

# Gender Pay Gap Report

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Reporting year 1 April 2019 to 31 March 2020  
Essex Police

Date: March 2021



# 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.

The gender pay gap within the force has reduced by 0.9 percentage point since the last reporting period and the combined percentage gender pay gap is 11.2 percentage point, compared with 12.1 percentage point for 2018/19. This reduction is the result of concerted efforts across the force to enhance diversity and inclusion across our workforce. We continue to run hugely successful recruitment campaigns which focus upon recruitment of those from more diverse groups, including women and those from BAME backgrounds. Our Diversity, Equality and Inclusion Strategy has now not only been published but is also being brought to life through education and training across the force to ensure the principles are put into practice every day, both internally and externally. In the last 12 months Essex Police has also welcomed the creation and introduction of our Positive Action Team. This team works to support attraction and recruitment of underrepresented groups into policing through outreach, community engagement and the retention and progression of those groups within our workforce. Whilst positive strides have been made by the force to reduce the gender pay gap and enhance the diversity of our workforce, we are not complacent, and this work remains a priority area for Essex Police.



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## 1. Executive Summary

This is Essex Police's fourth Gender Pay Gap Report following the introduction of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017. This prompted Essex Police to review and analyse if a pay gap exists within the workforce.

The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 requires Essex Police to publish explicit gender related pay information in order to determine if a pay gap exists between male and female workers within the workforce. This information must be published on the force's website and the government's online reporting service by the 30th March 2021. This report covers the period 1st April 2019 to 31st March 2020 and provides a detailed review and analysis of the data required, from which a summary document for publication can be produced.

Pay information has therefore been reviewed and analysed for both Police Officers and Police Staff in the area of gender. In addition to the regulatory position this work has been voluntarily extended to incorporate both ethnicity and disability. In line with the regulations the analysis is focused on the mean hourly pay, median hourly pay and bonus payments and has been used for each of these comparable groups.

In addition, it is important to note that there are national pay scales for Police Officers which tend to be higher than the average salaries for Police Staff. As the force employs 65.98% male officers and 64.43% female police staff this does have a marked effect on skewing the combined figure. For Police Officers the median pay gap is zero but for Police Staff it shows there is still a noticeable gap. This is because whilst there are less males than females employed in Police Staff jobs, there are a higher proportion of males in the higher graded roles than there would be if male and female representation was distributed equitably.

The Equalities and Human Rights Commission (EHRC) requires organisations to undertake further investigations where differences of 5% or more or any recurring differences of 3% present both individually for Police Officers and Police Staff but also as a collective.

The combined percentage gender pay gap is 11.2% for the mean hourly rate (compared with 12.1% for 2018/19), this is a reduction of 0.9 percentage point since the last reporting period. For Police Officers the average pay gap is 3.4% in favour of men, this indicates an increase of 0.2 percentage point since the last reporting period, which remains within the acceptable range as stipulated by EHRC. For Police staff the average pay gap is 11.3% in favour of men which is an increase of 0.2 percentage point since the last reporting period. In order to understand these trends, further analysis was undertaken which is explained in section 3.1 Table 4 – Gender Pay Gap – Mean.

The combined percentage for the median (middle point) pay gap is 22.9%, which indicates a decrease in the pay gap of 4.6 percentage point since the last reporting period. The breakdown shows the median for police staff is 10.2% in favour of men which is a decrease of 0.2 percentage point since 2018/19 and for police officers there is no longer a gap, which reflects a marginal decrease of 0.10 percentage point from the last reporting period. In order to understand these trends, further analysis was undertaken which is explained in section 3.2 Table 7 – Gender Pay Gap – Median.

The combined mean bonus pay gap is 53.5% which is an increase of 16.3 percentage point since 2018/19. Further analysis of the mean bonus pay for police staff shows it to be 79.2% in favour of females; this is an increase of 139.2 percentage point since the last reporting period. For police officers the bonus pay gap is 29% in favour of men, which is a decrease of 4.8 percentage point since 2018/19. In order to understand these trends, further analysis was undertaken which is explained in section 3.3 Table 8 – Gender Pay Gap – Mean Bonus Pay.

Individuals doing the same job (officer or staff) are paid the same grade for the same job; no pay gaps were identified, other than the differences in pay related to the accepted incremental steps based on length of service and performance. The analysis undertaken highlights a mixed picture regarding representation of the various groups. It is felt that there is a need to continue with specific recruitment and selection initiatives for under-represented groups in order to ensure greater representation within the wider force.

