

**Performance and Delivery  
People Paper - 14<sup>th</sup> September 2022**

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**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.

An update with regards to the current PCSO establishment v strength position has also been provided which can be found under section 6.

**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 allocation over the full 3-year uplift programme originally equated to 487.

It should be noted however, the force received a letter on the 6<sup>th</sup> June 2022 from the Policing Minister offering forces the opportunity to express an interest in ‘over recruiting’ above the year 3 PUP allocation, which Kent took up. The force received confirmation on 6<sup>th</sup> July 2022 that its agreed ‘over allocation’ would be 43. As a result, this has increased the year 3 allocation from 195 to 238 (taking the total uplift to 530).

The force achieved both year 1 and year 2 of the uplift programme and the recruitment plan for year 3 (up to 31<sup>st</sup> March 2023) is regularly reviewed to ensure the final year of the increased uplift is achieved.

**3. Year 3 2022/23 Recruitment Plan**

Between April 2022 and July 2022, a total of 92 officers joined the force (all entry routes).

There is a recruitment plan in place for the remainder of the financial year, which aims to ensure that officer strength is closely aligned to the agreed establishment, as of 31<sup>st</sup> March 2023.

Whilst the Force is on track the force faces significant risk in terms of external influences on the recruitment plan, namely public and media perception of policing, the buoyant and unstable recruitment market and the activities of the Metropolitan Police aimed at increasing transfers from other forces. Based on the latest uplift data, as at 30<sup>th</sup> June 2022, there were 70 outbound transferee applications, of which 46 were to the Metropolitan Police. These create a significant recruitment threat. Force has taken some ambitious and creative steps to ensure continued growth of the recruitment pipeline in light of this.

- Introducing new Initial Police Learning and Development Programme (IPLDP). This comprises of 3 intakes of up to 60 people until 31st March 2023, to provide another pipeline of applicants, for whom the PEQF may not be viable.
- The force widened the entry criteria in line with Regulation 10 and the ability to utilise training or relevant work experience as criteria to apply instead of A levels.
- Temporary removal of the requirement to have a driving license - subject to achieving at a certain point within the training.
- PCSO and Special constable entry routes now include individuals from other forces
- Specific programme to attract re-joiners to the force, with all leavers over the past 12 months being contacted by SLT to enquire and advertise rejoin/return options where appropriate. The force also accepts re-joiners from other Home Office forces where Regulations allow.
- Transferee campaigns are open for PC, Sgt and Insp and there are currently 19 in the process of transferring of which 11 are from the MPS.
- The Corporate Communications team have developed an information campaign 'keep it Kent'; aimed at promoting the benefits of working in Kent Police. For officers considering a transfer to the Met, this campaign aims to showcase why Kent Police remains an employer of choice and also highlights the realities of the MPS offering.
- Inspire You - our HR and L&D team, who deliver the Inspire You programme, are supporting the communications strategy with webinars at the end of August and beginning of September, which will provide personal stories and Q&A sessions with officers who have transferred back to Kent from the MPS. These will help illustrate what the reality of a transfer to the MPS entails and the benefits of working in Kent Police.
- Return to Kent Campaign: Senior leaders are in the process of contacting some officers who have left during the last 12 months and offering them the opportunity to return to Kent Police. It is hoped that, by reaching out, the force may encourage some officers back into the organisation and bringing in essential skills to support our commitment to serving the public.
- Leavers process: we have introduced a new 'leaving the organisation' process to ensure anybody thinking of leaving can contact HR for support and guidance, particularly if they are not comfortable discussing their concerns with their line manager. Following consultation and views, the force has introduced Support Intervention Meetings, which aims to make the earliest possible interventions, to ensure any appropriate retention opportunities are explored and people are supported professionally and with dignity through the process.
- Posting Swap Initiative: from the end of the August officers will be able to request a posting 'swap' with others, to enhance their work-life balance. Starting with officers, HR have developed a Yammer page to facilitate this process, which will allow officers to seek potential 'swap' candidates within certain parameters.
- Develop You: Human Resources are further streamlining the Develop You programme, to ensure the process is further simplified and that individuals can be matched with opportunities and development providers as quickly as possible to help them develop their career. At each stage, feedback will be provided so individuals can see the progress of their application. This will be fully embedded by early September, albeit some elements are live.

