17.99	+5.61%	+1.93%
PO 2	£19.77	£19.13	+3.24%	+3.72%
PO 3	£22.72	£20.45	+9.99%	+4.74%
PO 4	£22.55	£22.96	-1.82%	-5.77%
PO 5	£26.05	£24.97	+4.15%	-0.47%
PO 6	£27.26	£27.35	-0.33%	+0.18%
SPS 1-4	£31.14	£28.50	+8.48%	+18.92%
SPS 5 - Chief Officer	£34.93	£44.09	-26.22%	+25.70%
Total	£23.19	£21.47	+7.42%	-21.36%

Through analysing the breakdown at each grade it is evident that the organisation attracts both genders to Senior Police Staff (SPS) posts. Work will continue to ensure these opportunities remain available to both male and female employees through effective and transparent recruitment processes.

The higher combined difference of 14.3% (table 4) is representative of the differences in pay and gender balance between police officer and police staff as described and detailed in section 3.6.

3.2. The Gender Pay Gap - Median

Table 9:

	Male	Female	% Pay Gap ⁶	±2017 ⁷
Police Officers	£19.73	£19.53	+1.01%	+0.91%
Police Staff	£14.97	£13.29	+11.2%	+0.4%
Combined	£19.53	£14.76	+24.4%	+3.7%

For police officers, the median (mid-point) for both genders falls in the Constable Pay bracket (and represents more men than women). The median shows a nominal difference which can be attributed to the number of officers and the pay point they are on within the rank.

The median for police staff now covers two jobs at two different grades, the median point for men falls within scale SO1 and scale 6 for women, both jobs have been graded through the recognised job evaluation process and there are no concerns in relation to equal pay, as the grades reflect the responsibilities and accountabilities of two very different roles. As there are more women in posts below Scale 5 than men, this affects the overall median pay. The organisation will continue to carry out further activity to ensure women are more equally represented through effective, fair and transparent succession planning and recruitment processes.

The combined difference of 24.4% is due to the differing pay structures for police officers and police staff, the increase of 3.7% from last year's report is due to the 2017/18 police officer pay award being paid within 2017/18 (having more male than female police officers means

the effect of the pay award exacerbates the pay gap) whereas the police staff award for 2017/18 was paid in May 2018 and as such not reflected in the 'snapshot' figures.

3.3. The Gender Pay Gap - Mean Bonus

Bonuses are awarded for work of an "outstandingly demanding, unpleasant or important nature, which includes payments to firearms officers".

Within this section the data reflects bonuses paid to any officers or staff during 2017/18 financial year, whereas the pay data reflects a specific reference date (31 March 2018).

Table 10:

	Male	Female	% Pay Gap ⁶	±2017 ⁷
Police Officers	£1611.41	£1091.41	+32.3%	+13.2%
Police Staff	£1800.00	£183.33	+89.8%	+93.9%
Combined	£1614.52	£955.20	+40.8%	+9.3%

Last year we saw a pay gap of 19.1% in favour of male police officers, which was attributable to payments made to firearms officers, this year we have seen a 13.2% increase to this pay gap (32.3%); taking out firearms bonuses paid, analysis undertaken indicates that 53% of the bonuses paid were attributable to Essex Police's response to an environmental disaster, namely Hurricane Irma, which resulted in a number of officers deploying to British Virgin Isles; their role was to support the local forces maintain law, order and policing services; they also helped to locate missing people, liaising with UK authorities and assisting with family liaison. All those officers who supported this operation were awarded bonuses against the criteria (awarded for attending and dealing with distressing incidents; bonus payments are available to all; each case is considered on its merits by the remuneration panel who ensures fairness and equity of payments). A majority of those who participated were men, this has automatically lead to a wider gap in bonus gender pay. If bonuses paid to Irma participants and firearms officers were removed the mean bonus gap is 38% in favour of women.

Six members of police staff were paid bonuses in the review period; one of which was significantly higher than the others. Each case is considered on its merits by the remuneration panel or other means, which ensures fairness and equity of payments; bonus payments are available to all.

For the period 2017/18, payments to men is in the range of £50 - £5000, and women £50 - £300.

Analysis indicates that if the £5000 bonus is removed from the calculations the pay gap reduces from 89.8% to 8.5% and aligns the payment range. The mean payment to male staff is slightly greater than their female counterparts however the total number of bonuses paid remains relatively low.



3.4. The Gender Pay Gap - Median Bonus

Table 11:

	Male	Female	% Pay Gap ⁶	±2017 ⁷
Police Officers	£2000	£896.74	+55.2%	+40.0%
Police Staff	£350.00	£200.00	+42.9%	+54.04%
Combined	£2000.00	£500.00	+75.0%	+25.0%

The combined bonus figure for men is more than that for women. The median point of £2000 for males represents four £500 bonus payments to eligible firearms officers. The combined median point for bonus payments to females is £500. The largest proportion of bonuses were paid to officers in firearms roles, the overwhelming majority of whom are men which explains the higher median point for men.

The most common occurring payment for female police officers is the £2000 firearms payments. The median bonus payment is £896.74 which is a pro rata payment because one individual was on statutory leave during the period included in the calculation. Had the individual been in post for the entire 12 month period the bonus payment would have been £2000.

For police staff, the median bonus payment for women is £200 and for men £350. The payment is based on the types of work individuals deal with and neither gender is prohibited nor disadvantaged in the opportunity to complete the work; it is based on who is on duty for the particular relevant incident.

Again, with the firearms officers removed this amends the median for both the police officer figure and combined figure. The table below shows a 14.29% reduction in the pay gap since 2017.

Table 12:

Excluding firearms	Male	Female	% Pay Gap ⁶	±2017 ⁷
Police Officers	£200	£500	-150%	+83.33%
Combined	£200	£200	0.00%	-14.29%

It should be noted that due to the small number of payments made the median figure would likely alter by the addition or removal of a single payment; each payment has been assessed to ensure fairness and equity.

3.5. The Proportion of Males & Females Receiving a Bonus Payment

Table 13:

	Male	Female	Difference ⁹	±2017 ⁷
Police Officers	8.57%	1.73%	+6.84%	+0.04%
Police Staff	0.37%	0.21%	+0.16%	-0.34%
Combined	6.26%	0.82%	+5.44%	+0.14%

The data shows that a higher proportion of men have been awarded a bonus payment than women, which reflects the larger proportion of male than female firearms officers.

For police staff, the data shows that a marginal higher percentage of men than women received a bonus.

Further analysis was undertaken to identify any disparities or concerns but there was no pattern to payments in terms of any gender split and each payment is subject to scrutiny by the remuneration panel or other means against criteria set out in policy. Notwithstanding the differences, when individual payments are considered both males and females receive the same payment for the same circumstances.

3.6. The Proportion of Males & Females in Each Quartile Pay Range

Table 14:

	Police Officers %			Police Staff %			Combined %		
	Male	Female	± 2017 ₁₀	Male	Female	± 2017 ₁₀	Male	Female	± 2017 ₁₀
Upper	77.2%	22.8%	+1.6%	52.2%	48.0%	-1.2%	74.3%	25.7%	-0.2%
Upper Middle	72.2%	27.8%	+3.2%	43.1%	56.9%	+1.4%	60.8%	39.2%	+3.7%
Lower Middle	59.8%	40.2%	-0.5%	30.0%	70.0%	+3.1%	46.1%	53.9%	+1.9%
Lower	66.3%	33.7%	-1.8%	21.5%	78.5%	+1.4%	39.0%	61.0%	-1.9%

From analysis it has been identified that police officers at the police constable rank now feature across all four quartiles for both men and women, this is because 78% of ranked officers are employed at the constable level.

