

Chief Constable's Report
to
Kent Police and Crime Commissioner's Performance and Delivery Board

PEOPLE

Wednesday 7th March 2018

1. Strategic Overview.

Our workforce are the most important asset we have in providing a first class service, protecting and serving the people of Kent and delivering against the Police and Crime Commissioner's (PCC's) Police and Crime Plan and Chief Constable and PCC's joint Mission, Vision, Values and Priorities (MVVP). The force is committed to providing the workforce with a comprehensive range of effective and preventative measures to improve wellbeing and schemes to develop talent and ensure we have the right skills to meet the demands faced.

2. Aims of the report.

This report will provide details of key activities being undertaken by the force in respect of our workforce since the last Performance and Delivery Board on 6th December 2017.

3. Resourcing and Recruitment.

3.1 Officers. The table below shows the establishment versus strength for officers as at 31st December 2017, shown as a full time equivalent (fte).

Establishment	3261
Strength fte	3216
Variance	-45
March Variance	+15

As at the 31st December 2017, there was a total officer strength of 3216 fte, which is 45 fte under the current establishment of 3261 fte. There is a projected intake of 60.00 fte new recruits in March 2018, which if achieved will result in a projected strength fte of 3276 (15 fte over the original establishment requirement of 3261).

Throughout the course of the year there was an intention (prior to precept taking place) to conduct an element of workforce modernisation (civilianisation of warranted police officer posts to police staff posts) in Tactical Operations and the Serious Crime Directorate. This amounted to a net reduction of police officers resulting in a new establishment of 3252.5 fte.

The recent resourcing uplift decision, now enabled through the PCC's decision to raise the precept and to use funds from reserves, will enable the police officer establishment to be increased by 200 from 3252.5 fte to 3453 (rounded) fte. A recruitment plan has been agreed by Human Resources (HR), Learning and Development, Business Services and Corporate Finance that is projected to bring in up to 460.00 fte new officers in the 2018/19 financial year. This is 200 new posts and replacement (260) for those officers projected to leave due to natural attrition. This is the highest number of officers ever recruited in a single year and represents a significant challenge to the force. The current proposed intake schedule is shown in the table below which has been designed to recruit those 460 officers, i.e. attrition plus uplift:

May-18	Jun-18	Aug-18	Oct-18	Jan-19	Mar-19	Total
60	60	60	100	80	100	460

Subject to this recruitment plan being achieved, the establishment of 3453 fte will first be achieved in March 2019.

A weekly Force Resourcing Board, chaired by the Director of Corporate Services, will ensure strong governance and vigilance of progress. Key stakeholders will maintain an overview of establishment management for the force and will consider requests for change in line with force priorities, funding and threat, risk and harm. In addition it will also ensure oversight of key work streams aimed at increasing officer numbers and deal with any frustrations or barriers to achieving the overarching goal. The PCC's Chief Finance Officer (CFO) has been made aware of the dates of these meetings and has an open invitation to attend. The Deputy Chief Constable will receive an update on progress at the bi-monthly Force Change Board and the Chief Constable is being briefed on an almost weekly basis informally and at Chief Officer Strategic Meeting formally on a monthly basis.

3.2 Police Community Support Officers (PCSOs). PCSOs are a vital part of our policing model and their presence is valued by the public, their colleagues and both the Chief Constable and PCC alike. We are proud of our PCSOs and the outstanding work they perform day in and day out in our communities. Maintaining an establishment of 300 PCSOs is a significant and positive commitment that embellishes our policing model.

The table below shows the establishment v strength for PCSOs as at 31st December 2017.

Establishment	300
Strength FTE	298
Variance	-2

Since the production of the last update to the PCC Performance and Delivery Board, the strength of PCSOs has increased from 279 fte as at 31st October 2017 to 298 fte which is 2 fte below establishment of 300.

On the 15th January 2018, a further 14 PCSOs joined which resulted in the strength fte achieving the establishment requirement. A further intake of up to 10 PCSOs is planned for March 2018 and a recruitment plan is in place for 2018/19 that will ensure strength fte is maintained at the establishment level of 300.00, ensuring budget and spend is balanced. Progress against this performance is governed by the Director of Corporate Services at the Force Resourcing Board.

3.3 Black, Asian, Minority Ethnic (BAME) Recruitment. The Chief Constable is wholly committed to the achieving a balanced workforce and has invested new resources to improve the profile of representation within the force.