- Promotion and Career Development Opportunities: an autumn Sergeants board is planned in the for constables wishing to progress to the next rank. Further promotion processes are planned for Chief Inspectors shortly, having just run Superintendent and Chief Superintendent boards. The national College of Policing exams for Inspectors are being held in October and the National Investigators Exam is in September and again in November. For staff the force is currently considering the next round of the Police Staff Leadership Pathway.

#### 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, 2021/22 and 2022/23 financial year to date. This is also broken down by ethnicity and gender:

##### New Police Constable Applications

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

*\*2022/23 is for the period 1st April 2022 to 31st July 2022*

	2019/2020	2020/2021	2021/2022	2022/23
<b>New Recruits (not inc IF)</b>	<b>2499</b>	<b>3033</b>	<b>1692</b>	<b>611</b>
<i>Female %</i>	29.29%	28.52%	32.45%	34.53%
<i>Ethnic Minority %</i>	8.40%	8.61%	7.92%	12.77%
<b>Investigate First</b>	<b>344</b>	<b>270</b>	<b>463</b>	<b>186</b>
<i>Female %</i>	61.05%	59.63%	55.94%	61.29%
<i>Ethnic Minority %</i>	11.63%	10.74%	10.15%	9.14%
<b>Total</b>	<b>2843</b>	<b>3303</b>	<b>2155</b>	<b>797</b>
<i>Total Female %</i>	33.13%	31.06%	37.49%	40.78%
<i>Total Ethnic Minority %</i>	8.79%	8.78%	8.40%	11.92%

The figures show that between 1<sup>st</sup> April 2022 and 31<sup>st</sup> July 2022 a total of 797 applications. For information, since the force reopened the traditional IPLDP entry route, a total of 130 applications have been received (16.13% of the total 797).

Of the 797 total applications, 95 applications were from ethnic minority candidates which equates to 11.92% of all applications. This is higher than the ethnic minority applications in the three previous full financial years and is higher than both the current ethnic minority officer position (3.76% as at 31<sup>st</sup> July 2022) and the economically active population (6.73%).

With regards to females, of the 797 application, a total of 325 were from females, which is 40.78% and a higher proportion currently than the three previous full financial years.

The Investigate First Programme continues to attract a high proportion of female applications. Of the 186 Investigate First applications so far in 2022/23, 61.29% were from female candidates, which is an increase compared to 2021/22 (55.94%) and marginally higher than both 2020/21 and 2019/20. Whilst the proportion of Investigate First applications from Ethnic Minority candidates has reduced it is still relatively strong.

In respect of the current recruitment pipeline, as of 8<sup>th</sup> August 2022 there are 629 applications in process. Of the 629 candidates, 272 (43.24%) are female and 55 (8.74%) are ethnic minority. There was a positive increase in applications in July 2022, with 288 applications received, including 104 in the week of 11<sup>th</sup> July 2022. Of the 104, there were 14 (13.46%) ethnic minority applications followed by 18 (22.50%) for the week commencing 18<sup>th</sup> July 2022. The week commencing 18<sup>th</sup> July was the highest headcount of ethnic minority applications in a single week recorded in the last rolling 12 months. It should be noted, that whilst the last months 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 at the stages of the process within the force's control. This will continue to be monitored at the Strategic Application Assurance Group.

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

#### Force Representation Data: Ethnicity & Gender

As at 31<sup>st</sup> July 2022, there were 149 (3.76%) ethnic minority officers in force. This is a minor reduction when compared to the last update as at 30<sup>th</sup> April 2022 (151 / 3.82%). With regards to female officers, the headcount is currently 1343, which equates to 33.85% and represents the highest ever number and proportion of female officers in force. This has increased when compared to the last update as at 30<sup>th</sup> April 2022 (1332 / 33.74%).

With regards to recruitment for April to August 2022/23, of the total 188 recruits (all entry routes), 7 were ethnic minority (3.72%) and 64 were female (34.04%).