As it has done previously, the Force will continue to work with support groups to encourage people to self-declare any protected characteristics. This will help to make comparisons more meaningful and other recommendations will be carried out over the next 12 months, utilising the action plans from this document and the [Essex Police Statutory Duty Information Report](#) to close the gaps presented where possible.

## 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. Analysis has been undertaken in relation to the results to consider the impact of any gaps and identify ways to reduce them where possible. Full details of the requirements under the Regulations are detailed in the [Equality Act 2010 \(Specific Duties and Public Authorities\) Regulations 2017](#).

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 an existing committed workforce and look for opportunities to reduce barriers or enhance opportunities moving 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 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 Reporting guidance.

The presentation of data in this report is set out according to the following 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 [parameters and calculations](#).

The Regulations state that there is a requirement to report based on a 'snapshot' of data. This has been set by statute for this year as 31 March 2020.

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.'*<sup>1</sup>

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

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 31 March 2021 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 of service.

In 2019, Police Officers received a 2.5% pay increase, which was applied to salaries from 1 September 2019 onwards. 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 twenty-five pay grades. Each pay grade is divided into individual pay points (spinal column points (scp)) which staff progress through subject to satisfactory performance.

The pay spine is set by the PSC, and pay scales within Essex Police determined by the aligning pay points at the top and bottom of each pay scale to job evaluation points in accordance with either the purple book (scale 1 to PO6 inclusive) or Hay (above PO6), 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 2018/19 which was an increase of 2% on all pay scales, backdated to 1 September 2018. This was applied to Essex Police Staff salaries in November 2018 and therefore is reflected within this year's data. The 2019/20 pay award of 2.5% on all pay scales was awarded in November 2019 and backdated to 1 September 2019, this is also reflected within this year's data. Police Officers were also afforded pay awards in line with those awarded to Police Staff; this is reflected in this year's data.

The Essex Police and Kent Police Reward and Recognition Protocol clearly defines the criteria for bonuses and aims to apply fairness and equality to awards. Bonuses are typically 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 Reward and Recognition Panel following sign off by the relevant 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 under section 31 'rewards for diligence' of the Police Act 1996 (amended in 2014), which counts as a bonus for the purposes of this report under statute. In order to qualify for the payment, 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; it is payable quarterly. All firearms payments are approved through a local remuneration panel chaired by the Airport Commander together with support from Human Resources. The aim of the panel is, again, to ensure the consistent application of policy.

For the purposes of the report each staffing category has been analysed independently (officers and staff) as well as collectively in the combined analysis. This combined analysis does not always represent a true picture because the pay structures for officers and staff are different.

## 2.4 Overall Data Sets

The following tables show the total headcount figures<sup>2</sup> for police officers and police staff used to calculate all pay gap data contained within the following report. Police officers and police staff who are temporary promoted at the time the snapshot data are counted against the temporary rank.

Table 1:

Police Officers	Total Number			% At Rank	
	Male	Female	Total	Male	Female
Chief Officers	3	2	5	60.00	40.00
Chief Superintendent	8	1	9	88.90	11.10
Superintendent	19	5	24	79.16	20.84
Chief Inspector	33	11	44	75.00	25.00
Inspector	97	33	130	74.61	25.49
Sergeant	335	119	454	73.79	26.21
Constable <sup>3</sup>	1739	981	2720	63.93	36.07
<b>Total</b>	<b>2234</b>	<b>1152</b>	<b>3386</b>	<b>65.98</b>	<b>34.02</b>

Table 2:

Police Staff	Total Number			% At Grade	
	Male	Female	Total	Male	Female
SPS5 to Chief Officer	9	6	15	60.00	40.00
SPS 1-4	5	3	8	62.50	37.50
PO 6	7	3	10	70.00	30.00
PO 5	10	8	18	55.55	44.45
PO 4	17	18	35	48.57	51.43
PO 3	31	25	56	55.35	44.64
PO 2	53	29	82	64.63	35.36
PO 1	44	55	99	44.44	55.56
SO 2	45	66	111	40.54	59.46
SO 1	105	119	224	47.32	52.68
Scale 6	99	154	253	39.13	60.87
Scale 5 <sup>4</sup>	175	386	561	31.19	68.81
Scale 4	166	411	577	28.76	71.14
Scale 3	58	228	286	20.27	79.63
Scale 2	24	25	49	48.97	51.03
<b>Total</b>	<b>848</b>	<b>1536</b>	<b>2384</b>	<b>35.57</b>	<b>64.43</b>

<sup>2</sup> The data is a snapshot as at 31/3/20, includes percentage of gender at each rank / grade

<sup>3</sup> Includes student constables (those within training at the Police College) probationers (those that are Independent of the College and posted to a Local Policing Area).