The force, supported by the PCC, has made significant progress in areas such as gender representation but as at 31st December 2017 the percentage of BAME officers against the total officer headcount was 2.86% which is a percentage increase of 0.06% (and headcount increase of 1) when compared to the last update (2.80% as at 31st October 2017). As at 31st December 2017 there were 11 BAME officer applications within various stages of the recruitment process.

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The Head of HR continues to lead on a range of activities to enhance the proportion of BAME officers within the workforce. This includes for example a new engagement and outreach plan which will be integrated within the wider work on police officer recruitment.

For police staff (excluding PCSOs), the percentage of BAME staff members (against total staff) as at 31st December 2017 has remained at 2.72% when compared to the last update as at 31st October 2017. The headcount has also remained the same at 62.

For PCSOs, the percentage of BAME against the total PCSO headcount has increased from 1.71% (headcount of 5) as at 31st October 2017 to 2.24% (headcount of 7) as at 31st December 2017. This is a headcount increase of 2 people.

The force has published the Kent Police Statutory Duty Information Report 2018, on both inSite and the Kent Police website.

4. Recruitment Plans.

Work has commenced in earnest to enhance the capacity of the force to recruit the uplift of police officers and police staff over the next financial year. The work extends beyond the recruitment process and includes activity such as development and implementation of a new, innovative attraction strategy to ensure the force has sufficient high quality applicants. There will be significant outreach and engagement work to reinforce already strong links with our communities and to promote policing opportunities to the widest possible audience. Other initiatives include a programme of senior level engagement with schools, colleges, universities and the military sector. A recruitment campaign will be launched imminently to support the objective.

5. Diversity and Inclusion Strategy.

The new draft Diversity and Inclusion Strategy was circulated for consultation on 29th January 2018. Consultation is force wide and includes external partners and the PCC's Office. By the end of February 2018 feedback will be assessed and a final document submitted to Chief Officers for approval. A presentation to the IPAG took place on the 30th January 2018. This is a three year strategy until 2021 and includes new Equality Objectives to meet the statutory obligations.

6. Promotion Plans.

Recent promotion boards have taken place for PC to Sergeant and Sergeant to Inspector. These have been open to external candidates for the first time in recent years to maximise the talent pool and bring in candidates from different policing backgrounds. Both processes have included gateway exams to ensure candidates can demonstrate application of the high standards required for investigations, case file management and complaint handling. Officers are required to meet a minimum threshold before progressing further through the promotion process. All officers attending promotion boards are surveyed as to the experience and their viewpoints around fairness.

Future workforce projections highlighting the need for officer promotion boards are now routinely presented to Chief Officers. As a result of this work further processes are now planned for the ranks of Superintendent and Chief Inspector in spring 2018. These processes, which will also be advertised externally, have been aligned to the succession planning framework, which was introduced by the Chief Constable last year. This framework features

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ongoing discussions between officers and line management as to the officer's future potential, current performance and career aspirations. Officers' readiness for development and growth is plotted and the resulting information has allowed an early indication as to the talent pools for upcoming and future promotion processes.

Kent Police have selected two officers to enter the Police National Assessment Centre for the College of Policing 'Fast Track PC to Inspector' scheme. If successful they will commence the programme in September 2018.

7. Development of People.

Our people underpin our success and as such significant investment continues with regards to developing our people. HR and Learning and Development together with the broader force continue to drive professionalism and personal development forward utilising a range of tools.

The leadership strategy was launched in the last 12 months after wide consultation, with the sole aim of 'providing staff with our expectations of them as leaders and our commitment to support and develop them to be the best that they can be'.

Develop Me was also launched, as the new online learning management system that provides 'Just in Time', easier learning for officers and staff and has the technical ability to support interactive, real time, innovative means of training delivery available not just on desktops but on mobile devices too.

There is a range of programmes and services available from within the Leadership Training department including the following:

- Access to the College Of Policing's Senior Leadership Development Programme
- Executive Coaching
- Strategic Command Course
- Core Leadership Programme for both officers and staff
- Presentation Skills
- Professional writing
- 360 degree feedback
- Myers Briggs
- PSLP (Police Staff Leadership)

Other teams within Learning and Development offer more practical development programmes such as; driving, fitness, IT, crime specific and additional bespoke training.

