

## Report to the Commissioner's Performance and Delivery Board

Date: 6 December 2017

Title: People

From: Chief Constable



### RESOURCING

#### Officers

1. The table below shows the establishment versus strength for officers as at 31 October 2017, shown as a full time equivalent (FTE).

|               |         |
|---------------|---------|
| Establishment | 3261.78 |
| Strength FTE  | 3247.61 |
| Variance      | -14.17  |

2. The force establishment for police officers is currently set at 3261.78 full time equivalents (FTE), as at 31 October 2017 the force had a strength of 3247.61 FTE which is -14.17 FTE below the agreed establishment. The current vacancy factor is in keeping with the police officer recruitment plan. It should be noted that the recruitment plan for the remainder of the financial year includes the recruitment of up to 80 more officers.

#### Police Community Support Officers (PCSOs)

3. The table below shows the establishment v strength for PCSOs as at 31 October 2017.

|               |        |
|---------------|--------|
| Establishment | 300.00 |
| Strength FTE  | 279.39 |
| Variance      | -20.61 |

4. Since the production of the last update to the PCC Performance and Delivery Board, the strength of PCSOs has increased by 9.35 FTE from 270.04 as at 31 August 2017 to 279.39 FTE as at 31 October 2017 which is 20.61 FTE below the establishment of 300.00. The current vacancy factor is in keeping with the agreed recruitment plan, with the next intake of 20.00 PCSOs due to commence in November 2017. The current recruitment plan also includes the recruitment of up to 40.00 additional PCSOs by the end of the financial year; 20.00 in January 2018 and 20.00 in March 2018.

#### Black, Asian, Minority Ethnic (BAME) Recruitment Update

5. As at the 31 October 2017 the percentage of BAME officers against the total officer headcount was 2.80% which is a reduction of 0.10% when compared to the last update (2.90% as at 31 July 2017), this is due to two officers leaving the force. As at 6 November 2017 there were 6 BAME officer applications within various stages of the recruitment process.
6. A range of activities is being undertaken within Human Resources to help enhance the proportion of BAME officers within the workforce through the provision of enhanced engagement and support. This includes a more diverse programme of outreach events, positive action workshops and a review of the recruitment process to ensure positive action opportunities are being maximised. Work is also being undertaken to refine the 'buddy scheme' whereby colleagues within the workforce provide bespoke support to BAME candidates. The Kent Police Graduate programme is due to commence with a cohort of twenty candidates in July 2018 which it is hoped will attract more BAME candidates with a university degree who had not previously considered policing as a career.

7. For police staff, the percentage of BAME staff members as at 31 October 2017 has remained at 2.69% when compared to the figures reported on 31 July 2017. However, there has been an actual headcount increase of 2, from 60 to 62.
8. For PCSOs, the last report presented to the PCC Performance and Delivery Board stated that the proportion of BAME individuals increased from 0.99% as at 31 March 2017 to 1.42% as at 31 July 2017. There has been further improvement with the BAME headcount for PCSOs increasing from 4 to 5 which equates to 1.71% of total PCSO headcount (increase of 0.29% when compared to 31 July 2017).
9. On a wider note since the appointment of the Force Diversity and Inclusion Manager in July 2017 a 'gap analysis' around the nine protected characteristics has been undertaken and presented to the Force Diversity and Inclusion Board. The resulting Force Diversity and Inclusion Strategy 2018 – 2021 is currently being developed.

### Absence

10. During 2016/17 good progress was made in relation to police officer attendance, and the year ended with an absence figure of 9.33 average days lost per officer compared to 10.12 at the end of March 2016. This positive trend has continued through the period April to September 2017, with average days lost per officer at 4.02 compared with 4.71 for the same period last year (April to September 2016).
11. For police staff, the position at the end of 2016/17 was 8.00 average days per person compared to 7.62 average days at the end of March 2016. For this financial year to date (April to September 2017) police staff average days lost per person is 4.14 compared to 3.60 for April to September 2016. The largest increase in sickness levels was seen in the miscellaneous category, in particular 'post-operative recovery' or 'operation' cited as the main reason for absence.
12. For PCSOs the position at the end of 2016/17 showed 10.69 average days lost per person compared to 7.48 average days at the end of March 2016. For the period April to September 2017, the picture is improved with 3.63 average days lost per person compared with 5.01 for April to September 2016.
13. The table below shows the average days lost per person for the current financial year to date (April to September 2017) compared to the same period last year (April to September 2016).

| <b>Employee Group</b> | <b>Apr – Sept<br/>16/17</b> | <b>Apr – Sept<br/>17/18</b> | <b>17/18 Var to<br/>16/17</b> |
|-----------------------|-----------------------------|-----------------------------|-------------------------------|
| Officers              | 4.71                        | 4.02                        | -0.69                         |
| Staff (exc. PCSO)     | 3.60                        | 4.14                        | 0.54                          |
| PCSO                  | 5.01                        | 3.63                        | -1.38                         |

14. The nationally published iQuanta data is produced on an annual basis and therefore the Force's position will not have changed nationally since the last update, as there has not been any further data release.
15. The Performance Improvement Unit (PIU) continues to provide attendance reports for commands in order to support departmental and divisional Absence Management Group (AMG) processes. PIU Advisors attend many of the AMG meetings across the force to provide advice to AMG chairs. PIU continue to promote the Attendance Support Meeting process in order to provide early supportive interventions to officers and staff.