In terms of new recruits, the May intake comprised of 86 students, 2 of whom were ethnic minority (2.33%) and 31 were female (36.05%). In August 2022 there were 91 new recruits and, of the 91, 5 were ethnic minority (5.49%) and 31 were female (34.07%).

Currently (as of week commencing 1<sup>st</sup> August 2022) there are 6 ethnic minority individuals in process for the October intake of 100 (6.00%).

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

It remains necessary to continue to increase the proportion of applications from the widest range of communities and an Outreach Task Force (OTF) 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 the 8th November 2021 and the 31st July 2022, the OTF has delivered a total of 192 career outreach events (140 physical and 52 virtual). This has led to engagement with 3925 individuals, 1286 (33%) of which were ethnic minorities and 2249 (57%) females. The team have also delivered 11 Positive Action Investigate First pre application workshops. Our police officer and police staff Recruitment Ambassadors continue to support outreach, the cadre currently stands at 123 (32 staff and 91 officers).

An event of note was an exclusive Positive Action Black and Black Heritage Virtual event that was delivered on the 11<sup>th</sup> July 2022 hosted by the Chief Constable and Councillor Lady Lola Oyewusi. 27 members of the Black and Black Heritage community attended the event with a pool of 60 individuals having registered their interest (ROI) to attend the event. Keynote speakers included officers at Constable, Sergeant and Chief Superintendent rank to present authentic lived experiences as black police officers. The event included a presentation from Mr Burton the force Independent Police Advisory group (IPAG) Chair. As of 2<sup>nd</sup> August 2022, 2 applications have been received directly from the individuals on the ROI and 1 person has joined the Positive Action Engagement Programme.

A further broader recruitment event was delivered on the 3<sup>rd</sup> August 2022. This was also hosted by the Chief Constable with 3 keynote speakers at Constable, Sergeant and Superintendent rank to provide inspiring stories for potential recruits.

**Higher education:** Since January 22, 50 events have taken place and a further 4 are scheduled. All those who have already taken part have been re-contacted to offer students who are considering applying now, or in the near future, personal engagement sessions to encourage them to apply now. To date 18 students (16 females, 2 males) have received a personal engagement session to support and encourage their application to Kent Police.

**Investigate First:** The OTF has supported the Corporate Recruitment Team to deliver 4 Investigate First recruitment processes during the period of April to July 2022. In that period, the OTF have contacted individuals who are interested in the role and held bespoke

workshops for females and ethnic minorities. This has supported the overall achievement of 186 applications (114 female and 17 ethnic minority).

**Positive Action Engagement Programme:** The Positive Action Engagement Programme for ethnic minorities launched on 18th April 2022. The programme was developed to attract and encourage applications from ethnic minority individuals. 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. As of 2<sup>nd</sup> August 2022, 10 candidates have enrolled for the Positive Action Engagement Programme. Since the programme began 37 individuals have been reviewed for membership, having registered their interest. The programme is being advertised through digital and physical information packs and a QR coded leaflet. Distribution to stakeholders includes Recruitment Ambassadors, Support Networks, IPAG's and Community Liaison Officers to maximise awareness and signposting of interested parties.

**Military Recognition:** The Defence Employer Recognition Scheme (ERS) Gold status has been awarded to Kent Police and certifies the collaborative efforts to demonstrate the excellent support offered by the force to the Armed Forces community. An awards service will be held in October, but force communications and the website now reflect the new status as a Gold award holder. The OTF are working closely with the Armed Forces Network and Corporate Communications, continuing to develop initiatives to enhance recruitment outreach, marketing, and the support to candidates with military experience.

## 6. PCSO Establishment v Strength

As at the 31<sup>st</sup> July 2022, the PCSO strength fte was 263.09 which is 72.91 fte under the establishment of 336.00 and is a vacancy factor of 21.70%. Of the 72.91 fte vacancies, 36.15 fte are in the role of District PCSO and 36.76 fte are in specialist PCSO roles.

A monthly product is now produced as part of the Neighbourhood Policing review which details the current establishment, strength and vacancy level by department and role. This also includes details of all confirmed leavers on SAP as well as local knowledge such as the number of PCSOs in process to join the regulars and details of PCSOs that have applied for other roles internally or outside of the force.

