

Performance and Delivery

People Paper - June 2022

1. Introduction

The following briefing paper provides an update with regards to the Police Uplift Programme and the impact this has had on the overall police officer establishment. The paper will also provide an update on recruitment with regards to application numbers, differing entry routes and examples of activity to promote recruitment and workforce diversity.

2. Police Uplift Programme Allocations and Establishment Impact

The following provides a summary of the police uplift allocations and projected establishments for each year:

Year	Allocation	End of Year Establishment
Year 1 - 2020/21	147	3825.90
Year 2 - 2021/22	145	3949.90
Year 3 - 2022/23	195	4144.90

The total projected allocation over the full 3-year uplift programme equates to 487, and the allocation for year 3 (2022/23) has been confirmed at 195.

The force achieved both year 1 and year 2 of the uplift programme and as detailed below, a recruitment plan for year 3 (up to 31st March 2023) is in place to ensure the final year of uplift is achieved.

3. Year 2 2021/22 Recruitment & Year 3 2022/23 Recruitment Plan

In 2021/22, a total of 360 officers joined the force (all entry routes). The first intakes of the new Policing Education Qualifications Framework (PEQF) joined in March 2021 with, 19 officers joining under the Degree-Holder Entry Programme (DHEP) and 52 under the Police Constable Degree Apprenticeship. There was also an intake of 19 officers on the Investigate First DHEP entry route.

For 2022/23, there is a recruitment plan in place which aims to ensure that officer strength is closely aligned to the agreed establishment as of 31st March 2023. However, it should be noted that the recruitment plan has been increased due to changes in attrition.

In 2022/23, a total of 301 officers left the force, which is 83 more than left in 2021/22 (total of 218) and marginally more than left in 2019/20 (total of 88). For information, when measured as turnover (number of leavers as a proportion of the average headcount for each year) the turnover is actually lower in 2021/22 (7.61%) when compared to 2019/20 (7.70%). However, despite the position being broadly similar to the year prior to COVID-19, attrition increased significantly in quarters 3 and more so in quarter 4. In quarter 3 of 2021/22, a total of 76 officers left (an average of 25 a month) and this increased to 101 in quarter 4 (an average of 34 a month).

Anecdotally, it was expected the force may see a short-term increase in turnover throughout 2021/22 as a result of the low level of leavers seen in 2020/21 which may have been due to individuals decided to defer retirement or leaving for other reasons during the pandemic. In April 2022 a total of 38 officers left, however at the time of writing, confirmed leavers for May 2022 is currently only at 19. As this is only 1 month of reduced

turnover, it is unclear at this stage if this will continue to stabilise. The recruitment plan has been adjusted to account for higher attrition to ensure the uplifted establishment is met but if attrition was to reduce the recruitment plan will be scaled back accordingly.

For information, in April 2022 a total of 4 officers have joined the force and the next intake of up to 90 officers is due to start in May 2022.

4. Diversity Application Data and Force Representation

Applications

The table below shows the total number of new police constable applications received broken down by standard entry and the bespoke detective Investigate First Programme for 2019/20, 2020/21 and 2021/22. This is also broken down by ethnicity and gender:

New Police Constable Applications

Data split by Standard Entry New Recruits & Investigate First New Recruits

	2019/2020	2020/2021	2021/2022
New Recruits (not inc IF)	2499	3033	1692
<i>Female %</i>	29.29%	28.52%	32.45%
<i>Ethnic Minority %</i>	8.40%	8.61%	7.92%
Investigate First	344	270	463
<i>Female %</i>	61.05%	59.63%	55.94%
<i>Ethnic Minority %</i>	11.63%	10.74%	10.15%
Total	2843	3303	2155
<i>Total Female %</i>	33.13%	31.06%	37.49%
<i>Total Ethnic Minority %</i>	8.79%	8.78%	8.40%

The figures show that in 2021/22 a total of 2155 applications were received. Whilst this is lower than both 2020/21 and 2019/20, the proportion of applications from ethnic minority and in particular female candidates remains strong.

Of the 2155 total applications, 181 applications were from ethnic minority candidates which equates to 8.40% of all applications. Whilst this is marginally lower than both 2020/21 and 2019/20 it is higher than both the current ethnic minority officer position (3.82% as at 30th April 2022) and the economically active population (6.73%).

With regards to females, of the 2155 application, a total of 808 were from females which is 37.49% and higher than both 2020/21 (31.06%) and 2019/20 (33.13%).

