

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

PEOPLE

Wednesday 26 September 2018

1. Strategic Overview.

Our workforce are the most important asset we have to ensure we provide a first class service, protecting and serving the people of Kent and delivering against both the Chief Constable's Mission, Vision, Values and Priorities (MVVP) and the Police and Crime Commissioner's (PCC) Police and Crime Plan. The force is committed to having a skilled workforce that are supported with schemes to attract and develop talent and enhance wellbeing ensuring that we can continue to meet the demands of policing both now and in the future.

2. Aims of the report.

This report will provide details of key activities being undertaken by the force in respect of key areas relating to the workforce since the last Performance and Delivery Board on 31 May 2018.

3. Resourcing and Recruitment.

3.1 Officers. The force has an ambitious recruitment plan to recruit up to 460.00 full time equivalent (fte) officers for the 2018/19 financial year. So far this financial year to date (1 April 2018 to 13 August 2018) a total of 137.00 (fte) officers have been recruited (including transfers in). The recruitment of 137.00 fte has resulted in a strength fte of 3294.95 as at 13 August 2018, which is a net increase of 54.79 fte since the last report as at 31 March 2018 (3240.16 fte). The table below shows the current strength against the agreed force officer establishment:

Establishment	3452.50
Strength fte	3294.95
Variance	-157.55

At the time of writing, the strength fte is 157.55 under the establishment of 3452.50 fte. It is projected that up to an additional 323.00 fte officers will be recruited in the remainder of the 2018/19 financial year (September 2018 to March 2019), however if required the recruitment plan contains a contingency to allow for the recruitment and training of up to 380.00 fte officers. With the last two intakes being achieved and approximately 580 applications currently in process the recruitment activity is proceeding in line with this plan and it is projected that the strength fte will achieve the establishment level of 3452.50 by January 2019.

A weekly Force Resourcing Board ensures key stakeholders maintain an overview of establishment management for the force and considers requests for change in line with force priorities, funding and threat, risk and harm. In addition it also ensures oversight of key work streams aimed at increasing officer numbers.

3.2 Police Community Support Officers (PCSOs). The table below shows the establishment and strength for PCSOs as at 31 July 2018:

Establishment	300.00
Strength FTE	316.03
Variance	+16.03

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As at the 31 July 2018, there was a total PCSO strength of 316.03 fte, which is +16.03 fte over the establishment of 300.00 fte.

A decision was made to allow PCSO strength fte to exceed establishment and that numbers would be reduced through natural attrition. As a result, there are no further planned intakes for PCSOs for the remainder of the 2018/19 financial year, albeit there is flexibility to create additional courses as required.

It is projected, based on current attrition levels that the strength fte and establishment will be aligned by approximately March 2019. The PCSO resourcing position is regularly monitored through the Force Resourcing Board.

3.3 Force Control Room (Communication Officers and Dispatchers) & Investigation Management Unit (IMU) Investigators. The table below shows the establishment versus strength for Communication Officers and Dispatchers as at 31 July 2018:

Establishment	330.00
Strength FTE	330.21
Variance	+0.21

As at the 31 July 2018, there was a total strength of 330.21 fte, which is +0.21 fte over the establishment of 330.00 fte.

Following enhanced recruitment activity the strength fte achieved the establishment of 330.00 fte in July 2018 and there are further intakes planned in September 2018, October 2018, January 2019 and February 2019 to ensure the strength fte is maintained throughout the remainder of 2018/19 financial year.

The table below shows the establishment versus strength for IMU Investigators:

Establishment	115.30
Strength FTE	102.21
Variance	-13.09

As at the 31st July 2018, there was a total strength of 102.21 fte, which is 13.09 fte under the establishment of 115.30 fte.

There is an intake of 11.00 fte planned for the 27 August 2018 and a further intake of 20.00 fte planned for the 22 October 2018 which will result in the strength fte exceeding the establishment of 115.30 fte in October 2018. If required, subject to attrition levels there is an intake planned for January 2019 of up to 10.00 fte.

The projected resourcing position for both Communication Officers and Dispatchers and IMU Investigators is monitored at the weekly Force Resourcing Board.