⁹ + is in favour of men

¹⁰ A positive figure denotes an increase in the number of women within the quartile range since the last reporting period.



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At the lower and lower middle quartiles there are a slightly greater percentage of women than men compared to the overall gender make up. However, in the upper middle and upper quartiles there are more men than women. There has been an improvement in the percentage of women in the upper middle and upper quartiles, further activity will be carried out to ensure women are more equally represented at these ranks.

The analysis for police staff reflects that scale 5 staff now appear across all quartiles as there are a significant number of roles within this grade that attract shift allowances; this reflects the increase in women being represented at the lower, lower middle and upper middle qualities. Upon further analysis and when deducting scale 5's from the upper quartile, there are slightly more men (52%) than women (48%) which indicates opportunities are equally available at the higher graded posts to both men and women, although this is not reflective of the overall Force gender make up. Activity will continue to ensure women are more equally represented at these grades.

4. Conclusions and Recommendations

The EHRC¹¹ recommend that following the publication of the pay gap data, employers should consider whether their recruitment, promotion and reward policies and approaches to flexible working are contributing to their pay gaps, and then develop an action plan to address this if needed.

It is recognised that there are pay gaps within Essex Police. Although the majority of differences are within the recommended EHRC parameters, those which appear to warrant further exploration and action are:

- Gender pay gap for police staff; the mean and median gap is circa 12% in favour of males. This is due to a larger number of males in higher graded Police Staff roles compared to females, as detailed in paragraphs 3.1 and 3.2. This is addressed through the action plan below, albeit it is recognised that this is likely to be a long term plan.
- The bonus payments for police officers where the mean and median are both in favour of males account for a 32% and 55% difference respectively; this is directly attributed to Firearms Officers and payments made linked to Essex Police's response to an environmental disaster.

One of the key elements of pay gap analysis is to review the position in 12 months' time which will allow the force to compare progress, consider any trends and identify the impact of the interventions listed below.

Recommendation 1

Review the data in 12 months' time to compare progress and identify any trends in relation to the Gender Pay Gap.

A larger percentage of police officers are men, which is not representative of the demographic of the county of Essex. Work is already underway in promoting police officer recruitment to all genders through our recruitment strategies and campaigns will continue.

There are more men than women in higher ranked officer roles, which results in a slightly higher mean pay for male officers. There has been a significant amount of work undertaken over the previous 12 months linked to succession planning and retention, specifically to identify and seek to overcome reasons for officers leaving the force, work will continue to review and identify any learning from exit data.

Equally, the average hourly rate for police staff is higher for men than women due to more men being in Principle Officer (PO) posts than women.

¹¹ Source: https://www.equalityhumanrights.com/en/publication-download/fair-opportunities-all-strategy-reduce-pay-gaps-britain_pg_25



Recommendation 2

HR to continue to engage and work with Women's Leadership and Development Forum (WLDF) and become actively involved in initiatives (workshops, network meetings etc.) to ensure women are more equally represented for future promotion processes.

Although the mean and bonus payments were higher for male than female police officers this reflects the fact that there are significantly more male than female firearms officers, who make up the bulk of the recipients. Weapons Training have considered a staff survey, focus groups and have visited other forces to identify opportunities to reduce the barriers to women becoming firearms officers and work will continue in this area.

Recommendation 3

Continue work with WLDF and Firearms to address under-representation by maximising opportunities to ensure women are more equally represented for firearms roles.

There are a higher percentage of male police officers than females in the upper quartile and a higher percentage of female police staff than males in the lower quartile. This will be addressed through recommendation 2.



5. Action Plan

The action plan outlines the recommendations and identifies the department that will take ownership over the next twelve months. The action plan below outlines all of the recommendations support both the HR plans, see Appendix C, and the Essex Police Equality Objectives¹².

No.	Recommendation	Lead / Owner
1.	Review the data in 12 months' time to compare progress and identify any trends in relation to Gender, Ethnicity and Disability Pay Gaps.	HR Partners
2.	HR to continue to engage and work with Women's Leadership and Development Forum (WLDF) and become actively involved in initiatives (workshops, network meetings etc.) to ensure women are more equally represented for future promotion processes.	HR Talent & People Development Manager
3.	Continue work with WLDF and Firearms to address under-representation by maximising opportunities to ensure women are more equally represented for firearms roles.	HR Talent & People Development Manager and HR Partners

¹² <https://www.essex.police.uk/getmedia/d2f70f15-7cf9-4983-884b-d89920ec27b5/essex-police-equality-objectives.pdf>



Appendix A

Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017

Who do the new obligations apply to?

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, with minor differences to the gender pay gap reporting regulations for the private and voluntary sectors, apply to a list of 'specified public authorities' found in schedule 2 of the regulations:

- This includes government departments, the armed forces, local authorities, NHS bodies, publically funded schools and many others.
- They only apply if the authority has 250 or more employees on 31 March of a given year.

Who counts as an employee?

For the purposes of gender pay reporting, the definition of who counts as an employee is set out in the regulations and follows the definition in the Equality Act 2010. This is known as an 'extended' definition which includes:

- employees (those with a contract of employment)
- workers and agency workers (those with a contract to do work or provide services)
- some self-employed people (where they have to personally perform the work)
- police officers and the armed forces

The relevant date

This is the key date that many of the details needed to carry out the calculations will come from. It is also the date from which an employer has a year to publish their gender pay report. This will always be March 31 for specified public authorities in any year where they have 250 or more employees (it's April 5th for everyone else).

How does this fit in with the Public Sector Equality Duty (PSED)?

The new gender pay gap obligations have been introduced alongside the existing requirements for specified public bodies, including publishing annual information to demonstrate compliance under the PSED and publishing equality objectives every four years. The deadlines for all the publishing requirements have now been streamlined to 30 March.

The Gender Pay Gap reporting requirements must be adhered to but a specified public authority can handle the process as part of their wider PSED work or equality strategy. For example, public authorities can set equality objectives which would help reduce the gender pay gap in their organisation. Organisations with over 150 employees may already be publishing gender pay gap data under the existing requirement to publish data on its



employees. Organisations with over 250 employees must follow the methodology set out in the regulations and accompanying guidance, regardless of how this data may have been previously calculated. Other employers can prepare the calculations using the same methodology on a voluntary basis.

This guide only covers the new gender pay gap reporting requirements, and does not explain in detail what is required to comply with the PSED. Further guidance on PSED reporting obligations is available at www.acas.org.uk/PSED.

Other best practice references to support the development of a meaningful pay gap report include:

“Pay is one of the key factors affecting motivation and relationships at work. It is therefore important to develop pay arrangements that are right for the organisation and which reward employees fairly. Providing equal pay for equal work is central to the concept of rewarding people fairly for what they do.

Employers are responsible for providing equal pay and for ensuring that pay systems are transparent, or easy to understand. A structured pay system is more likely to provide equal pay and is easier to check than a system that relies primarily on managerial discretion.”

- Equalities and Human Rights Commission (EHRC).

“However, equal pay is also good business practice. It is about treating people fairly and thus getting the best out of them. It is a necessity for any successful business or well-run organisation.”

- Chartered Institute of Personnel & Development, Equal Pay Guide.



Parameters and Calculations

What will I have to calculate and publish?

Relevant employers must follow the rules in the regulations to calculate the following information:

- Their mean gender pay gap
- Their median gender pay gap
- Their mean bonus gender pay gap
- Their median bonus gender pay gap
- Their proportion of males receiving a bonus payment
- Their proportion of females receiving a bonus payment
- Their proportion of males and females in each quartile pay ranges
- A written statement, authorised by an appropriate senior person, which confirms the accuracy of their calculations. However, this requirement only applies to employers subject to the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Steps for extracting essential information

STEP 1: Full list of relevant employees from SAP then establish full-pay relevant employees

(Relevant employees are all employees employed by the employer on the snapshot date of a given year, except for partners.)