The Investigate First Programme continues to attract a high proportion of ethnic minority and female applications. Of the 463 Investigate First applications in 2021/22, 55.94% were from female candidates and 10.15% were from ethnic minority candidates.

In respect of the current recruitment pipeline as of the 2nd May 2022 there are 710 applications in process, which is a good volume to help achieve the uplift and required establishment. Of the 710 candidates, 286 (40.28%) are female and 42 (5.92%) are ethnic minority. There has been a positive increase in applications in the last 2 weeks, in the week commencing 18th April 2022, there were 6 (15.00%) ethnic minority applications followed by 5 (19.23%) for the week commencing 25th April 2022. The latest week commencing was the highest proportion of ethnic minority applications in a single week since the 22nd November 2021 (20.97%). It should be noted, that whilst the last 2 weeks data is promising, not all individuals will be successful and will fall out of process at various stages, however, there continues to be no adverse impact on ethnic minority

candidates. This will continue to be monitored at the Strategic Application Assurance Group.

To help enhance the current position, Kent Police's recruitment marketing approach has a diversity and inclusivity focus in terms of delivery and content. Current advertising assets have been used countywide but have been particularly targeted in areas such as Medway and the county's border with the capital. Dedicated advertising includes Kent Online / KMFM as well as bus adverts on 40 vehicles in South East London. This approach has been based on application data as well as demographic insights.

Assets used include a broad image and video library featuring diverse uniformed and plain-clothed officers in a number of backdrops in addition to organic and paid-for advertising on the force's social media channels. In the coming weeks, marketing efforts will add an additional element around attracting transferees from other forces.

Section 5 provides further information regarding Local and National Work to Promote recruitment.

Force Representation Data: Ethnicity & Gender

As at 30th April 2022, there were 151 (3.82%) ethnic minority officers in force. This is a minor reduction when compared to the last update as at 31st January 2022 (152 / 3.87%). With regards to female officers, the headcount is currently 1332 which equates to 33.74% and represents the highest ever number and proportion of female officers in force. This has increased when compared to the last update as at 31st January 2022 (1318 / 33.52%).

With regards to recruitment for 2021/22, of the total 360 recruits (all entry routes), 19 were ethnic minority (5.28%) and 145 were female (40.28%). Note, the proportion of female recruits is marginally lower than 2021 (43.97%), however it is the second consecutive financial year of over 40% female recruits and is higher than all financial years from 2009/10 to 2019/20. As seen in 2020/21, the proportion of female officers joining via the Investigate First Programme in 2021/22 remained positive, with 67 out of 113 (59.29%).

It is recognised that there has been a lower proportion of ethnic minority joiners in 2021/22 when compared to the previous year. As previously reported, this in part due to a lower proportion of ethnic minority joiners in the August and October 2022 intakes. It should be noted however the position improved throughout quarter 4 with a total 5 ethnic minority officers joining in January 2022 (6.85%) and 2 joining in February 2022 (6.67%), both of which were broadly in line with the economically active population. A total of 4 ethnic minority officers joined in March 2022 (4.00%).

5. Local & National Work to Promote Recruitment (including diversity)

As previously reported, it is necessary to continue to increase the proportion of applications from the widest range of communities and a new Task Force led by the Positive Action Team went live in November 2021.

The Outreach Task Force (OTF) continues to deliver Positive Action based careers outreach and activities. Between 8th November 21 and 10th April 2022 the OTF has delivered a total of 110 careers outreach events (79 physical and 31 virtual). This has led to engagement with 2499 individuals, of which 862 were ethnic minorities (34.49) and 1455 were females (58.22%). The team have also delivered 5 Positive Action Investigate First pre application workshops. Our police officer and police staff Recruitment Ambassadors continue to support outreach, the cadre currently stands at 113 (28 staff and 85 officers).

Higher education: 62% of all police officer applications to Kent Police are from 18 to 24 year olds. As a result, the OTF therefore continue to prioritise outreach activities in higher

diverse student populations across Kent and the South East. Activities include virtual and physical careers outreach and are delivered by the OTF with support from school's officers. As at 14th April 2022, 72 higher education venues have been invited to take part. So far 29 events have been delivered, and a further 13 events booked (including 5 in SE London).

Investigate First: Applications for the initial Investigate First PCDA cohort closed on 4th April 2022. The OTF contacted 108 ethnic minority and female potential applicants from the register of interest to attract applications and invite them to a bespoke Positive Action pre application event. Overall, the total number of candidates that applied was 33, which included 25 females (76%) and 3 ethnic minority candidates (9%). Out of the 33 candidates that applied the OTF had contact with 11 of the candidates (33%). Note, any individual that does not clear in time will be moved to the next available intake.