## **WELFARE, KEY WORKSTREAMS AND UPDATES**

### Counselling and Support

16. Seminars will take place in January 2018 entitled 'Preventing Suicides in Police Colleagues'. The seminars provide training to delegates in basic suicide prevention skills, equipping them with the ability to identify a colleague, friend or family member who is in distress and needs support. In addition they advise how to communicate safely with someone who is possibly at risk of suicide and how to signpost them to the help they need. The second element of the day focusses on suicidal escalation, managing risk and building resilience against depression and other mental health issues. These sessions are funded through the final

element of the Home Office Innovation Fund grant and is a collaborative initiative with Essex Police, with sessions taking place at Headquarters, North Kent and Chelmsford.

17. Kent Police and Essex Police Health Services are participating in a research project with the University of Essex Business School relating to the Promotion of Positive Mental Health and a member of the team is part of the research group. The research is being funded by ACAS and will take place over the forthcoming year. Those involved in the project are from public, private and third sector organisations and the project provides an opportunity for the organisations to share best practice and learn from other organisations and sectors in terms of promoting mental health and wellbeing in the workplace.
18. The Feel Well Live Well programme continues to be delivered. To date, 723 individuals have attended the full programme since its inception in 2014. The Feel Well Live Well for Leaders initial courses continue, with 80 leaders having attended the programmes with full delivery commencing in early 2018. In addition, 81 individuals have attended the newly introduced Feel Well Live Well refresher sessions and introduction 'taster' sessions will take place again in December 2017 to encourage further mental health engagement.

#### Trauma Risk Management (TRiM)

19. Two TRiM practitioner training courses have been delivered internally with a further 27 practitioner successfully completing the programme and now in a position to support colleagues in this voluntary role. There are now 107 TRiM Practitioners trained with 75 of those actively supporting colleagues around the County and responding to potentially traumatic events. Three courses are planned for 2018 with 50 further volunteers already applied and awaiting assessment/training.

#### **HMICFRS – ABUSE OF POSITION FOR A SEXUAL PURPOSE**

##### Current Position

20. Following Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Legitimacy Inspections, a national cause of concern was identified in forces' ability to seek intelligence on potential abuse of position for sexual gain. HMICFRS recommended that all forces should have started to implement a plan to achieve the capability and capacity required to seek intelligence on potential abuse of position for sexual gain.
21. A detailed Tactical Delivery Plan (TDP), reflecting the national strategy of; Prevention; Intelligence; Enforcement and Engagement has been published and communicated throughout Kent Police. This TDP has been subject to inspection by HMICFRS who found that it was comprehensive and signified the forces strategic intent in seeking to strengthen intelligence with partner agencies that support vulnerable people.
22. During the review, HMICFRS stated they had been unable to find evidence of the capability and capacity of Kent Police Counter Corruption Unit to manage the potential increase in demand. It has been acknowledged that we, together with a majority of other forces, misinterpreted the subtlety of the question and did not articulate fully the strong position Kent Police are in.
23. Having reviewed our Counter Corruption Intelligence and Investigative Capacity and Capability, the force is able to demonstrate the ability and resilience to deal with potential increases in related intelligence and associated investigations brought about by the robust activity to imbed upstanding across the force.

##### Prevention

24. Focus in this area has been on raising understanding both internally within Kent Police and externally with partner agencies supporting vulnerable people who may come into contact with Police.
25. To emphasise the importance Kent Police has placed on protecting the vulnerable within our communities, the Professional Standards Department (PSD) provides inputs to internal and external students attending courses at the Kent Police College, strengthening the national strategy to officers and staff from other forces. This includes presentations delivered to Special Constables and Serious Crime Directorate (SCD) staff.

26. Our professionally made video on the subject – shown on PSD inputs to staff force wide is underpinned by the Deputy Chief Constable for all staff to view. This video has gained recognition and been shared with other forces and is being taken forward as a national product.
27. To ensure staff understand the importance of the training, specific testing now takes place during Sergeant and Inspector promotion processes to ensure our future leaders have a detailed understanding in the identification of vulnerable victims and trigger characteristics.
28. All of this work is unpinned by the Code of Ethics and has been publicised numerous times on Spotlight. The Code of Ethics is located on the front page of the Intranet for ease of reference, and inputs have been delivered force-wide. Video tutorials have also been published and advice featured in 'Lessons Learnt' bulletins. As a result, all staff should be aware of their expectations in terms of maintaining professional boundaries.