<sup>4</sup> Includes PCSO's



### 3. Gender Pay Gap Calculations

The overall gender make-up of the force is:

Table 3:

	Male %	Female %	+/- 2019 <sup>5</sup> %
Police Officers	65.98	34.02	+1.02
Police Staff	35.57	64.43	+0.27
Combined	53.41	46.59	+0.42

The table above demonstrates that the Force have seen an increase in the number of women both recruited and retained by the force across both officer and police staff categories.

#### 3.1. The Gender Pay Gap - Mean

Table 4:

	Male Hourly (Hrly) Rate	Female Hourly (Hrly) Rate	% Pay Gap <sup>6</sup>	+/- 2019 <sup>7</sup> %
Police Officers	£18.72	£18.09	+3.4	+0.2
Police Staff	£16.42	£14.57	+11.3	+0.2
Combined	£18.09	£16.07	+11.2	-0.9

The data in table 4 shows that, on average, men earn more than women in both police officer and police staff categories. The pay gap during the last reporting period has increased across all categories but the gap for police officers remains within EHRC parameters.

The higher combined difference of 11.2% (table 4) is representative of the differences in pay and gender balance between police officer and police staff as described and detailed in table 13, section 3.6.

The data in table 4 shows that, on average, men earn more than women in staff categories; the pay gap within the lower grades (Scale 2 to SO2) is summarised in the table 5 below:

Table 5:

	Male Hrly Rate	Female Hrly Rate	% Pay Gap <sup>6</sup>	+/-2018 <sup>7</sup> %
Scale 2	£9.70	£11.33	-16.80	+1.00
Scale 3	£10.94	£10.61	+3.02	-3.58
Scale 4	£13.52	£13.01	+3.78	-0.22
Scale 5	£14.14	£13.67	+3.32	-1.88
Scale 6	£15.22	£14.75	+3.08	+3.38
SO 1	£16.71	£16.60	+0.7	+0.14
SO 2	£18.25	£17.96	+1.53	-0.77
<b>Total</b>	<b>£14.06</b>	<b>£13.99</b>	<b>+0.49</b>	<b>-6.61</b>

Further analysis indicates that the pay gap increase seen at Scale 2 is due to the increase of male staff commencing employment within the period (16.67%) and is reflective of the lower starting

<sup>5</sup> + is in favour of women.

<sup>6</sup> + means that the pay gap is in favour of men and – means the pay gap is in favour of women

<sup>7</sup> + or – indicates the difference from the last reporting period – snapshot data 31 March 2020.

salary. It should be noted that as these new members of police staff progress through the scale points, the pay gap will reduce.

Those in posts PO2 and above (16 grades) have a higher proportion of men (18%) than women as indicated in table 2. These posts are higher graded so will increase the male mean pay. However, in comparison to last year's data, more women now work within these grades which has increased the female mean pay and reduced the overall mean pay gap by 2.47 percentage point at this level.

Table 6:

	<b>Male Hrly Rate</b>	<b>Female Hrly Rate</b>	<b>% Pay Gap<sub>6</sub></b>	<b>+/-2019<sub>7</sub>%</b>
PO 1	£19.69	£19.33	+1.83	-0.47
PO 2	£20.45	£20.12	+1.61	-2.49
PO 3	£22.90	£21.29	+7.04	+4.24
PO 4	£23.86	£23.41	+1.89	-6.01
PO 5	£26.95	£26.26	+2.57	+0.67
PO 6	£28.93	£28.58	+1.21	-1.79
SPS 1 - 4	£32.03	£33.91	-5.87	-0.13
SPS5 - Chief Officer	£42.60	£45.50	-6.81	+16.29
<b>Total</b>	<b>£27.18</b>	<b>£27.30</b>	<b>-0.43</b>	<b>-2.47</b>

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.

### 3.2. The Gender Pay Gap - Median

Table 7:

	<b>Male Hrly Rate</b>	<b>Female Hrly Rate</b>	<b>% Pay Gap<sub>6</sub></b>	<b>+/-2019<sub>7</sub>%</b>
Police Officers	£20.18	£20.18	0.0	-0.10
Police Staff	£15.50	£13.92	+10.2	-0.2
Combined	£19.11	£14.74	+22.9	-4.6

For police officers, the median (mid-point) for both genders fall in the Constable Pay bracket. The nominal difference which presented in the last reporting period (+ 0.1%) has been equalised and this can be attributed to an increase in recruitment of female officers against the previous reporting period (1.02%).