(This term includes full-pay relevant employees and also other employees employed on the snapshot date but on less than full pay because of leave.)

STEP 2: Identify for each full pay relevant employee if:
- Male or Female

STEP 3: Extract a list of all bonuses received in the relevant bonus period for all relevant employees and full-pay relevant employees.

The bonus period is a twelve month period that ends on the snapshot date.



STEP 4: Record all ordinary pay received in the relevant pay period for full-pay relevant employees only.

(Ordinary pay is defined in regulation 3. It includes basic pay, allowances, pay for piecework, pay for leave and shift premium pay. It only includes money payments, so anything that is not money (such as benefits in kind or securities) is excluded.

Gross amounts should be used after salary sacrifice.)

Ordinary pay does not include pay related to overtime, redundancy or termination of employment, pay in lieu of annual leave or pay which is not money.

As well as actual 'overtime pay', payments such as allowances earned during paid over hours (to the extent that employers can clearly identify them) should be excluded from ordinary pay.

The relevant pay period is the pay period within which the snapshot date falls. In practice, this means the pay period in which March 31st falls (for employers subject to the Specific Duties Regulations)

STEP 5: Record the weekly working hours for full-pay relevant employees only.

STEP 6: Record the 'hourly pay' for full-pay relevant employees only.

(To find the hourly pay, first add the employee's bonuses identified in 4 above, to their ordinary pay identified in 5 above.

Next, multiply this amount by 'the appropriate multiplier'. This is 7 divided by the number of days in the pay period.

This provides a weekly pay figure for the relevant pay period.

Finally, divide this amount by the employee's number of weekly working hours identified in 6 above.

Keep in mind that the regulations specify that where periods are calculated in months, a month is treated as having 30.44 days, and where periods are calculated as a year, a year is treated as having 365.25 days.)



The Calculations

These calculations make use of two types of averages:

- A mean average involves adding up all of the numbers and dividing the result by how many numbers were in the list.
- A median average involves listing all of the numbers in numerical order. If there is an odd number of results, the median average is the middle number. If there is an even number of results, the median will be the mean of the two central numbers.
- Using these two different types of average is helpful to give a more balanced overview of an employer's overall gender pay gap:
- Mean averages are useful because they place the same value on every number they use, giving a good overall indication of the gender pay gap, but very large or small pay rates or bonuses can 'dominate' and distort the answer.
- For example, mean averages can be useful where most employees in an organisation receive a bonus but could be less useful in an organisation where the vast majority of bonus pay is received by a small number of board members.
- Median averages are useful to indicate what the 'typical' situation is i.e. in the middle of an organisation and are not distorted by very large or small pay rates or bonuses. However, this means that not all gender pay gap issues will be picked up. For example, a median average might show a better indication of the 'middle of the road' pay gap in a sports club with a mean average distorted by very highly paid players and board members, but it could also fail to pick up as effectively where the pay gap issues are most pronounced in the lowest paid or highest paid employees.

For the results of the calculations:

- A positive percentage figure (which almost all organisations are likely to have) reveals that typically or overall, female employees have lower pay or bonuses than male employees.
- A negative percentage figure (which some organisations may have) reveals that typically or overall, male employees have lower pay or bonuses than female employees.
- A zero percentage figure (which is highly unlikely, but could exist for a median pay gap where a lot of employees are concentrated in the same pay grade) would reveal no gap between the pay or bonuses of typical male and female employees or completely equal pay or bonuses overall.

Essex Police - Analysis of inclusion for Ordinary Pay



Pay - Basic pay

- Allowances
- Car allowance
- SE allowance
- Housing allowance
- Weekend Working Enhancement
- Shift allowance
- Travel allowance
- Fringe allowance
- Market supplements

Exclusions

- Maternity pay (unpaid)
- Paternity (paid)
- Sick pay (long term)
- Dependants leave (PSE)
- Adoption leave
- Career break



Information to be included in GPG Report

<p>The difference between the mean hourly rate of pay for male and female employees expressed as a percentage</p>	<p>Only full pay employees are included in this calculation (see 9 g).</p> <p>The percentage must be calculated:</p> $\frac{(A-B)}{A} \times 100$ <p>Where A is the mean hourly rate of pay of all male full-pay relevant employees; and</p> <p>B is the mean hourly rate of pay of all female full-pay relevant employees</p>
<p>The difference between the median hourly rate of pay for male and female employees expressed as a percentage</p>	<p>The percentage must be calculated:</p> $\frac{(A-B)}{A} \times 100$ <p>Where A is the median hourly rate of pay of all male full-pay relevant employees; and</p> <p>B is the median hourly rate of pay of all female full-pay relevant employees</p>
<p>The difference between the mean bonus pay paid to male and female employees over the 12 months ending 31 March expressed as a percentage</p>	<p>The percentage must be calculated:</p> $\frac{(A-B)}{A} \times 100$ <p>Where A is the mean bonus pay paid during the relevant period to all male relevant employees who were paid bonus pay during that period; and</p> <p>B is the mean bonus pay paid during the relevant period to female relevant employees who were paid bonus pay during that period</p> <p>Relevant period in this provision means 12 months ending with the snapshot date</p>
<p>The difference between the median bonus pay paid to male and female employees over</p>	<p>The percentage must be calculated:</p>



<p>the 12 months ending 31 March expressed as a percentage</p>	<p>$\frac{A - B}{A} \times 100$</p> <p>A</p> <p>Where A is the median bonus pay paid during the relevant period to all male relevant employees who were paid bonus pay during that period; and</p> <p>B is the median bonus pay paid during the relevant period to female relevant employees who were paid bonus pay during that period</p> <p>Relevant period in this provision means 12 months ending with the snapshot date</p>
<p>The proportions of male and female employees who were paid bonus pay over the 12 months ending 31 March</p>	<ul style="list-style-type: none"> The proportion of male relevant employees who were paid bonus pay to be expressed as a percentage as follows: $\frac{A - B}{A} \times 100$ <p>A</p> <p>Where A is the number of male relevant employees who were paid bonus pay during the relevant period; and</p> <p>B is the number of male relevant employees</p> <ul style="list-style-type: none"> The proportion of female relevant employees who were paid bonus pay to be expressed as a percentage as follows: $\frac{A - B}{A} \times 100$ <p>A</p> <p>Where A is the number of female relevant employees who were paid bonus pay during the relevant period; and</p> <p>B is the number of female relevant employees</p> <p>Relevant period in this provision means 12 months ending with the snapshot date</p>
<p>The proportions of male and female</p>	<ul style="list-style-type: none"> Step 1: determine the hourly rate of pay for each male and female employee and rank from lowest to



<p>employees in quartile pay bands</p>	<p>highest paid</p> <ul style="list-style-type: none"> • Step 2: divide the employees into four, each section comprising an equal number of employees to determine the lower, lower middle, upper middle and upper quartile pay bands • Step 3: the proportion of male employees within each quartile band must be expressed as a percentage of the employees within that band as follows: $\frac{(A-B)}{A} \times 100$ <p>Where A is the number of male employees in a quartile pay band; and</p> <p>B is the number of relevant employees in that quartile pay band</p> <ul style="list-style-type: none"> • Step 4: the proportion of female employees within each quartile band must be expressed as a percentage of the employees within that band as follows: $\frac{(A-B)}{A} \times 100$ <p>Where A is the number of female employees in a quartile pay band; and</p> <p>B is the number of relevant employees in that quartile pay band</p>
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Home

HR plan on a page

Why are we here:

We will deliver a comprehensive, professional and policing focused HR service across Kent and Essex by recruiting, developing and retaining a skilled workforce and providing professional support and advice to our people to meet the strategic ambitions of each force.