3.4 Detention Officers. The table below shows the establishment versus strength for Detention Officers as at 31 July 2018:

Establishment	120.00
Strength FTE	126.34
Variance	+6.34

As at the 31 July 2018, there was a total strength of 126.34 fte, which is +6.34 fte over the establishment of 120.00 fte.

Depending on levels of attrition, there are intakes planned for October 2018 and February 2019 if required, to ensure the strength fte and establishment is balanced throughout the 2018/19 financial year. As with the above, this position is monitored at the weekly Force Resourcing Board.

4. Recruitment Plans.

The force is currently recruiting for police constables utilising the standard entry route but also via a new Graduate Entry Programme and a programme called Investigate First and transferees. The current position for standard entry, Graduate entry and the Investigate First Programme is shown below:

4.1 Standard Entry. At the time of writing, the force is processing approximately 530 live applications and these are at various stages of the recruitment process. The average number of applications received per week has increased from an average of 19 during July 2017 to December 2017 to 56 during the period January 2018 to July 2018, as a result of activity to date.

Of the 530 individuals in process, 37 are BAME, which equates to approximately 7%. The next intake is on the 24 September 2018 when it is projected that 40 individuals will join the force. Currently 5 BAME individuals are being progressed for this intake, which would equate to up to approximately 12% of the cohort if all the individuals are successful in the clearance process. As with all recruitment, it should be noted that not all candidates will pass the pre-employment checking phase of the process.

4.2 Graduate Entry Programme. A total of 13 candidates commenced appointment on 13 August, of which 10 (76%) are female and 3 (23%) are BAME officers. A second Graduate Entry Programme is being planned for the next financial year.

4.3 Investigate First Programme. The Investigate First Programme is scheduled to commence in October 2018. This campaign proved extremely popular with 50 candidates successfully completing all stages of the selection process and currently in the process of pre-employment checks. Of the 50, currently there are 4 BAME applicants in process which equates to 8%. As per the above, it should be noted that not all candidates will pass the pre-employment checking phase of the process.

4.4 Recruitment Update - Black, Asian, Minority Ethnic (BAME). As at 31 July 2018, the percentage of BAME officers against the officer headcount was 3.11%, which is a percentage increase of 0.14% when compared to the last update (2.97% as at 31 March 2018). This is a headcount increase of 5 (from 98 to 103). In August, of the total new recruits including individuals joining through Graduate Entry (excluding transfers in) that joined, 4 individuals were BAME which was 6.78%, which is in line with the economically active population (6.73%).

As at 14 August, there were 41 BAME applicants (37 standard entry, 4 Investigate First) within the current recruitment process at varied stages which equates to 7.07%. This is positive when compared to the economically active population of Kent which is 6.73% and significantly higher than the current officer BAME % in force (3.11%).

4.5 Recruitment Update – Gender. As at 31 July 2018, the percentage of female officers (all ranks) was 29.18%, which is an increase of 0.13% when compared to 31 March 2018 (29.05%). The headcount has increased by 7 from 960 to 967.

As at 14 August, there were 156 female applicants within the current recruitment process at varied stages which equates to approximately 27%. The bespoke Graduate Entry Programme and Investigate First Programme have resulted in high proportions of successful female applicants to date. Of the 13 individuals that joined through the Graduate Entry Programme, 10 were female which equates to 76.92% and of the 50 Investigate First applicants, 29 are female which equates to 58%.

4.6 Recruitment activity. The Human Resources Innovation Team has a strategic aim to develop and implement a new, innovative and sustainable attraction strategy to deliver against the changing recruitment needs of Kent Police with regards to officers and staff.

The team are working to this with Corporate Communications through the #MoreThanTheBadge media campaign and redefining a responsive and flexible outreach strategy to significantly increase the number of suitable applicants, in terms of quantity, quality and diversity.