Positive Action Support Programme: A new bespoke Positive Action engagement programme for ethnic minorities launched on 18th April 2022. The new programme developed aims to attract and encourage applications from ethnic minorities. The programme is in addition to existing Positive Action activities. It includes a 30-minute pre application 1-2-1 engagement session, access to bespoke skills workshops, access to a dedicated landing page with guidance/helpful content, and regular engagement.

Military Recognition: The Defence Employer Recognition Scheme (ERS) Gold status application was submitted on 14th March 2022. The Regional Employer Engagement Director had advised throughout the process, and they have confirmed it is a strongly evidenced application. The application result will be announced in the summer. The working group will continue to meet bi-monthly to identify attraction events and the collaborative work will continue to identify force activity and opportunities to support the military community.

Support & Progression Activities: Since the last reporting period a new Sergeant Lead for Positive Action Retention & Progression has been appointed and transferred to Kent Police on 31st March 2022, from the Metropolitan Police. The team has delivered a Positive Action Fast Track inspire event to encourage participation in Fast Track, 1 Constable to Sergeant Positive Action Progression event for Ethnic Minority Officers, and 1 for females. There have been 2 Positive Action engagement and CPD events for PDU officers to help them better support student officers, and probationers through identifying and removing barriers (retention).

The Positive Action Team has also been working closely with the College of Policing on their peer review into the force's promotion and progression processes, and whether these impact on underrepresented groups (specifically Black people within their workforce). This links into the impending launch of the National Plan of Action on Inclusion and Race. This has so far included 2 days of key stakeholder engagement, and 3 focus groups with black officers and staff.

6. Attendance and Wellbeing

2021/22 Financial Year and 2022/23 Financial Year to Date (April 2022)

The following tables provide the overall average days lost per person for officers, staff and PCSOs for the full financial years for each financial year from 2016/17 to 2021/22 and then for the month of April for each financial year from 2016/17 to 2022/23:

Financial Year	Police	Staff (exc PCSO)	PCSO
2019/20	8.56	8.54	8.59
2020/21	6.55	5.60	5.09
2021/22	8.39	9.22	9.06
21/22 Variance to 20/21	1.84	3.62	3.97
21/22 Variance to 19/20	-0.17	0.68	0.47

2021/22 Financial Year

Absence in the financial year 2021/22 increased across all staff groups compared to 2020/21. However, this is against the backdrop of incredibly low absence levels during 2020/21 and during the COVID-19 pandemic. When compared to the financial year 2019/20 absence is lower for officers and marginally higher for staff and PCSOs.

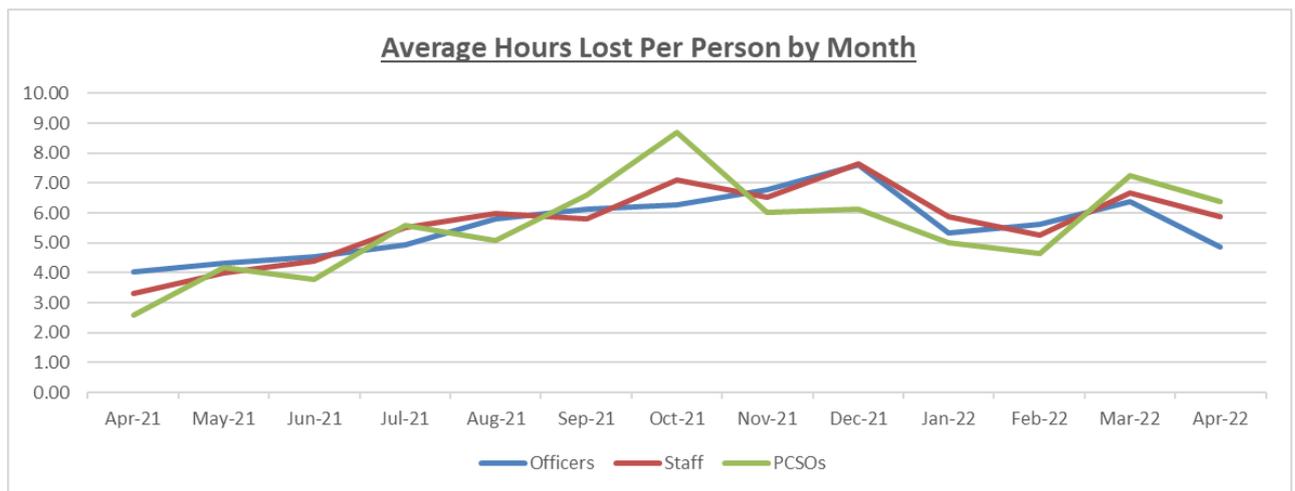
The predominant reason for staff absence increasing for 2021/22 when compared to 2019/20 is due to an increase in respiratory related absence. The average days lost per person for respiratory related absence has increased by 0.82 between 2019/20 (1.15) and 2021/22 (1.97). This equates to an increase of 15,429 payroll hours and, not unexpectedly, 59.63% of respiratory absence in 2021/22 was due to COVID-19 related absences. For information psychological related absence has also increased slightly for staff, an increase of 0.20 average days lost per person between 2019/20 and 2021/22. Of the other 10 general absence reasons 5 have reduced in terms of average days lost per person and although the others have increased they are marginal (with the exception of respiratory related and psychological related absence as detailed above).