The Strategy we aim to deliver:

- To deliver the key components of our HR delivery plan
- To engage and communicate effectively with our customers, understand their needs, manage expectations and ensure compliance with processes and standards
- To continuously benchmark and compare ourselves to evaluate and improve our performance
- To create a truly integrated department with one culture, fully merge all functions and embed cross functional working across the two forces
- To engage and communicate with our people, put in place a strong communication infrastructure to ensure people are informed and listened and that ideas are encouraged
- Endeavour to help make our people feel motivated and proud so they enjoy working here and feel valued and recognised
- To secure sustainable improvements in productivity
- To invest in our people, professionalise our service and promote professional development

What will enable us to deliver our aims:

INNOVATE

- 7 force collaboration
- Investigate first
- HR focus groups
- People Portal
- Occupational health provision review

ATTRACT

- Support for national 'high potential' programmes
- Volume recruitment
- 'Valuing Difference's programme
- Apprenticeship framework
- In house Temporary Agency

DEVELOP

- Induction Portal
- Develop You
- Police Staff Leadership Pathway
- Enhanced PDR Quality
- Succession Management

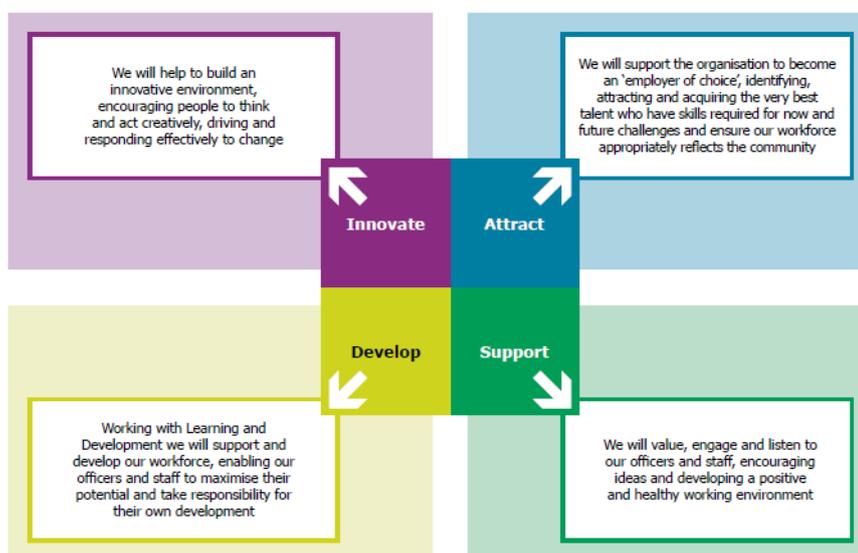
SUPPORT

- Well being strategy
- 'Bluelight' Programme
- Support through restructure
- Feel Well Live Well Campaign
- HR Connect

HR future plans 2017-2020

Over the next three years the Human Resources Department will deliver a high quality Human Resources service to support the corporate vision within the strategic landscape in which we operate.

This will be delivered through our four Areas of Focus:





HR delivery plan – Innovate

Within our four areas of focus we will prioritise of some key strategic objectives. Some of our core activities for the 3 years are outlined below:

Area of focus:	Strategic objective	Impact and outcomes of core workstreams
<p>We will help to build an innovative environment, encouraging people to think and act creatively, driving and responding effectively to change.</p>	<p>We will:</p> <ul style="list-style-type: none"> • Ensure the Human Resource department offers a 'forward thinking' and dynamic service, with an awareness of how the wider strategic environment will affect the forces now and in the future. • Encourage efficiencies, innovation and productivity through our people. • Actively encourage customer interaction to seek new ideas and enable continuous improvement. • Improve access to our services by developing our online, self-service capability. • Work more closely with our Business Services colleagues to ensure we enhance a seamless customer focussed transactional Human Resources service designed with the customer in mind. • Support our managers to implement business change programmes to enhance efficiency, reduce demand and support and equip colleagues to meet future policing challenges. • Continually develop partnerships with both partners and the private sector to ensure that we reduce demand, maximise resources, increase innovation and embed industry wide best practice. • Review of terms and conditions of employment for police staff to ensure that our employment framework delivers the most efficient and effective platform and enables the attraction and retention of the best talent. • Develop our policies and procedures to ensure they are collaborative, reflecting the needs of the organisation and ensuring fairness, equality and support to managers, officers and staff. 	<ul style="list-style-type: none"> • Development of the HR Strategy department to provide an effective environmental scanning function within Human Resources that reviews local, national and commercial best practice and benchmarks our service provision. • Delivery of a 'people portal' with feedback functionality. • Development of a process utilising relevant 'staff suggestion' vehicles to ensure that HR services are in keeping with customer requirements. • Realign service delivery from transactional to a professional advisory service to ensure that staff providing HR services seek to resolve matters at the point of contact. • Enhanced engagement with partners and the private sector for activities relating to the attraction and development of officers and staff. • A modernised and simplified framework of terms and conditions for Police Staff. • A completed suite of collaborative Human Resource Policies.

HR delivery plan – Attract

Area of focus:	Strategic objective	Impact and outcomes of core workstreams
<p>We will support the organisation to become an 'employer of choice', identifying, attracting and acquiring the very best talent who have skills required for now and future challenges and ensure our workforce appropriately reflects the community.</p>	<p>We will:</p> <ul style="list-style-type: none"> • Understand our recruitment market and develop our employer brand to ensure we have a strong market presence. • Improve our recruitment and selection processes to ensure that they are flexible, professional, efficient and attract the best candidates to resource the force against dynamic and changing future requirements. • Design and develop targeted campaigns to support the recruitment of a skilled workforce which meets future challenges of policing. • Develop initiatives to attract and support applicants from diverse backgrounds to better reflect our communities. • Engage our workforce to proactively support the forces' requirements to deliver efficient and effective recruitment and attraction solutions. • Support national initiatives and develop our own programmes to attract, nurture and enhance high potential talent. • Explore opportunities to offer apprenticeships and internships to support our business and attract and nurture individuals with new skills to support control strategy priorities and emerging crime types. 	<ul style="list-style-type: none"> • Delivery of an increased number of quality candidates for processes including police constable, Force Control Room, special constabulary and specialist positions. • Provision of an improved applicant experience through the implementation of a new Applicant Tracking System (ATS). • Development of an 'in house temporary agency' to anticipate and respond to temporary workforce resourcing challenges. • Development and delivery of a 'Valuing Difference' programme which attracts and supports individuals from under-represented groups to join the organisation. • An increase in the diversity profile of new applicants to better reflect the community we serve. • Continued applicants present on national 'Fast Track' and Direct Entry schemes and exploration of the 'Police Now' scheme for potential future provision in force where required by the Chief Constable. Embedding of future cohorts of the 'Police Staff Leadership Pathway' and development of the 'Investigate First' programme. • Delivery of an apprenticeship framework, together with the Learning and Development Department.