Overview of Activity:

- The second phase of #MoreThanTheBadge marketing campaign was implemented in May 2018 which involved enhanced activity in two key areas. There was a greater focus on wider visibility of the campaign such as posters, banners and digital marketing displays across the county. In addition online activity was augmented through use of techniques such as search engine optimisation and pay per click advertising. Use of premium job listings on key sites also featured within this phase. The activity maintained the increased level of applications across the summer period which is historically challenging from a recruitment perspective.
- Phase 3 of the campaign is now in development. This is an 'out of home' campaign to enrich the maturing brand. There are several elements to this phase:
 - Refreshed imagery and messaging;
 - Radio campaign with both core radio and digital audio advertising for both #MoreThanTheBadge and #BeyondTheBadge;
 - Transport hub advertising which includes train platform and bus adverts across key routes in Kent;
 - Social media campaign to support the refreshed images – real life stories of officers who joined on the first of the 2018/19 intakes in May;
 - Video blogs to complement this phase which will show the journey of the students since May 2018 culminating in press coverage of their passing out parade at the end of September.
- A thriving emergency services partnership continues to undertake recruitment opportunities together. Following a very successful inaugural '999 recruitment event', held at the Road Safety Experience in Rochester in June 2018 in which over 300 people attended, the next phase is to take the concept and deliver across the county. An event is planned in Canterbury in September 2018 and a venue is being scoped for the West of the county.
- The team are attending a regional fire service led event to discuss recruitment opportunities and ideas to enhance workforce representation and diversity across emergency services.
- A modular Positive Action Programme (PAP) has been developed in order to support candidates in preparing for the College of Policing police officer assessment process (SEARCH). The PAP is being developed further and a cohort of coaches will be trained next month to continue to deliver the programme. Candidate feedback has been positive in terms of preparation guidance and 'myth busting'.
- The HR Innovation Team has led the recruitment engagement plan which has sought to understand and develop an approach to increase awareness, identify opportunities to improve our ability to target and support applicants from underrepresented groups who wish to join the force. Community Liaison Officers have built close relationships with over 200 community contacts in Kent. Through regular engagement, trust and understanding of a wide variety of diverse groups, it has enabled an accurate assessment and evaluation of feedback following bespoke questions being asked of them. The feedback received has been incorporated into the current recruitment activity and marketing strategy through the out of home campaign.

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Support workshops for parents have been provided, policy change of the hijab for female officers, introduction of the positive action programme and promotion of the professionalism of the force to minority groups has resulted in an increase in BAME applications and employed staff in Kent. The work stream is ongoing throughout the county to ensure continued engagement, identification of new community contacts and support for all communities.

- Attendance at events has continued across the summer with a wide variety of outreach activity. Engagement with schools and colleges continued throughout the summer term and many careers fairs were attended. Over 6,000 members of the public attended the Kent Police Open Day on 1 July 2018 and in the region of 75,000 visited the Kent County Show the following weekend. At both events recruitment played a key visible role and engaged with many prospective candidates. Other local events attended include Tunbridge Wells Mela, Riverside Festival in Gravesend, Maidstone Mela, Eid on the Square and Canterbury Pride.
- Outreach activity has extended to include the sporting arena and events such as British Superbikes at Brands Hatch and Kent County Cricket matches at Beckenham and Canterbury have been attended. Visual campaign imagery is also now present at key county sporting venues such as Maidstone United, as well as some local clubs such as Punjab United at Gravesend.

The above activities have played a key role in ensuring the enhanced number of applications and individuals within the current recruitment process as outlined above.

5. Promotions.

The force has undertaken a number of officer promotion processes over the recent months. These included a Chief Inspector process where 13 candidates were successful including one external candidate who will be joining the force in September 2018.

In June 2018, a promotion board to the rank of Sergeant was held where 36 candidates were successful, including two external candidates. These boards continue to utilise the information from the succession planning checkpoint process to assess the performance and potential of those aspiring for promotion. This has enabled an early assessment of the talent pool and the design of a streamlined assessment process. Individuals will be posted into vacant positions over the next few months.

Looking forward, there are promotion boards for the rank of Inspector planned for September 2018 and there is likely to be a further Sergeant board within the next 4-5 months.

6. Police Staff Investigators (PSIs).

There are currently 27 PSIs in post. Following the completion of their training the individuals were posted to operational duties across the county and accredited by the Chief Constable with all 9 available powers under the Police Reform Act 2002.

All individuals have been trained in the interviewing of suspects and have completed the Achieving Best Evidence (ABE) tier 2 course. Of the 27, a total of 16 are formally accredited at PIP Level 1 and the remaining 11 are close to completion of this course.