### Intelligence

29. 'Abuse of Authority for Sexual Gain' forms part of the PSD control strategy with a bespoke TDP, which informs the devised problem profile. The PSD analyst conducts bi-monthly reviews of 'Abuse of Authority for Sexual Gain' allegations, conducting reassessment of their scores on the Kent Sexual Predator Matrix and the NPCC Abuse of Police Powers Risk Matrix (based on Intelligence, Conduct and Complaint data) as well as mobile data checks. In essence ensuring continual proactive monitoring.
30. Through detailed debriefing of officers, staff and members of the public the force ensures that it is continually developing understanding this type of offending and what can be done to prevent it in the future. This enables us to identify options for proactive auditing which will support and develop opportunities through the introduction of proactive monitoring software, which is in the process of being introduced across the 7Force collaboration.

### Enforcement

31. Through the PSD analyst monthly dip-checks of Kent Police mobile data is undertaken in order to identify any high volume contacts and to establish whether those in receipt of these calls or text messages are victims of predatory behaviour by the user. This proactive research has proved to be successful, having recently led to the identification of an officer initiating inappropriate relationships with young, vulnerable female adults with whom he had come into contact through his police work. This individual is now subject of a criminal investigation and gross misconduct case and is no longer in a position to exploit vulnerable people.
32. All intelligence reports from members of the public, partner agencies and internally from staff, in relation to any sexual misconduct or abuse of authority for sexual gain is passed to the PSD analyst to score on both the Kent and NPCC matrices. Scoring against both matrices is conducted for safeguarding reasons. When an officer or member of staff is considered to be of high risk, this is highlighted immediately for further investigation.
33. Since 2016, one officer has been dismissed, two persons have resigned (one allowed only in extenuating circumstances) and several others have received written/verbal sanctions or advice for their behaviour, depending on the severity of the allegation. This is specifically in relation to the Abuse of Authority for Sexual Gain and does not include those dismissed or investigated for other types of sexual misconduct. Two further officers are currently suspended and subject of live investigations, one of which is criminal.

### Engagement

34. During 2017 good progress has been made in briefings to partner agencies, however it is recognised that engagement needs to be widened and include the business community. This will assist in not only preventing those who would seek to abuse their authority from joining Kent Police but also highlight to businesses across the County how seriously Kent Police are in tackling this criminality.
35. Developing and expanding our knowledge on the subject through these proactive methods has ensured we are able to hold briefings to external agencies who deal with vulnerable groups, ensuring they understand and have access to direct reporting and notification to Kent Police PSD.

36. By recognising that knowledge of this behaviour outside of policing may be limited a question has been added regarding abuse of position or inappropriate sexual behaviour when obtaining references from previous employers for potential recruits. This is in addition to enhanced vetting checks for those engaged in conducting recruitment home visits and second interview assessments. This is enhanced further by Supervisors being required to highlight concerns of any officer or member of staff on their individual annual vetting form.

#### Future Development

37. It is clear that Kent Police has developed a sustainable and directed TDP which was found to be good by HMICFRS. This robust plan has ensured that Kent Police has been able to successfully identify and prosecute individuals who abuse their position and are a risk to vulnerable people within the communities of Kent and internally within the organisation.

38. With the ongoing developments in our IT capabilities, strengthening development of staff and partner understanding and greater multiagency working Kent Police will be able to further enhance and develop our ability to identify those who pose the greatest risk.

#### **INDEPENDENT REVIEW OF DEATHS AND SERIOUS INCIDENTS IN POLICE CUSTODY**

39. The Independent Review scrutinised major issues surrounding deaths and serious incidents in police custody. It examined how the families of the deceased are treated at every stage of the process. In addition to the Police other agencies, such as the Government, NHS and the Independent Police Complaints Commission, have had areas identified for development.

40. These recommendations suggest Police custody suites are entirely unsuitable places for those experiencing a mental health crisis and recommend ending the use of police custody for children detained under section 136 of the Mental Health Act 1983. NHS Trusts being suggested to make sufficient provision of health-based places of safety to meet this requirement.

41. The recommendations for the Police centre on ensuring officers are equipped with the right skills and that processes are in place to effectively and appropriately deal with those who are most vulnerable. This includes training to recognise the wider dangers posed by restraining someone in a heightened physical and mental state. This is supported by mandatory training on vulnerability, including learning disabilities/ difficulties, mental ill health, epilepsy, autistic spectrum and other conditions which may compromise a person's ability to communicate and understand.

42. The report has been examined by the Central Custody Command. Early opportunities are being considered to further improve working practices, a Tactical Delivery Plan is being created and clarity will be sought over the National response to the recommendations.