HR delivery plan – Develop

Area of focus:	Strategic objective	Impact and outcomes of core workstreams
Working with Learning and Development we will support and develop our workforce, enabling our officers and staff to maximise their potential and take responsibility for their own development.	<p>We will:</p> <ul style="list-style-type: none"> • Ensure the organisation effectively identifies and develops talented individuals. • Ensure individuals are able to take responsibility for their own continuous professional development, providing opportunities for learning and career progression. • Introduce new succession and workforce planning frameworks to ensure that we are able to proactively resource the workforce particularly focussing on new and emerging priorities and demand such as cyber crime, firearms capability and the ability to manage vulnerability. • Ensure managers are equipped to assist activities that assist in the recruitment, retention, career development and the support of officers and staff and ensure equality and fairness in their applications. • Provide equality of opportunity for development and promotion. • Ensure managers have access to advice when addressing performance and attendance issues of their officers and staff. • Develop our PDR process, ensuring it is effectively utilised to manage performance and attendance, support career progression and succession planning. • Support national changes to police officer pay and progression structures and provide effective support for those affected. 	<ul style="list-style-type: none"> • A fully embedded 'Develop You' framework to ensure a broad range of development tools are available to support the organisation's broader talent and development aspirations, providing fair and transparent access to development opportunities across the workforce. • An increased proportion of workforce engaging in the 'Develop You' framework. • Development and delivery of new Police Staff Leadership Pathway. • An increased number of officers and staff mentoring internal colleagues and exploration of external mentoring schemes. • Delivery of a succession management framework that relates to the current and future organisational priorities. • An increased number of high performing staff promoted and recognised internally. • An increase in the diversity profile of the workforce across ranks and specialisms. • Managers who effectively support officers and staff with performance or attendance issues and have the confidence to do so. • Enhanced completion of meaningful PDRs and effective on-line guidance for officers and staff which are more aligned to succession and talent planning. • Delivery of a system for accessing and utilising career preference information through the PDR process to aid effective succession planning. • Compliance with national changes to police officer pay and progression including effective training and support mechanisms. • Introduction of an 'induction portal' across both forces.

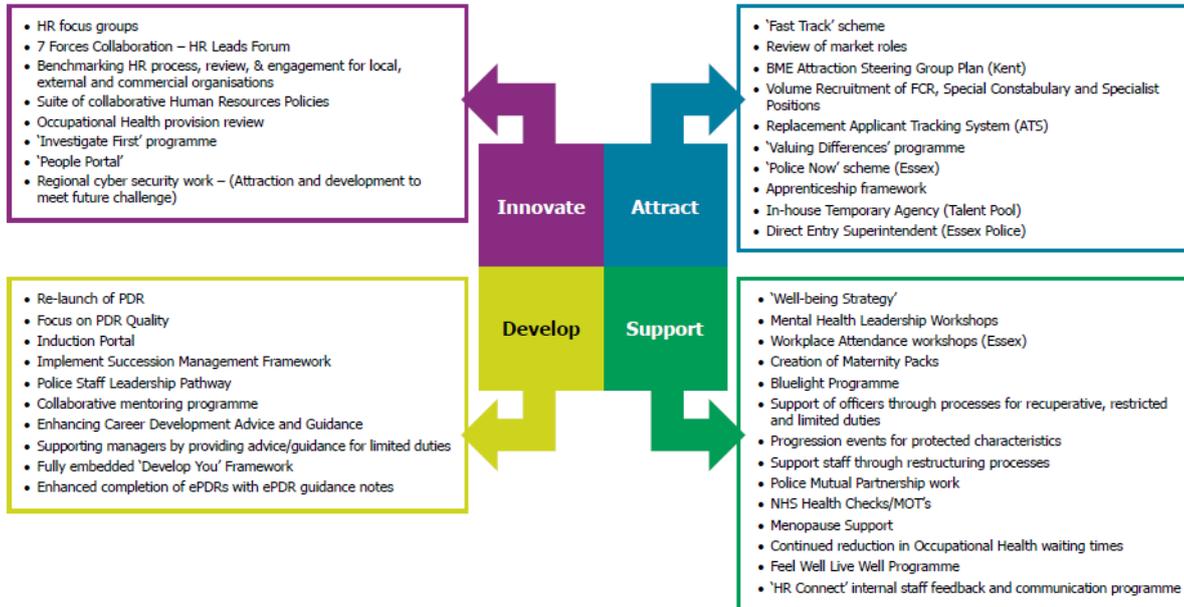
HR delivery plan – Support

Area of focus:	Strategic objective	Impact and outcomes of core workstreams
We will value, engage and listen to our officers and staff, encouraging ideas and developing a positive and healthy working environment.	<p>We will:</p> <ul style="list-style-type: none"> • Develop frameworks to ensure we engage with and listen to our workforce. • Promote and support health and well-being initiatives and interventions to create a healthy working environment. • Work in partnership with our business leaders, Superintendents' Association, Federation, UNISON and Support Associations to strengthen our approach to engagement, communication and the support of organisational change. • Ensure fairness, consistency and integrity through our development and application of policy and practice. • Support our managers in improving and sustaining workforce attendance. • Support managers in maximising the performance of the workforce to increase the levels of resources available to deliver efficient and effective policing services. • Work closely with the business to ensure that our workforce planning and succession management processes place operational priorities at the heart of the resourcing process. 	<ul style="list-style-type: none"> • Delivery of a framework of staff surveys and 'pulse surveys' to ensure quick time checking of officer and staff viewpoint. • A coordinated 'Well-being' strategy which supports and values officers and staff and maximises the wellbeing of the workforce to maximise resource availability. • Continued improvement of waiting times for Occupational Health interventions. • Enhanced welfare support/initiatives to suit the needs of officers and staff. • Improved attendance in the workplace to ensure that resource availability is maximised to deliver efficient and effective policing services. • Introduction of 'HR Connect' to ensure staff are aware of strategic activities and can share ideas and viewpoint.



HR future plans 2017-2020

Some of our core activities are outlined below. Our activities will be governed by our HR dashboard. This will be a live document, updated as we take on new workstreams and activities to support the strategic vision and direction of the two forces.





EQUALITY ACT 2010

Essex Police Statutory Duty Information Report 2019

Introduction

At Essex Police, our focus on diversity and inclusion is integral to how we serve the public and our workforce, treating everyone with fairness, equality and respect.

Essex Police listens to the public, having open and honest communication to engage everyone. The communities in Essex are growing and changing. Understanding the needs of the people that live, work and visit Essex helps us to do our job more effectively. Being sensitive and responsive to individual needs improves the services we deliver and reduces the risk of harm.

Putting victims and witnesses first, working in collaboration with our partners, our diverse workforce is better able to recognise the varying needs of victims, witnesses and individuals across the county.

This report is part of Essex Police's response to the Equality Act 2010. It is intended to offer data on the equality impact of Essex Police's employment practices and activities.

The Equality Act creates a public sector equality duty to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act. In other words to consider how different people will be affected by our activities.
- Advance equality of opportunity between people who share a protected characteristic and those who do not. That is to deliver services which, while efficient and effective, are accessible to all and meet diverse needs.
- Foster good relations between people who share a protected characteristic and those who do not. Fulfil our requirements to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between people (both employees and others) who share a protected characteristics and those who do not.

Protected characteristics covered by the equality duty are:

- ☐ Age
- ☐ Disability
- ☐ Gender reassignment
- ☐ Marriage and civil partnership
- ☐ Pregnancy and maternity
- ☐ Race
- ☐ Religion or belief
- ☐ Sex
- ☐ Sexual orientation

The majority of data presented represents a snapshot of the Essex Police as at 31 March 2018. In compliance to the specific duty regulations Essex Police:

- Publish equality objectives every four years.
- Publish information annually to demonstrate compliance with the general equality duty.



- Publish information relating to our employees and others affected by our policies and practices (such as provide services to communities).

Essex Police Equality Objectives

The specific duties require public bodies to prepare and publish one or more specific and measurable equality objectives which will help them to further the three aims of the equality duty.