Looking forward, the Head of Investigative Skills Progression is leading on a review of investigator development within Kent Police. This involves PSIs progression with a focus on individual continuous professional development and a cohort training programme consisting of an Investigative Development Model (IDM) in line with the Initial Police Learning and Development Programme.

7. Absence.

7.1 Year on Year Comparisons. The following table shows the average days lost per person for 2014/15 to 2017/18 for officers, staff (excluding PCSOs) and PCSOs.

Financial Year	Officers	Staff (exc PCSO)	PCSO
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	8.91	8.70	6.97

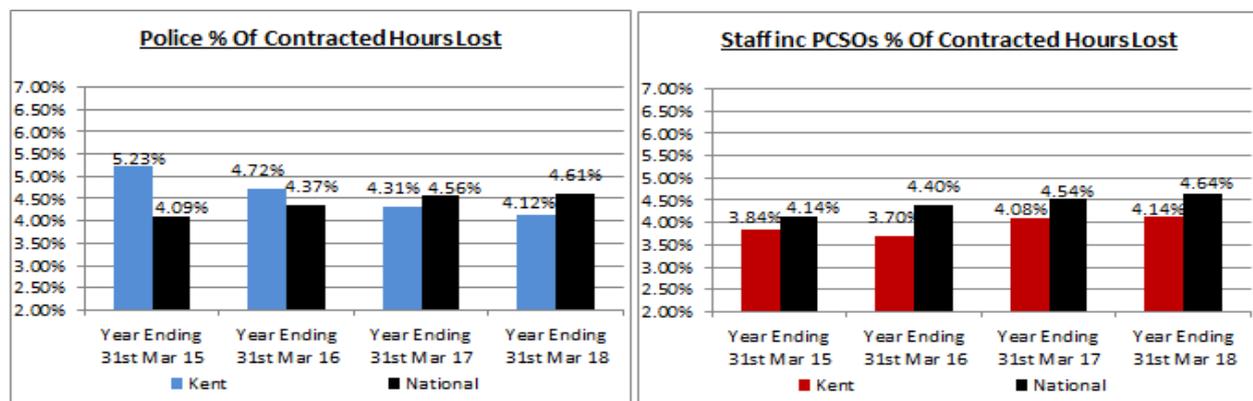
For officers, there has been a reduction year on year since 2014/15. In 2017/18 the average days lost per person for officers was 8.91, which is a reduction of 0.42 from 2016/17 (9.33) and the lowest it has been since 2013/14. The force is very pleased with this performance.

For staff (excluding PCSOs), the average days lost per person in 2017/18 was 8.70, an increase of 0.70 when compared to 2016/17 (8.00). One of the main reasons for this is due to an increase in the number of long term absences within Frontier Operations and the Serious Crime Directorate.

There has also been an increase in both medium and long term absences in the Crime and Incident Response Command, with long term absences almost doubling in 2017/18 (65) when compared to 2016/17 (33). This is due to an increase in psychological, musculo/skeletal, genito urinary and respiratory related absences.

The Performance Improvement Unit (PIU) are actively involved with the Attendance Management (AMG) processes and ensure that support is provided at the right level across the county. Where specific issues are identified within departments, scrutiny is applied with Senior Leadership Teams to ensure appropriate use of the Police (Performance) Regulations is being applied. Further detail relating to the wellbeing and support that is provided is detailed below under section 7.5. For PCSOs, the average days lost per person in 2017/18 was 6.97, which is a significant reduction when compared to 2016/17 (10.69) and the lowest it has been over the 4 year period. The force is very pleased with this level of performance.

7.2 Kent & National Absence Figures. Following the submission of the Home Office Annual Data return national absence figures were released on the 19 July 2018. Please note, national absence data is related to the percentage of contracted hours lost against the total number of contracted hours available and the forces national ranking (out of 43 forces). The graphs below¹ show the Kent position for year ending 31 March 2015 to 2018 for officers and staff (including PCSOs) compared to the national position.



¹ Source: iQuanta: <https://iquanta.projectfusion.com/share/page/>

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The graphs show that for officers Kent have reduced year on year in terms of the percentage of contracted hours lost whereas nationally this percentage increased year on year. For the last two financial years, Kent officer absence figures have been lower than the national position.

From a national ranking position (i.e. where do Kent Police sit nationally compared to the other forces), the position in respect of officers has improved from 36th out of 43 (year ending 31 March 2015) to 10th for the year ending 31 March 2018 out of 43 forces.