The median for police staff covers two roles at two different grades, both of which attract shift allowances which impacts on the median pay point; the median point for men falls within scale 5, whilst the median pay point for women is scale 4. All roles 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.

There are more women in posts graded below grade PO1 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 median difference of 22.9% is due to the differing pay structures for police officers and police staff, with a majority of police officers being appointed at the entry of the pay structure for constables whilst police staff are appointed to the relevant grade for the role.

### 3.3. The Gender Pay Gap - Mean Bonus Pay

Bonuses are typically awarded for work of an “outstandingly demanding, unpleasant or important nature” which includes payment for firearms officers for meritorious conduct.

Within this section the data reflects bonuses paid to any officers or staff during the 2019/20 financial year, whereas the pay data reflects a specific reference date (31 March 2020).

Table 8:

	<b>Male</b>	<b>Female</b>	<b>% Pay Gap<sub>6</sub></b>	<b>+/-2019<sub>7</sub> %</b>
Police Officers	£1,640.23	£1,165.36	+29	-4.8
Police Staff	£180	£322.50	-79.2	-139.2
Combined	£1,526.74	£709.76	+53.5	+16.3

Last year saw a pay gap of 33.8% in favour of male police officers, which was attributable to payments made to firearms officers. This year has seen a 4.8 percentage point decrease (29%) which reflects an increase in the positive recruitment of female firearms officers (50%) in the last reporting period.

During the last reporting period, bonuses have been paid to 20 female and 15 male staff members. The mean payment to female staff has increased (139.2%), however the total number of bonuses paid to staff remains relatively low.

The following table summarises the mean payments made to staff: -

Table 9:

<b>Area</b>	<b>Gender</b>	<b>Amount</b>
Support Services Directorate	Female	£100
Support Services Directorate	Male	£100

Each case is considered on its merits by the remuneration panel, which ensures fairness and equity of payments; bonus payments are available to all.

### 3.4. The Gender Pay Gap - Median Bonus

Table 10:

	<b>Male</b>	<b>Female</b>	<b>% Pay Gap<sub>6</sub></b>	<b>+/-2019<sub>7</sub>%</b>
Police Officers	£2,000.00	£1,000.00	+50	+32.2
Police Staff	£200.00	£250.00	-25	-85
Combined	£2,000.00	£250.00	+87.5	+21.0

The combined bonus figure for men is more than that for women. The median point of £2,000 for males represents four £500 bonus payments to eligible firearms officers. The combined median point for bonus payments to females is £250. The largest proportion of bonuses were paid to police officers in firearms roles, the overwhelming majority of whom are men which explains the higher median point for men.

Although the most common occurring payment for female police officers is the firearms bonus payment, of the female police officers receiving a bonus payment there were a number (42%) who

work in roles outside of firearms. Analysis of the median bonus payment of £1,000 paid to female firearms officers indicates that the eligibility requirements were not met for the entire 12-month period due to the officer not being posted into firearms for the full year.

For police staff, the median bonus payment for women is £250 and for men £200. 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.

With the firearms officers removed, the median bonus pay gap for both the police officer and combined figure, is in favour of women, as indicated in table 11 below. The payment is again 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 incident that attracts a bonus payment.

Table 11:

Excluding firearms	Male	Female	% Pay Gap <sup>6</sup>	+/- 2019 <sup>7</sup> %
Police Officers	£150.00	£200.00	-25.0	-50.00
Combined	£350.00	£450.00	-28.57	-41.07

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 by the force remuneration panel who independently and consistently review all applications to ensure fairness and equity to all.

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

Table 12:

	Male %	Female %	Difference <sup>6</sup>	+/-2019 <sup>7</sup> %
Police Officers	7.97	1.48	+6.49	-0.07
Police Staff	1.77	1.3	+0.47	+0.42
Combined	6.26	1.37	+4.89	-0.23

The data shows that a higher proportion of men have been awarded a bonus payment than women, which reflects the larger proportion of male (93.5%) than female (6.5%) firearms officers.

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

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 13:

	Police Officers %			Police Staff %			Combined %		
	Male	Female	+/- 2019 <sub>7</sub>	Male	Female	+/- 2019 <sub>7</sub>	Male	Female	+/- 2019 <sub>7</sub>
Upper	73.9	26.1	+1.7	48.8	51.2	+2.0	70.1	29.9	+1.4
Upper Middle	64.1	35.9	+8.0	42.6	57.4	+1.3	55.6	44.4	+2.3
Lower Middle	63.8	36.2	-7.8	30.2	69.8	-2.0	46.3	53.7	-0.7
Lower	65.1	34.9	-1.4	22.4	77.6	-1.3	44.3	55.7	-0.9

From analysis, it has been identified that police officers at the constable rank now feature across all four quartiles for both men and women, this is because 80.3% of ranked officers are employed at the constable level.