We incorporate equality into our core business, create equal opportunities and develop good working relationships between different people. We are transparent about how we respond to the Equality Duty, as required by the Equality Act 2010 (Specific Duties) Regulations 2011.

Essex Police has set clear equality objectives to further the aims of the equality duty:

- Increase the number of black, Asian and minority ethnic (BAME) officers to be more reflective of the economically active population in Essex
- Retain and develop BAME colleagues into specialist roles and management positions
- Increase proportion of females in management or specialist roles
- Increase the number of officers and staff self-declaring sexual orientation, disability and religion

Essex Police is developing its diversity and Inclusion strategy in consultation with key stakeholders and staff support associations to develop and monitor activity and document actions to enable Essex Police to achieve the equality objectives.

Activities Undertaken to Support Each Objective

Objective 1 - Increase the number of BAME officers to be more reflective of the economically active population in Essex

Activity

Careers evenings have taken place at Essex Police premises, as well as in the local community, to provide guidance to potential applicants thinking of joining the police. Officers were available at the events to give lived experience of being a police officer with Essex Police and to provide an overview of the recruitment process and training involved. The "Fit the Bill" campaign continues and features serving Essex Police officers and is designed to showcase the variety of roles we have on offer and the varied backgrounds they have come from. A new detective fast track programme was also launched in 2018 which allows applicants to join Essex Police to specialise in a detective pathway earlier in their career.

Essex Police has a buddy scheme within the recruitment process for BAME candidates. Buddies are existing police officers and staff members that act as a point of contact for an applicant. A buddy is allocated automatically to a BAME applicant and is accessible to provide advice, support, guidance and facilitation and maintaining contact through the many stages of the recruitment process.

Essex Police offers a 'review and support' function throughout the various stages of the recruitment process for BAME candidates, offering as much support as required to ensure a successful outcome to become a Police Constable.



Supporting policing in Kent and Essex

Essex Police also operates a 'Ride Along' scheme which allows members of the public the opportunity to observe everyday policing activities. This usually involves placing an observer with a police officer, special constable or police community support officer (PCSO), whilst on foot or vehicle based patrol within Community Policing Team. Applicants are being encouraged to participate in this scheme to enhance their knowledge and experience of policing. Also police officer applicants, who have been unsuccessful at senior interview, are encouraged to apply to the 'Ride Along' scheme to enable them to better prepare for a further senior interview.

Progress update

Between 1 April 2017 to 31 March 2018, Essex Police received 2054 applications for the role of Police Constable of which 126 (6.13%) were from applicants that are BAME. The current recorded BAME economically active community in Essex is 6.8%.

Between 1 April 2017 to 31 March 2018, Essex Police appointed 334 police officers of which 5 (1.5%) are BAME (12.6% declined to state their ethnicity). This is in comparison to 1 April 2016 to 31 March 2017 when 206 police officers were appointed of which 3 (1.46%) were BAME.

Between 1 April 2017 to 31 March 2018, 3 (1.25%) of police officer leavers, were BAME, out of 240 officers who left in total. This was as a result of 1 transfer to another force and 2 resignations. This is in comparison to 1 April 2016 to 31 March 2017 when 4 (1.38%) BAME police officers left the organisation out of a total 289 officer leavers.

Objective 2 - Retain and develop BAME colleagues into specialist roles and management positions

Activity

Essex Police has a development framework to support officers and staff in their development and progression.

Development opportunities are available in a variety of forms including attachments and work shadowing, mentoring and coaching, 360 degree feedback and specific projects that provide participants with a range of skills and experiences that their substantive role may not.

Individuals can apply for advertised opportunities or specific personal development needs which can support lateral or progressive development. Through the 'Develop You' programme, it provides a consistent, transparent process to enable officers and staff to access development opportunities. It has been widely advertised using internal communication streams and has been highlighted to members of our Minority Ethnic Support Association (MESA). All relevant information and application forms are housed on the internal webpages accessible to all officers and staff.

The Personal Development Review (PDR) process has also been updated to enable individuals to select their career aspirations such as promotion or lateral development, as well as enabling officers and staff to reflect on performance and career goals in the immediate, short or longer term. Supervisors also have a checklist of prompts to discuss their team members' career aspirations, request HR assistance if needed, check that personal development is up to date and identify candidates with high potential. We have also introduced a new facility to quality-assure PDRs thus ensuring they are correctly used to support and develop officers and staff.



Progress update

Between 1 April 2017 to 31 March 2018, 1 BAME police officer was promoted from Sergeant to Inspector, this accounted for 5.26% of Sergeant to Inspector promotions. During 1 April 2016 - 31 March 2017, the highest promotion for a BAME officer was up to Sergeant.

Between 1 April 2017 and 31 March 2018, 4.38% of individuals of the 137 police staff promotions identified as BAME.

Objective 3 - Increase proportion of females in management or specialist roles

Activity

The Women's Leadership and Development Forum (WLDF) is an internal support network for officers, staff and volunteers. The WLDF aims to:

- Support colleagues in their personal development;
- Empower individuals to be the best that they can be;
- Support Women through times of change;
- Support the Essex Police Equality Objectives.

The WLDF has played an active role in supporting the new 'Develop You' framework providing a number of opportunities for individuals to work as part of their executive team and to project manage their conferences.

Mentoring is also strongly supported offering members an opportunity to become mentors and mentees for development.

Progress update

Between 1 April 2017 to 31 March 2018, a total of 28 female police officers were promoted between the ranks of Sergeant and Chief Officer out of a total of 100 police officers, this was 28% of the total officers promoted.

Between 1 April 2017 and 31 March 2018, 96 (70.7%) of police staff who were promoted were female, out of a total of 137 police staff. This is in comparison to 152 (66.67%) female members of police staff promoted out of a total of 228 police staff between 1 April 2016 and 31 March 2017.

Objective 4 - Increase the number of officers and staff self-declaring sexual orientation, disability and religion

Activity

A number of intranet articles have been published periodically throughout the year encouraging individuals to update their diversity information. The articles have also been promoted through the Essex Police support networks, including those who support members of Essex Police in relation to



sexual orientation, disability and religion. By changing the language we use to be more supportive, we feel that this has increased the numbers declaring these protected characteristics, as well as having the positive reinforcement by the support networks.

Progress update

As at 31 March 2018, 35.97% of individuals stated their religion and belief information on their personal HR record, compared to 30.07% on 31 March 2017. The number of individuals that did not state their religion or belief information¹³ reduced from 69.93% to 64.03%.

As at 31 March 2018, 39.77% of individuals stated their sexual orientation information on their personal HR record, compared to 32.51% on 31 March 2017. The number of individuals that did not state their sexual orientation reduced from 67.49% to 60.23%.

As at 31 March 2018, 31.60% of individuals stated their disability information on their personal HR record, compared to 24.15% on 31 March 2017. The number of individuals that did not state their disability information reduced from 75.85% to 68.40%.

All Protected Groups - Activity Undertaken

Hate Incident Reporting Centres (HIRCs)

The role of HIRCs is to provide a drop in service that can be accessed by victims and witnesses of hate incidents, so that these people can make reports of hate incidents confidentially. HIRCs are also intended to support and encourage reporting of hate crime within the community by providing an environment in which victims of hate crime incidents will feel safe and comfortable. HIRCs effectively provide third party reporting facilities for victims and witnesses. HIRCs endeavour to improve information sharing between partner agencies and to increase community safety. At this time there are 41 HIRCs across Essex which are accredited. The total number of hate crimes reported from 1 April 2017 to 31 March 2018 is 2111. Details of how to report hate incidents and a list of HIRCs can be found on the Essex Police website <https://www.essex.police.uk/advice/hate-crime/>

Hate Crime Ambassadors (HCAs)

Essex Police has hate crime ambassadors. An HCA is an individual who has achieved the required level of HIRC training and hate crime awareness training as specified by Essex Police. An HCA does not have to be a member of a HIRC organisation. An HCA seeks to raise awareness and promote the reporting of hate crime. HCAs also look to raise awareness of local services that exist to protect and support victims and witnesses.