A Continuous Professional Development (CPD) board is run quarterly and a rolling programme throughout the year is scheduled, covering mainstream areas of business from crime to fitness. This includes large scale central events and local accessible events for operational staff. College Of Policing hold an annual national CPD week when teams will deliver an intense week of diverse programmes reaching across the organisation to encourage undertaking of CPD.

Significant work in both terms of process, recording of and training around the importance, the timeliness and the qualities of PDRs has been delivered and will continue to evolve.

All of the above are branded and communicated for consistency under the new branding of 'Be the Best you can Be' and link into the competency and values framework.

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Further investment into people development is underway as a result of the Culture Board and trainers are being recruited to look at developing the behaviours and ability to be more emotionally informed with both the public and each other. Further work is to be undertaken with regards to embedding unconscious bias across the organisation and in particular within leadership programmes.

With the imminent implementation of Policing Education Qualifications Framework (PEQF) and the professionalism of policing, further work is being looked at focusing on leadership, team working, mentoring and coaching for police constables.

8. Wellbeing / Absence.

8.1 Police Officer Attendance. During 2016/17 good progress was made in relation to police officer attendance which resulted in the 2016/17 financial year ending 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 December 2017, with average days lost per officer at 6.44 compared with 7.12 for the same period last year (April to December 2016).

8.2 Police Staff Attendance. For police staff, the position at the end of 2016/17 was 8.00 average days lost per person compared to 7.62 average days at the end of March 2016. For this financial year to date (April to December 2017) police staff average days lost per person is 6.61 compared to 5.92 for April to December 2016.

8.3 PCSO Attendance. 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 December 2017, there has been a significant improvement in the average days lost per person (5.35) when compared to April to December 2016 (8.44). This is a reduction of 3.09 average days per person.

8.4 Attendance Overview. The table below shows the average days lost per person for the current financial year to date (April to December 2017) compared to the same period last year (April to December 2016).

Employee Group	Apr - Dec 16/17	Apr - Dec 17/18	17/18 Var to 16/17
Officers	7.12	6.44	-0.68
Staff (exc PCSO)	5.92	6.61	0.69
PCSO	8.44	5.35	-3.09

Staff (excluding PCSOs) has increased this financial year to date compared to last, which is predominately due to an increase in average days lost per person in Crime and Incident Response and the Kent & Essex Serious Crime Directorate. There has also been a marginal increase (0.24 average days per person) in Kent & Essex Support Services. Although this is only a marginal increase when compared to other Commands, the Kent & Essex Support Services Command is the second largest in terms of headcount therefore increases in absence when compared with last year will have a greater impact on the overall force staff (excluding PCSO) absence.

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Crime and Incident Response Command average days lost per person has increased from 7.25 for the period April to December 16 to 9.35 for the period April to December 17. Overall there has been an increase in long term absence and in relation to general sickness reasons there have been increases in psychological, miscellaneous and genito urinary related absences.

The Kent & Essex Serious Crime Directorate has increased from 3.49 average days lost per person for the period April to December 16 to 4.94 for the period April to December 17. The main reason for this is due to an increase in long term absence. From a general sickness reasons perspective there has been increase in miscellaneous, musculo skeletal and genito urinary related absences. It should be noted that although there has been an increase, the Kent & Essex Serious Crime Directorate has one of the lowest absence rates for the force. However, as they are the third largest Command in terms of headcount, an increase has a greater impact on the overall force staff (excluding PCSO) absence.

The following table shows the average days lost per person from 2013/2014 to the projected 2017/18 financial year.

Financial Year	Police	Staff (exc PCSO)	PCSO
2013/14	8.82	7.36	9.61
2014/15	11.29	7.63	8.85
2015/16	10.12	7.62	7.48
2016/17	9.33	8.00	10.69
2017/18 Projected	8.59	8.81	7.13

Based on the current financial year to date data (April to December 17), it is projected that the average days lost per person for the full 2017/18 financial year will be lower for officers and PCSOs compared to 2016/17 and higher for police staff.

8.5 Respiratory Related Absences. Overall for the period October to December 17 there has been an increase in respiratory related absences for officers when compared to the same period last year. Staff has remained the same and PCSOs have reduced.

When reviewing the sickness reasons of just cold and influenza for the period October to December 17 there has actually been a reduction in average days lost per person for officers, staff and PCSOs when compared to October to December 16.