## 7. Attendance and Wellbeing

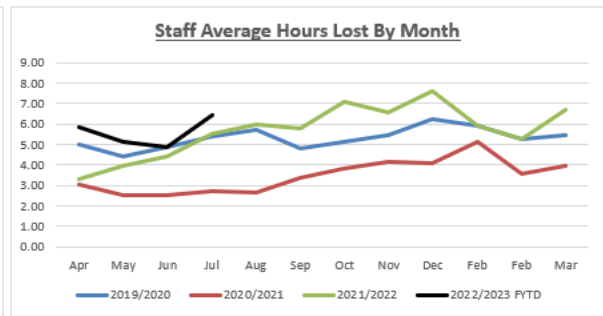
### 2022/23 Financial Year to Date (April to July 2022/23)

The table below shows the breakdown of average days lost per person for April to July for each year from 2016 to 2022.

Financial Year	Police	Staff (exc PCSO)	PCSO
2016/17	3.20	2.44	2.98
2017/18	2.68	2.70	2.23
2018/19	2.39	2.09	1.42
2019/20	2.72	2.59	2.89
2020/21	1.83	1.61	1.79
2021/22	2.22	2.33	2.18
2022/23	2.53	3.01	3.75
<b>22/23 Variance to 21/22</b>	<b>0.31</b>	<b>0.68</b>	<b>1.57</b>

The table demonstrates that, when analysing April to July 2022 (2.53 average days lost per person), absence for officers has increased when compared to the same period in the previous two years. However, when compared to 2019/20 (2.72), prior to the COVID-19 pandemic, it is lower. The average days lost per person for April to July 2022/23 for staff (3.01) and PCSOs (3.75) are higher than the same period in the last seven years.

The following graphs show the month-on-month absence, in hours lost per person, for 2019/20 to 2021/22 and the current financial year to date (April to July 2022).



For officers, the graph demonstrates that absence was relatively stable in April and May but increased in June and July. The average hours lost per person in July 2022 is higher than the month of July in the previous 3 years.

For staff, the average hours lost per person in April 2022 was higher than the same month in the previous 3 years but did reduce in May and June. However, as seen with officers, the average hours lost per person in July 2022 is higher than the month of July in the previous 3 years. This is a similar position for PCSOs.

Psychological absence continues to account for the highest average days lost per person across all employee groups, albeit for staff this is equalled by respiratory related absence. For officers, respiratory absence accounts for the second highest absence and for PCSOs musculo/skeletal absence is the second highest and respiratory the third highest.

For staff, as mentioned above, respiratory absence accounts for the joint highest average days lost per person and this is predominantly due to COVID-19 related absence (COVID-19, suspected COVID-19, long COVID-19 and COVID vaccine reaction), which accounts for 63.70% of staff respiratory absence.

As reported in the last update, the response to the cost-of-living pressures remains a focus for on-going wellbeing support. The Financial Wellbeing Hub is updated with new information and signposting, and a virtual session is delivered each month in support of individual financial wellbeing. The team are supported with external speakers in this field in order to provide vital support in this area of concern at this time.

The Occupational Health management referrals to appointment waiting times have settled more recently with monitoring continuing in order to review service levels. The new Occupational Health Adviser Team Leader has commenced in post and this new role enables case management activity, efficient triage of referrals and first line support to the Occupational Health Adviser team to take place. Through the triaging process, further opportunities to support line managers are provided by signposting and utilising the Healthy You 'top tips'.

The Health Surveillance team remain focussed on recruitment medicals in support of the Police Officer Uplift Programme.

The counselling team provided outreach services at West Division, North Division and Coldharbour supporting Response Policing Week of Action throughout June, with regular visibility provided at the FCIR.

The Health and Wellbeing team supported the Staff Open Day, offering creative opportunities to engage with the team about support and services available. The virtual wellbeing sessions continue to be an effective way to engage with large numbers of people with 8698 attendees across the 263 sessions run to date (05/08/22) from both Kent Police and Essex Police. In addition, the Feel Well Live Well programme dates are available as these programmes have now recommenced for both the original Feel Well Live Well course and the Leaders programme.

## **8. Decisions Required**

For information only.