They are trained by Essex Police Hate Crime Officers. Currently all ambassadors are active, and each HIRC advertises their services across a variety of platforms depending on establishment.

Fairplay Advisers

Essex Police continue to have Fairplay Advisers. They are officers and staff who are trained to support the colleagues who need guidance around issues of unfairness in the workplace. This role is carried out in a voluntary capacity in addition to their paid role.

¹³ Individuals counted were those who did not answer this question, or who selected the 'prefer not to state' option.



The Fairplay Adviser role offers an independent supportive pathway for any employee seeking employment advice and guidance. Fairplay Advisers offered support which included the prevention of potential unlawful or unfair discrimination/treatment, especially harassment or bullying. There are approximately 19 Fairplay Advisers in the force.

Essex Community Messaging

Essex Community Messaging is an alert system where people can receive accurate and up-to-date information, crime prevention advice and notifications from Essex police officers, volunteer Essex Watch Liaison Officers and other key partners, such as Neighbourhood Watch, via email, text or voice message. The service was launched in 2014, with a mobile phone app launched in 2015. This app enables residents to receive localised messages straight to their device (iPhone or Android) from Essex police officers, staff and key partners. Those who sign up are able to select information on what they would like to receive - based on where they work, live or socialise. For more information, or to sign up please visit: <https://www.essex.police.uk/contact-us/essex-community-messaging/>

Strategic Independent Advisory Group (SIAG)

The Essex Police Strategic Independent Advisory Group (SIAG) and Independent Advisory Groups (IAG) play an important part in ensuring that Essex Police consults with and understands the views of our many diverse hard to reach communities. IAGs bring together people of different ages and backgrounds to help Essex Police better understand concerns and issues that affect communities throughout the county. Their members offer advice and practical assistance around discrimination and protected characteristics race, faith, disability, travellers, lesbian, gay, bisexual and transgender people and vulnerable, young and older people. IAG members act as a critical friend, they scrutinise data/information ensuring we are fair and transparent in our interactions with the public.

IAGs also support Essex Police with critical incidents linking in with their local communities offering reassurance, providing information and assisting the force with information for impact assessments, and they also help us monitor tensions within local groups/communities. Essex currently has an SIAG for the county plus nine district IAGs in Tendring, Colchester, Chelmsford, Thurrock, Harlow, Epping and Brentwood, Basildon, Southend and Castle Point and Rochford.

More information can be found on our external website <https://www.essex.police.uk/about-us/equality-and-diversity/independent-advisory-groups/>

Essex Police Active Citizens

The Active Citizens scheme sees members of the community joining Essex Police in a voluntary capacity in order to target high volume crime areas and places affected by emotive crimes and anti-social behaviour. The volunteers are a flexible group of reliable and professional people, a visual deterrent and a link between the public and police but interacting with residents. They aim to break down barriers in the community and hard to reach groups, achieving more cohesive communities and a more transparent police service.

Essex Police welcomes people from different backgrounds with varying experience to assist us in a wide range of tasks. The options range from general administrative support to specialist roles utilising specific skills and experience. There are approximately 140 police support volunteers giving their time to Essex Police.



More information about the Essex Police Active Citizens can be found on the Essex Police website:
<https://www.essex.police.uk/join-the-police/volunteers/active-citizens/>

Student Officer Training Programme

The Essex Police student officer training programme has a 'golden thread' approach to diversity covering all protected characteristics. Student officers undertake community engagement during their training conducted in a variety of methods. The student officer programme is based around local policing, developing local knowledge and service provisions. Key success' and developments of the programme include:

- Statement taking in the community - inside volunteers homes;
- Community attachment to local partnership agencies;
- Community role play exercises - working with and around live community sites;
- Local agencies working directly with the team to develop the training programme and ex-victims to enhance training provisions.

Recruitment Events

The Corporate Recruitment team engage with different communities to identify perceived barriers and better understand how we can attract a more diverse range of applicants. This has included participation at festivals and events and running workshops and open information evenings aiming to promote the police as an employer of choice to people of minority groups aiming to create a workforce representative of the communities it serves.

Internal support networks participate where possible in recruitment events held by Essex Police to raise awareness and understanding of the support available to target applicants wishing to join Essex Police.

Mentoring

There is continuous development of a mentoring training and accreditation programme. On completion of training, between 1 April 2017 and 31 March 2018 a total of 105 mentors have were matched with officers and staff who have requested career development mentoring.

The WLDF has also played an active role in supporting the new 'Develop You' framework providing a number of development opportunities for individuals to work as part of their executive team and to project manage their events and conferences. This also encourages staff to shadow women and men in specialist roles than were previously considered to be male dominated such as firearms, Force Control Room (FCR) inspector, detectives and the

Operational Support Group (OSG). Mentoring is also strongly supported with members encouraged to become mentors and mentees

Age

Essex Police Volunteer Cadet Scheme

Essex Police has 8 Volunteer Police Cadet Units, these are Chelmsford and Maldon, Basildon, Thurrock, Epping Forest, Harlow, Colchester, Southend, Castle Point and Rochford, Tendring, Braintree and



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Uttlesford. The Volunteer Police Cadet Scheme is a uniformed voluntary youth organisation, supported by the police, and open to young people aged 13 -18 from across the UK's diverse communities, irrespective of their background or financial circumstances, and including those vulnerable to crime or social exclusion. Information about the Volunteer Police Cadets can be found here <https://www.essex.police.uk/join-the-police-en/volunteers/cadets/>

Disability

Disability Confident Employer

Essex Police continues to be a Disability Confident Employer. The Disability Confident Employer scheme aims to help employers make the most of the opportunities provided by employing people with disabilities. It is voluntary and has been developed by employers and disabled peoples' representatives.

The Disability Confident scheme has three levels that have been designed to support organisations on their Disability Confident journey. Essex Police currently has a level two status as a Disability Confident Committed Employer.

Feel Well Live Well

Feel Well Live Well is a programme which is run internally by Occupational Health for members of Essex Police. It is designed specifically to support police officers and staff. This is a wellbeing programme and its objective is to develop individual resilience and wellbeing by equipping police officers and staff with strategies and to deal with everyday life, either in the workplace or at home. The courses are open to all members of Essex Police, not just those affected by mental health issues. Attendance is voluntary and courses are open to both those at work and those absent due to sickness. In total 27 courses have been delivered and are very well attended events run throughout the year.

Street Triage

Street Triage is the term used to describe schemes where mental health nurses join police patrols to respond to incidents where a person is presenting as being in a mental health crisis and in need of urgent support/intervention and where detention under the Mental Health Act may be an option.

The Essex Police mental health triage car hours cover 10am - 2am, seven days a week, as recognition of the increasing need for our officers to attend mental health incidents. The team consists of 6 constables, 25 special constables, 1 police staff member in the Force Control Room and 8 mental health nurses from the Essex Partnership University Trust (EPUT). The officers have received specialist training to provide the best support for people in crisis.

The objective of Street Triage is to provide an improved response to those in crisis and to reduce time spent dealing with incidents by supplying a better initial assessment. Street Triage has significantly reduced the number of individuals being detained on S136 or taken to A&E and improved outcomes for those in crisis.

The scheme has also helped develop a shift in police culture from being risk adverse to positive risk management. The scheme has also helped improve police confidence in talking about mental illness and officers asking questions around mental illness.