For staff (including PCSOs), although the percentage of contracted hours lost has increased marginally for the year ending 31 March 2018, this is consistent with the national trend. It should be noted however that despite the increase the force has still increased less than the national position has, is still ranked 10th out of 43 forces, (which is the same position it has held for the last 3 years) and has been lower than the national position for all four reporting periods.

7.3 Financial year to date analysis. The table below shows the current financial year to date (April to July 2018) and the same period last year (April to July 2017).

Employee Group	Apr - Jul 17/18	Apr - Jul 18/19	18/19 Var to 17/18
Officers	2.68	2.39	-0.29
Staff (exc PCSO)	2.70	2.09	-0.61
PCSO	2.23	1.42	-0.81

So far this financial year to date (April to July 2018) there has been a reduction in average days lost per person for all employee groups when compared to April to July 2017. The position in respect of officers shows the average days lost per person has reduced by 0.29 average days per person, staff by (excluding PCSOs) 0.61 and PCSOs by 0.81.

7.4 Wellbeing. The Feel Well Live Well programme continues to be delivered. To date, 923 individuals have attended the full programme since its inception 2014 with a further 422 people having attended either a Feel Well Live Well Refresher or Taster session. The Feel Well Live Well for leaders programme has attracted 144 leaders on the programmes to date.

A Blue Light Champions initiative was launched in the FCR in Kent during May 2018 with a stand and drop by facility on the operational floor for the entire day. This proved a popular location with a large number of people engaging with the team. The first course for successful volunteer applicants took place in July 2018 and a second course is to be held in September 2018 in order to ensure sufficient numbers of volunteer champions are available within the department. A review of the rollout will be undertaken with a view to rollout of the initiative to the wider organisation. A Blue Light champion is:

'...An employee or volunteer in the emergency services, who takes action in the workplace to raise awareness of mental health problems and challenge mental health stigma.'

Health Services presented at the National Police Chief's Council/Police Dependant's Trust 'UpBeat' Wellbeing Conference in March 2018 and provided an update in relation to wellbeing activity and, specifically, that which is supported by the Police Dependant's Trust. This has generated interest from other forces, including the Metropolitan Police Service and the Ministry of Defence Police, and a separate approach from South Yorkshire Police.

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A further TRiM training programme has been undertaken in early 2018 with a further 12 volunteers trained and added to the active practitioner list which now totals approximately 60 of the 100 trained practitioners currently active and voluntarily supporting colleagues.

Mental Health Week was supported with an article highlighting the various resources and ways of accessing both internal and external support this year. Health Services continue to support force initiatives including the force Leadership events, Carers conference and Open Day in order to promote health and wellbeing and the services available through the various teams within the department.

Kent Police were successfully shortlisted as finalists in the HR Distinction Awards 2018, Health and Wellbeing category, with the ceremony taking place in early February where unfortunately, on this occasion, the team were not category winners however the team have now been shortlisted for the Personnel Today Awards, Health and Wellbeing category with the winners being announced in November 2018.

8. Summary.

Kent Police recognises that its most valuable asset is its workforce. Human Resources, Learning and Development and the wider organisation continue to undertake and develop a wide range of work streams to recruit, support and develop officers and staff across a number of functions.

The recruitment activities listed have played a key role in significantly increasing the number of applications for officers. This has resulted in 137 officers joining the force between April 2018 and August 2018 and ensuring the force is proceeding in line with its ambitious recruitment plan, which if achieved, would result in the strength achieving an establishment equivalent to 3452.50 by January 2019.

In addition, Communication Officers, Detention Officers and PCSOs have a strength fte equivalent to (or above) the required establishment levels and there is a recruitment plan in place for IMU Investigators to achieve the required resourcing levels by October 2018.

Officers continue to be promoted utilising the information from the succession planning checkpoint process with 36 Constables promoted to Sergeant in June 2018, with further promotion boards scheduled in September 2018 for Inspectors and Sergeants within the next 4-5 months.

From an absence point of view, Kent's absence for both officers and staff is positive when benchmarked against all other forces and the national position and further improvements continue with reductions in average days lost per person for all employee groups this financial year to date when compared to the same period last year.