

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

PEOPLE

Wednesday 12 December 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 effective frameworks to attract and develop talent and enhance wellbeing to ensure that we can continue to meet the demands of policing both now and in the future.

2. Aims of the report.

This report provides an overview of activities being undertaken by the force in respect of key areas relating to the workforce since the last Performance and Delivery Board on 26 September 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 in the 2018/19 financial year. So far this financial year (1 April 2018 to 31 October 2018) a total of 280.00 fte officers have been recruited (including transfers in). This includes an intake of 100.00 fte on the 15 October 2018, which is the largest single intake that Kent Police have ever recruited.

As at 31 October 2018 the officer strength fte was 3401.71 fte which is a net increase of 106.76 fte when compared to the last report as at 13 August 2018. The table below shows the current strength against the agreed force officer establishment:

Establishment	3452.50
Strength fte	3401.71
Variance	-50.79

The strength fte is 50.79 fte under the establishment of 3452.50 fte. It is projected that up to an additional 186.00 fte officers will be recruited in the remainder of the 2018/19 financial year (November 2018 to March 2019). However, if required, the recruitment plan contains a contingency to allow for the recruitment and training of up to 240.00 fte officers. Recruitment planning takes account of the 50.79 fte under establishment as well as monthly attrition. 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 October 2018:

Establishment	300.00
Strength FTE	298.09
Variance	-1.91

As at the 30 October 2018, there was a total PCSO strength of 298.09 fte, which is 1.91 fte under the establishment of 300.00 fte.

It was reported previously that the PCSO strength was 16.03 fte over establishment as at 31 July 2018 and that the numbers would be reduced through natural attrition. However since that report, attrition has increased in the months of August to October 2018 (14.92 fte) which is predominately due to PCSOs leaving to join as a Kent Police Constable (9.76 fte out of 14.92 fte = 65.45%).

As a result of the increased attrition there is a recruitment intake of up to 20.00 fte District PCSOs scheduled for the 18 March 2019 as well as on-going recruitment into the specialist PCSO roles.

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 October 2018:

Establishment	330.00
Strength FTE	339.41
Variance	+9.41

As at 31 October 2018, there was a total strength of 339.41 fte which is 9.41 fte over the establishment of 330.00 fte. If required there are further recruitment intakes planned for January 2019 and February 2019 to ensure strength fte is maintained at the required level throughout the remainder of the financial year.

The table below shows the establishment versus strength for Investigation Management Unit (IMU) Investigators:

Establishment	115.30
Strength FTE	122.31
Variance	+7.01

As at the 31 October 2018, there was a total strength fte of 122.31 fte which is 7.01 fte over the establishment of 115.30 and is a net increase of 20.10 fte when compared to the last report as at 13 August 2018. Following the increase in establishment from 97.30 to 115.30, October 2018 is the first month this resourcing level has been achieved. If required there is a recruitment intake of 10.00 planned for January 2019 to ensure the resourcing level is maintained.

The projected resourcing position for both Communication Officers, Dispatchers and IMU Investigators is monitored at the weekly Force Resourcing Board. On a monthly basis Corporate Recruitment and Corporate Finance review the financial position in order to aid recruitment planning to ensure this is aligned to budgetary requirements.

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

Establishment	120.00
Strength FTE	128.34
Variance	+8.34

As at the 31 October 2018, there was a total strength of 128.34 fte, which is +8.34 fte over the establishment of 120.00 fte.

Depending on levels of attrition, there is a further intake planned for February 2019 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. There are also plans to launch an enhanced transferee campaign and a second Graduate Entry Programme shortly for the next financial year. The current position is as follows:

4.1 Standard Entry. At the time of writing, the force is processing approximately 425 live applications and these are at various stages of the recruitment process. The average number of applications received per week has increased since the launch of the marketing campaign and remains at a high level. Over 50 applications are received per week on average, in comparison to 19 per week in the 6 months prior to January 2018.

4.2 Investigate First Programme. The Investigate First Programme commenced on 15 October 2018. This campaign proved extremely popular with 44 candidates successfully embarking upon their career on 15 October. Of the 44, a total of 27 were female which equates to 61.36% of the intake and 3 were BAME officers which equates to 6.82%.

4.3 Recruitment Update - Black, Asian, Minority Ethnic (BAME). As at 31 October 2018, the percentage of BAME officers against the total officer headcount was 3.29%, which is 0.18% up compared to the last update (3.11%) as at 31 July 2018. This is a net headcount increase of 11 (from 103 to 114).

Since the last update as at 31 July 2018, there have been 3 further recruitment intakes. The below table shows the number that have joined and the percentage that are BAME.

Intake Month	WG	BAME	DEC	Total	BAME %
August	55	4	0	59	6.78
September	38	4	0	42	9.52
October	94	5	1	100	5.00

Key: WG = white grouped, BAME = black, Asian, minority ethnic, DEC = declined to state

The percentage of BAME joiners in August and September was 6.78% and 9.52% respectively which is in line with or greater than the economically active population of Kent ¹ which is 6.78%. The percentage of BAME joiners in October was marginally lower at 5.00%, but still higher than the current officer percentage of 3.29%.