TRiM (Trauma Risk Incident Management)

TRiM is a support mechanism in place to assist and support our workforce if they have been exposed to critical incidents. It also provides advice to supervisors and managers with regards to the needs of personnel after critical incidents. TRiM practitioners are existing members of Essex Police who are trained to offer support (not counselling).

There are currently 21 team leaders and deputy team leaders across the county - trained at advanced team leader level, and 138 practitioners trained at foundation level. These are reviewed on an annual basis by team leaders using accreditation scheme. Not all are currently used and are on a break from TRiM delivery.

Disability Network

The internal disability support group has been expanding their executive committee and now has representation in all areas of the service. The network also meets regularly with the Head of HR along with other key individuals to raise any concerns and discuss any pressing matters in order to support colleagues in Essex Police.

The Disability Network also provides presentations across the force, offering members advice, support and guidance.

Gender

Women's Leadership and Development Forum (WLDF)

The Women's Leadership and Development Forum (WLDF) is a support network within Essex Police which is open to people of any gender. The WLDF aims to support colleagues in their personal development, empower individuals to be the best that they can be, support women through times of change and to support the Essex Police Equality Objectives. The network has over 1,000 members with a breakdown of 83% women and 17% men.

During 2018 the WLDF recruited new staff for the executive panel and created new roles for the Special Constabulary and probationary officers as well as working more closely with the Work Life Balance and the Menopause Action Group to ensure all staff and officers are represented.

WLDF has run internal outreach programmes at various locations throughout the county. The executive team felt it was important that they went out across the county and interact with staff and officers, giving them an opportunity to join the network without attending an event or leaving their place of work. The feedback received from 'going back to the shop floor' keeps WLDF up to date with ideas and issues and also increases awareness amongst newer staff and managers.

International Women's Day

On 8 March 2018 the Essex Police WLDF ran an event to celebrate International Women's Day in conjunction with staff from other emergency services - Essex County Fire and Rescue Service, East of England Ambulance Service NHS Trust and Kent Police.



Supporting policing in Kent and Essex

The theme for 2018 was 'Press for Progress' and was attended by Chief Officers and Chief Executives who joined attendees throughout the day. A number of guest speakers presented at the event including Kent Chief Fire Officer Ann Millington who spoke about confidence and the psychology behind it along with communication techniques. Staff from all the services shared their journeys from the past and present, as well as their hopes for the future. The event was a great success, confirmed by the feedback received from attendees, external partners and visiting forces and has united these services together.

British Association for Women in Policing Awards (BAWP)

In 2018 Essex Police submitted 21 nominations for the BAWP Awards. Of these 5 staff were shortlisted from the 242 national nominations. Those staff included members of the Special Constabulary, police staff and police officers.

Gender Pay Report

The Gender Pay Report was submitted as part of a national legislative change and has provided a basis on which to build and focus. The WLDF attended an event in Kent, along with other services and forces to share best practice and ideas on how to improve the gender agenda in the workplace. The Gender Pay Reports for Essex Police can be found at <https://www.essex.police.uk/about-us/publications/gender-pay-gap/>

Menopause Support

Following on from the success of a menopause event in 2017, the Menopause Support Group have taken a version of the event on the road. Every division has been given the opportunity to host a morning and afternoon session around menopause. Many sessions have also been held by special request in certain departments. The Special Constabulary has also hosted events for their Special Constables. The aim of these sessions are to support those going through the menopause, as well as educating and sign-posting those who supervise and manage women, so they know how to support their officers and staff with any menopause related issues in the workplace.

The Essex Menopause Support Group continue to attend, and are a part of, the National Menopause Group, which is made up of representatives from other police forces.

The group have joined the WLDF as a support group and enjoy the added benefits that this brings.

Maternity/Pregnancy

Maternity and Paternity

The WLDF from Essex Police, and Kent Network of Women from Kent Police, are working together to try and ensure that support and processes are in place for staff on maternity and paternity leave. This involves ensuring that 'Keeping in Touch' workshops are in place for staff and managers throughout the year along with advice on how to complete a flexible return to work pattern and making sure that staff are valued during this time. Regular contact is now initiated via our HR system to ensure that staff have regular communication with their supervisors. This is at an early stage and has been in place since January 2018.

Race/Nationality



Operation Limelight

This is a regular operation held during school holidays, where officers and partners at Stansted Airport speak to passengers during a dedicated operation to raise awareness about Female Genital Mutilation (FGM). The operation sees officers working with Border Force and partner agencies talking to passengers about the law around FGM and the harm inflicted on victims. Those spoken to arrive from or depart to airports that have connecting routes to countries where the practice is most prevalent.

Operation Limelight is typically carried out during the school holidays because this is when girls are particularly vulnerable to being taken abroad. As part of the operation, officers inform people about the practice and highlight the support and guidance available to those who may be at risk.

Officers are joined by the Border Force, Barnardo's, social services, One Woman at a Time, African Women Northern Ireland, Essex Police Public Protection Officers and staff from Essex County Council.

BAME Recruitment

Recruitment team have worked with the force's Corporate Communications Department to support positive action in improving our BAME recruitment. This has included attending community recruitment events. The recruitment team has provided feedback and advice through focus groups and personal feedback on proposed recruitment advertising campaigns, which has included reviewing proposed posters and videos. We also held stakeholder panel interviews for senior officers and for the diversity and inclusion manager post.

Police Officer Recruitment Buddy Scheme

This scheme is designed to assist potential recruitment candidates in navigating the various elements of the police recruitment process by pairing them with a current Essex Police officer or member of staff. The option to be supported by a buddy is offered to BAME candidates. This forms part of our Positive Action work to support such individuals who are statistically proven to falter in higher numbers.

Ethnicity Pay Gap

The mean pay gap for ethnicity is 0.7% for police officers and -0.2% for police staff. Combined this is 1.9%. For full details of the report please see <https://www.essex.police.uk/getmedia/pay-gap-report-2018.pdf>

Religion/Belief

Chaplaincy

The role of a police chaplain includes:

1. Personal, practical & spiritual care, supporting all officers and staff whatever their faith or none;
2. Operational Support; being a resource where faith & operational issues interact, providing a network of advice relating to moral, ethical & religious matters;
3. Response to major/critical Incidents; supporting personnel & assisting with community recovery.

At present Essex Police has 15 chaplains who undertake chaplaincy duties within the force, supporting, encouraging and acting as critical friends to officers and staff of all ranks and grades, without consideration of what faith they hold.



Essex Police chaplains provide of an hour a week on average at their local station; a review indicates that there is a demand for more capacity.

With the agreement of the Chief Constable, all conversations with chaplains are confidential except where serious offences are disclosed, or the individual indicates they or another is at serious risk of harm or death. Where requested, chaplains help individuals find and connect to their own faith communities.

In addition, chaplains have arranged a number of services including, funerals, memorials, weddings and baptisms for those within Essex Police due to the good relationships made during their chaplaincy duties.

Sexual Orientation and Transgender communities

Attendance and Support at Essex Pride

Essex Pride was held in Chelmsford on 24 June 2017, which was supported by Essex Police. Members of Essex Police were in attendance to talk about any concerns attendees had, and also to provide information on joining Essex Police.

International Transgender Day of Visibility

International Transgender Day of Visibility is celebrated on 31 March each year to visibly celebrate being transgender and for allies to show their support for the transgender community. To mark this day the transgender flag was raised at Essex Police Headquarters.

Transgender Day of Remembrance

Transgender Day of Remembrance is marked on 20 November each year to honour and remember transgender people whose lives have been lost to anti-transgender violence. To mark this day an event was held at Essex Police Headquarters where the transgender flag was raised on the headquarters flag pole.



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