The reason for the PCSO absence increasing for 2021/22 when compared to 2019/20 is also due to an increase in respiratory absence, increasing by 2558 payroll hours lost. As with staff, the largest proportion of sickness in this absence reason (49.34%) was due to COVID related absences. There has also been an increase of 1493 payroll hours lost for miscellaneous related absence in 2021/22 when compared to the same period in 2019/20, predominantly due to an increase in absence due to cancer (from 0 hours in 2019/20 to 1929 hours in 2021/22) and hospital treatment, which has increased from 54 hours to 449 hours for the same period. Although the number of payroll hours lost to psychological hours has reduced for PCSOs it still accounts for the highest proportion of payroll hours lost in 2021/22 (28.03%).

2022/23

The table over page shows the breakdown for the month of April for each year from 2016 to 2022. There is also a graph which shows the month-on-month absence since April 2021 through to April 2022. Note, the first table is in average days lost per person which is the measure routinely reported for year-to-date absence but the month-by-month breakdown is in hours lost per person.

Financial Year	Police	Staff (exc PCSO)	PCSO
2016/17	0.84	0.58	0.51
2017/18	0.67	0.60	0.56
2018/19	0.59	0.51	0.36
2019/20	0.71	0.61	0.90
2020/21	0.55	0.41	0.39
2021/22	0.50	0.45	0.35
2022/23	0.61	0.79	0.86
22/23 Variance to 21/22	0.11	0.34	0.51



The table demonstrates that when analysing the month of April 2022 absence has increased when compared to April in previous years. However, as the graph demonstrates absence actually reduced across all employee groups in the month of April 2022 when compared to the previous month (March 2022). In addition, for officers, the average hours lost per person of 4.85 in April 2022 is the lowest level of absence since June 2021 (4.54).

Psychological absence continues to account for the highest proportion of absence and in support of our staff wellbeing activities continue to be undertaken including:

- In response to the increasing prices and cost of living pressures individuals and families are currently facing, a year-long programme of sessions, guest speakers and enhanced levels of information have been implemented. This includes the launch of the new Financial Wellbeing Hub, with the first virtual wellbeing session on this topic taking place in early April 2022. The Financial Wellbeing Hub is located within the new Healthy You - the home of Health and Wellbeing website within SharePoint. In addition to the live sessions, all the sessions on financial wellbeing will be recorded and available for individuals to watch / listen to privately if they prefer.
- The Occupational Health management referrals to appointment waiting times have experienced longer than anticipated turnaround times in recent weeks. This has occurred due to some long-term absences within the small team and there are now a number of outstanding appointments required to be undertaken. An external provider has been sourced and once vetting is completed, the external OH service will be utilised to ensure appropriate performance in this area is resumed. It is anticipated, once the outsourced appointments commence, resolution of all awaited appointments should be completed within two weeks.

- The Health Surveillance team remain focussed on recruitment medicals in support of the Police Officer Uplift Programme.
- The counselling team provided outreach sessions at Canterbury, Ashford, FCIR and Maidstone in late April, with the first visit of the volunteer wellbeing dog. A loss and bereavement wellbeing session was also held that week. The virtual wellbeing sessions continue to be an effective way to engage with large numbers of people with 8247 attendees across the 243 sessions run to date (29th April 2022) from both Kent Police and Essex Police. The Feel Well Live Well course dates are also now published on the Healthy You, now these programmes have recommenced.