8.6 Support. The completion of the Workplace Wellbeing Charter has concluded with the final external assessment concluding in a rating of 'Excellence' across all assessed categories, these being:

- Leadership
- Absence management
- Health & Safety
- Alcohol/Substance Misuse
- Environment
- Smoking
- Mental Health
- Healthy Eating
- Physical Activity

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Work is now commencing on the Oscar Kilo framework, which is the Blue Light Wellbeing Framework, self-assessment tool that sets a new standard for the emergency services.

Health Services will be presenting at the NPCC/Police Dependant's Trust Wellbeing Conference, 'UpBeat' in March 2018, to provide an update on the internal wellbeing activity and specifically that which is supported by the Police Dependant's Trust.

The Feel Well Live Well programme continues to be delivered. To date, 790 individuals have attended the full programme since its inception in 2014. The Feel Well Live Well for Leaders initial courses continue, with 95 leaders having attended the programmes with full delivery commencing in the spring 2018. In addition, 94 individuals have attended the Feel Well Live Well refresher sessions and introduction 'taster' sessions have proved popular with 227 attendees to date, as an introductory method to encourage mental health engagement.

The Counselling and Wellbeing team have delivered an input to the Special Constabulary at a specially convened training input where 140 attendees elected to attend. This event is in order to provide wellbeing, resilience techniques and personal strategies for the Specials, in recognition of the work they undertake and, as they are not able to access the full support provided to internal officers and staff. If the feedback indicates this is positively received, the team will look to provide inputs twice yearly in order to support the Special Constabulary further.

Development will commence shortly for local Health and Wellbeing Boards, with introduction anticipated in the early part of the 2018/19 financial year. This will allow dissemination and sharing from the centrally held force Health and Wellbeing Board, in order to encourage local engagement, development and ownership of wellbeing activity. Local initiatives can be shared through the central meeting forum and utilised by other sections of the organisation.

9. Engagement.

A critical aspect of the force's leadership culture is the importance that is attached to staff engagement. It is immensely important that all officers and staff in the force are frequently sighted and energised on how they can contribute to the force's priorities.

Through a number of formal and informal routes engagement enables the workforce to have a clear understanding and input of how the force can fulfil its objectives.

Several of the excellent examples, where the force has made significant efforts to engage with the workforce, are worthy of reporting:

- New Horizon – the force's Change Team went to extraordinary efforts to seek, analyse and put into practice the views of the workforce in building the proposition for the new model. This approach has led to early adoption of the new model and wide scale ownership of continued improvement post implementation.
- Chief Officer Visibility – some examples include: The Chief Constable and Deputy Chief Constable regularly hold "roadshows" around the county which are well attended and are utilised to inform and be informed. Leadership events and various career development initiatives are frequently held and led by the Chief Constable and scheduled Chief Officer Team "all out days" are held across the county throughout the year.

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- The Culture Board – at a force level this is chaired by the Chief Constable and has become critical to ensuring that our cultural journey to support staff “doing the right thing” remains central to our day to day management of the force and opens significant opportunities for all staff and officers of any grade or rank to have air time for issues that they consider important.
- Force’s Ethics Committee – This forum is chaired by the Deputy Chief Constable and goes way beyond the formality of the Joint Negotiating and Consultative Committee and addresses a number of sensitivities that officers and staff may wish to ask Chief Officers about the ethical way in which the force is led. The degree of transparency and explanations provided appear to be well received amongst colleagues.
- Idea drop – This is an innovative technology enabled facility that presents officers and staff with an opportunity of raising issues and ideas for improvements to be made in the force. Pleasingly many of the ideas submitted by officers and staff feature quality of service and public facing process improvement opportunities. The system also enables management to set challenges and seek views on specific force issues.

Employee engagement within the force has enabled others such Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) to realise that Kent Police is about being included fully as a member of one team, focussed on clear goals, trusted and empowered, receiving regular and constructive feedback, supported in developing new skills, thanked and recognised for achievement and perhaps most importantly having an opportunity to make a contribution.

As a result of the force’s efforts to strengthen engagement we have achieved buy-in to strong and authentic values, with clear evidence of trust and fairness based on mutual respect, where two-way promises and commitments – between the force and its most valued asset, our people – are understood and fulfilled.