¹ Source: 2011 Census Data: Economic activity by ethnic group by age. Table id: LC6201EW

Item 5

Of the 425 live applications as at 9 November, there were 23 BAME applicants within the process at various stages, which equates to 5.41%. This is positive when compared to the current officer BAME percentage in force (3.29%). Of these 23, there are 6 BAME applicants who have successfully completed the selection process and are now subject to the pre-employment checking phase. As with all recruitment it should be noted that not all candidates will pass the pre-employment checking phase of the process.

4.4 Recruitment Update – Gender. As at 31 October 2018, the percentage of female officers (all ranks) was 29.86%, which is 0.68% up when compared to 31 July 2018 (29.18%). The headcount has increased from 967 to 1035 (increase of 68).

Since the last update as at 31 July 2018, there have been 3 further intakes. The below table shows the number that have joined and the percentage that are female:

Intake Month	Female	Male	Total	Female %
August	25	34	59	42.37
September	14	28	42	33.33
October	46	54	100	46.00

All three intakes have a higher proportion within them than the current percentage of female officers within the force.

As at 9 November, there were 137 female applicants within the current recruitment process at various stages, which equates to 32.24%. This is also higher than the current female officer percentage in force.

4.5 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 on this with Corporate Communications and the Corporate Recruitment Team through the #MoreThanTheBadge media campaign. In addition they are 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 marketing strategy has continued to deliver a significant number of applications. The 'Out of Home' phase is underway which has seen refreshed imagery and messaging, as well as a social media campaign to support the new images. There has also been a 4 week 'transport hub' programme of advertising which includes both train platform and bus adverts across key routes in Kent. A radio campaign has supported the refreshed activity with both core radio adverts and digital audio advertising for both #MoreThanTheBadge and #BeyondTheBadge. Social media activity continues which has increased the followers of Kent Police on Instagram to over 10,000.
- Some key activities have taken place within the last reporting period. For example, the 28 September saw the first of the 'uplift' intakes pass out from Kent Police College having completed their 19 week initial training. This was supported by core and social media activity. In addition on the 15 October an intake of 100 new officers commenced their training – the largest single intake in recent history, which again was celebrated and publicised externally. Finally on 2 November further video publicity was proactively disseminated through YouTube and other social media channels. This video showed the passing out parade of the June 2018 intake but also marked the occasion of 243 new officers simultaneously in training at Kent Police College. The associated imagery and video footage was very impactful and has received positive public feedback.

Item 5

- Outreach activity continues with 2 main areas of focus. The first is the district based roadshows where all 13 districts are being visited by the HR Innovation Team and other local staff to undertake proactive engagement with community groups and wider members of the public. Where possible these events are planned to coincide with key local events, such as a community networking event in Medway during Hate Crime awareness week. The second area of focus is universities and schools. The second Graduate Scheme is due to launch imminently and preparatory work is occurring with attendance at key events such as London Graduate Fair where over 60 expressions of interest were received. In addition online 'live chat' is taking place as a pre-cursor to the launch of the Graduate Scheme marketing campaign.
- A wide range of events have been attended by members of the Corporate Recruitment Team and wider recruitment ambassadors from across the force. The PCC Blue Light fair was a very successful event held predominantly for students in the North Kent area. There were over 300 attendees and there was genuine interest from 23 attendees. Further events have been attended such as 'This Girl Can' at local leisure centres and 'Women into Work' events run through the Job Centre plus, which have provided a different perspective on recruitment activity and have generated genuine interest with over 15 expressions of interest at the inaugural Women into Work at Maidstone.
- The HR Innovation Team have continued to engage with the local Independent Police Advisory Groups (IPAGs) including the Medway Youth Police Advisory Group to ensure the recruitment messaging continues to spread to the communities who may be harder to reach. The feedback has been very positive with regards to the visibility of the campaign and the physical efforts made to engage with a wide range of groups and communities. Ideas are continuously sought through this engagement and where new ideas are forthcoming they are developed. For example recently a suggestion was made at the Canterbury & Dover IPAG to explore opportunities around volunteering programmes in schools such as the Duke of Edinburgh Award Scheme.
- In order to further enhance workforce representation the Positive Action Programme has been revised and is now being delivered. Feedback will be captured and embedded into the programme as it develops. The assessor pool is also being increased with a specific focus on community representation across all strands of diversity.

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

5. Promotions.

Since the last update there has been an Inspector promotion process where 10 candidates were successful. Of the 10 successful candidates, 3 were BAME (30%) and 6 were female (60%).

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 weeks.

6. Absence.

6.1 Financial Year to Date Analysis. The following table shows the average days lost per person for officers, staff (exc. PCSOs) and PCSOs for the period April to October 2018 and how it compares to the same period last year (April to October 2017):

Employee Group	Average Days Lost PP		
	Apr - Oct 17/18	Apr - Oct 18/19	18/19 Var to 17/18
Officers	4.80	4.52	-0.28
Staff (exc PCSO)	4.92	4.08	-0.84
PCSO	4.21	2.96	-1.25

For officers, the average days lost per person for April to October 2018 was 4.52, which is a reduction of 0.28 average days lost per person when compared to April to October 2017 (4.80).