The analysis for police staff reflects the increase in women being represented at the upper middle and upper quartiles, with a slight decrease in the lower middle and lower quartiles.

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 within the last reporting period in the percentage of women in the upper middle and upper quartiles; activity will continue to seek to balance the gender representation at all quartiles.

#### 4. Conclusions and Recommendations

The EHRC<sup>8</sup> 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 between 10.2% and 11.3% 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 29% and 50% difference respectively; this is directly attributed to firearms officer's bonus payments.
- The bonus payments for both police officers and police staff where the mean and median are both in favour of those within the White Group account for a 21.61% and 62.5% difference respectively; for police officers this is directly attributed to firearms officer's bonus payments. Each case is considered on its merits by the remuneration panel, which ensures fairness and equity of payments.
- One significant development in the past twelve months has been the creation of the Positive Action Team which was set up in early 2020 with the objective of supporting attraction and recruitment of underrepresented groups into policing through outreach, community engagement and the retention and progression of underrepresented groups within in our workforce.

The Positive Action Team have introduced Positive Action briefing events to encourage more diverse applicants for all promotion processes both internally and externally.

The Positive Action Team has introduced several new measures to support progression and retention of under-represented groups, and officers/Staff with protected characteristics, aimed predominately at the junior ranks, as the greatest pool of diversity sits within these ranks. These measures include supporting officers for their promotion exams (for Sergeants and Inspectors) and promotion boards (from Sergeant to Superintendent rank).

The Team are working with all Heads of Commands, to appoint Senior Leadership Team Positive Action Leads which will help with organisational learning, sharing of best practice, ideas and initiatives.

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<sup>8</sup> Source: <https://www.equalityhumanrights.com/en/advice-and-guidance/what-equal-pay>

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, Ethnicity and Disability Pay Gaps.*

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 recruitment strategies and campaigns.

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.

The average hourly rate for police staff is higher for men than women due to more men being in roles graded as PO 2 or above.

Disability recording is subject to individual officers and staff declaring this through SAP. The aim over the next 12 months is to continue to work with the Disability Network to encourage those with a disability to record this to support further detailed analysis.

The Diversity and Inclusion Team are proactively working with Black, Asian, Minority & Ethnic applicants to offer support and encouragement through the application process to join Essex Police.

#### Recommendation 2

*HR to continue to engage and work with the Women's Leadership and Development Forum (WLDF) and participate in initiatives (workshops, network meetings etc.) to ensure women and ethnic minority officers are more equally represented for future promotion processes.*

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.

There is a lower percentage of white police officers and police staff within the lower middle quartile.

#### Recommendation 3

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

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.

#### Recommendation 4

*Work with the Help Forum, police officers and police staff in regard to the transition and progression when returning from maternity/adoption and shared parental leave.*

In order to help retain staff following maternity/adoption/shared parental leave or a career break it is best practice for line managers to ensure their staff are fully supported in returning back to the workplace and that discussions are held about career progression, learning and development opportunities etc.

Consideration should also be given to appointing a mentor to provide additional support. Retaining staff, particularly if they are female, and seeking to remove the barriers to promotion that can exist after a return to work will have a positive impact on the gender pay gap.

A Maternity Portal is now live on the force Intranet and provides line managers with additional information to support staff before, during and after their leave.

#### Recommendation 5

*Continue to work with the relevant networks to encourage the recruitment of under representative groups*

Work with appropriate support groups and review future recruitment campaigns for Police Officer and police staff roles to maximise opportunities for any of the diverse groups.

In addition, recruitment processes should seek to attract applicants that give a better gender balance to the workforce and, for police staff roles, a more equitable distribution across the job grades.



## 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 supported by the [Essex Police Statutory Duty Information Report](#)

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 the Women's Leadership and Development Forum (WLDF) and participate in initiatives (workshops, network meetings etc.) to ensure women and those from ethnic minority groups are more equally represented for future promotion processes.	HR Talent & People Development Manager and Diversity & Inclusion 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
4.	Work with the Help Forum, police officers and police staff in regard to the transition and progression when returning from maternity/adoption and shared parental leave.	Operational HR
5.	Continue to work with the relevant networks to encourage the recruitment of under representative groups.	Head of Resourcing / Talent and People Development Manager/ Positive Action Team