For staff (exc. PCSOs), the average days lost per person for April to October was 4.08, which is a reduction of 0.84 average days lost per person when compared to April to October 2017 (4.92).

For PCSOs, the average days lost per person for April to October 2018 was 2.96, which is a reduction of 1.25 average days lost per person when compared to April to October 2017 (4.21).

The following tables show the breakdown of average days lost per person by absence term (short term, medium term and long term), for officers, staff (exc. PCSOs) and PCSOs.

Officers	Apr - Oct 17	Apr - Oct 18	Var	Staff (exc PCSO)	Apr - Oct 17	Apr - Oct 18	Var	PCSOs	Apr - Oct 17	Apr - Oct 18	Var
Short Term	1.20	1.16	-0.04	Short Term	1.35	1.33	-0.02	Short Term	1.39	1.34	-0.05
Medium Term	0.80	0.71	-0.09	Medium Term	0.77	0.68	-0.09	Medium Term	0.81	0.56	-0.25
Long Term	2.80	2.66	-0.14	Long Term	2.81	2.07	-0.74	Long Term	2.01	1.06	-0.95

The table demonstrates that there have been reductions, albeit some marginal, across all absence terms for all employee groups. The most significant reduction for all employee groups is long term, with a reduction of 0.14 for officers, 0.74 for staff (exc. PCSOs) and 0.95 for PCSOs for April to October 2018 when compared to April to October 2017.

6.2 Wellbeing. On 21 November 2018 the collaborative Health and Wellbeing Team won the Personnel Today 2018 – Health and Wellbeing Award. This is a highly prestigious award in the HR community nationally and the finalists for the award included; The Co-Op, Leeds Building Society, OneSource, YHA England & Wales and Daisy Communications. The award largely centred on the significant work and progress of the Feel Well Live Well Programme and the various initiatives that have been developed to enhance the wellbeing of officers and staff across both Kent Police and Essex Police.

The Feel Well Live Well programme continues to be delivered. To date, 959 individuals have attended the full programme since its inception in 2014 with a further 482 people having attended either a Feel Well Live Well Refresher or Taster session. The Feel Well Live Well for Leaders are now in full delivery, with 165 leaders having attended the programmes to date. This equates to 15.8% organisational engagement with the full FWLW programme and 26% of the organisation engaging with some proactive wellbeing intervention.

A new process for psychological screening and to further promote mental health wellbeing, was launched at the Force Culture Board in November 2018. This process will enable the increasing numbers of staff and officers in specialist roles access to an assessment method to monitor any effects from the type of information and images they are exposed to in their daily work. Upon completion of the assessment, any further intervention required will be undertaken by the internal Wellbeing team.

Item 5

A flu vaccination programme has taken place this year within the FCR and Custody Command in order to assist in the prevention of sickness absence in these specific areas of the business. 162 individuals have taken up the offer in the FCR. Upon production of a receipt, the force continues to reimburse staff and officers through an expense submission for the cost of the vaccination.

A further TRiM training programme took place in October 2018 with a further 11 volunteers trained and added to the practitioner list. A total of 120 individuals are now trained with 90 of these actively supporting colleagues. A further three courses will be delivered in 2019 where the focus will continue to be on volunteers from SCD, FCR and Vulnerability Investigation Teams to further support colleagues in these areas.

Health and Wellbeing are supporting an initiative in the Thanet area, named HABIT (Health and Wellbeing in Thanet). This initiative is led through local businesses and the Ramsgate Business Community Association, bringing together local authority, NHS, Chamber of Commerce, KCC and local employer representation with the aim of promoting health and wellbeing in the local community and in particular how employers can support this activity with their employees.

World Mental Health Day (10 October 2018) saw the Chief Constable and Police and Crime Commissioner re-affirm the organisational pledge to supporting good mental health amongst officers and staff with the re-signing of MIND's Blue Light Pledge.

7. 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 officer applications. This has resulted in 280 officers joining the force between April 2018 and October 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 figure of 3452.50 by January 2019.

In addition, Communication Officers, IMU Investigators and Detention Officers currently have a strength fte above the required establishment level and there are planned recruitment intakes for each of these if required in order to ensure resourcing levels are maintained. PCSOs are marginally under establishment, however there is an intake in March 2019 for District PCSOs and ongoing recruitment for specialist PCSO roles to ensure the resourcing level is achieved.

Officers continue to be promoted utilising the information from the succession planning checkpoint process with 10 Inspectors promoted in October 2018 demonstrating continued career advancement opportunities for officers.

From an absence point of view, there has been a reduction in average days lost per person for officers, staff (exc. PCSOs) and PCSOs for the period April to October 2018 when compared to April to October 2017 and a reduction across all absence terms for all employee groups for the same period.