

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

PEOPLE

Wednesday 20th March 2019

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 will provide details of activities being undertaken by the force in respect of key areas relating to the workforce since the last data (as at 31st October 2018) provided for the Performance and Delivery Board on 12th December 2018.

3. Resourcing and Recruitment

3.1 Officers. The Force has an ambitious recruitment plan to recruit up to 460.00 officers by 31st March 2019 (2018/19 financial year). So far this financial year to date (April 2018 to January 2019), a total of 426.00 officers have been recruited. Of the 426.00 officers, 12.00 were officer transfers from other forces.

As at 31st January 2019 the officer strength was 3481.16, which is net increase of 79.45 when compared to the last report as at 31st October 2018.

The table below shows the current strength full time equivalent (FTE) against the agreed force officer establishment for 2018/19.

Establishment	3452.50
Strength fte	3481.16
Variance	+28.66

The strength is now 28.66 over the establishment of 3452.50. This is the first time the increased establishment level of 3452.50 has been achieved since the commencement of the current recruitment plan. For the remainder of this financial year, there is 1 further intake of up to 80.00 officers planned, in March 2019. It is also expected that 2 individuals will also transfer into the force. If achieved, this will mean the force has recruited a total of 508.00 new officers, which is 48.00 higher than the original aspiration of 460.00 new recruits. This results in a projected end of year strength at 31st March 2019 of 3524.00, which is 71.50 over the establishment of 3452.50; this takes into account projected attrition and recruitment in the period. It should be noted that this number may vary depending on the achievement of the increased March 2019 intake.

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3.2 Precept Uplift. Following the Police & Crime Commissioner’s (PCC) decision to raise the precept for 2019/2020, the Chief Constable is planning to invest in front line policing services. In order to ensure that the uplift is wisely invested, the Chief Constable has considered: the 2019/20 Control Strategy; The PCC “Safer in Kent Plan”; the Force Management Statement and the outcome of the post implementation review of New Horizon. Collectively, these instruments have enabled an informed view that strongly supports the Mission, Vision, Values and Priorities of the Kent Police.

From the outset, the Chief Constable has been clear in his requirement that visibility, vulnerability and public contact form the backdrop to investing the growth in Officer/Staff numbers. Although the following numbers may change slightly they are capable of demonstrating the current overall planning assumptions which are subject to ongoing modelling to ensure that optimum benefit will be achieved when the officers are in place:

Policing area	number
Local Policing teams (Sections and/or Community teams)	43
Town Centre Officers	38
Vulnerability investigation Teams (DA, Rape, Hate Crime, Harassment & Stalking, Child Safeguarding and Cyber Crime	51
CID (Visor Officers)	6
Chief Constables Crime Squad	10
Missing Children and Adults	19
Modern Slavery	5
Fraud	1 (+3 PSEs)
Citizens in Policing	4
Professional Standards Department	3

All new officers will be Constables and in addition to the 180 Officers above, we aim to recruit Police Staff into Digital forensics, Innovation & Change and the Bluewater Safety Shop.

Recruitment planning has already taken place to achieve a new Force Officer establishment of 3632 which is the highest number of officer since 2011.

Taking into account attrition and assuming the force end the current financial year 71.50 over the original establishment level of 3452.50, it is anticipated the force will need to recruit 348.00 officers throughout 2019/20 to achieve the increased establishment level by 31st March 2020.

Learning and Development have planned for, and can accommodate up to, 410.00 new recruits throughout 2019/20, as detailed below:

Intake Date	FTE
10/06/2019	82.00
12/08/2019	82.00
21/10/2019	82.00
27/01/2020	82.00
23/03/2020	82.00
Total	410.00

The above does not include the projected intake of 9.00 fte Police Now officers in July 2019 or projected transferees. Based on current projections, set against the above training plan, it is anticipated the strength fte will first be aligned to the increased establishment for 2019/20 in October 2019.

The weekly Force Resourcing Board continues to ensure key stakeholders maintain an overview of establishment management for the force and considers requests for change in line with force

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priorities, funding and threat, risk and harm. In addition the board also ensures oversight of key work streams aimed at increasing officer numbers.

3.3 Police Community Support Officers (PCSOs). The table below shows the establishment and strength for PCSOs as at 31st January 2019:

Establishment	300.00
Strength fte	288.16
Variance	-11.84

As at the 31st January 2019, there was a total PCSO strength of 288.16, which is 11.84 under the establishment of 300.00. There is an intake of up to 12.00 in March 2019, which will ensure the District PCSO vacancies will be filled, as well as on-going recruitment into the specialist PCSO roles. The PCSO resourcing position is regularly monitored through the Force Resourcing Board.

3.4 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 31st January 2019.

Establishment	330.00
Strength fte	342.17
Variance	+12.17

As at 31st January 2019, there was a total strength of 342.17, which is 12.17 over the establishment of 330.00. If required, there are further recruitment intakes planned for March 2019 and April 2019 to ensure strength is maintained at the required level.

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

Establishment	115.30
Strength fte	125.88
Variance	+10.58

As at 31st January 2019, there was a total strength of 125.88, which is 10.58 over the establishment of 115.30. The next recruitment intake is planned for April 2019 and will ensure the strength is maintained at the required level. 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.

3.5 Detention Officers. The table below shows the establishment versus strength for Detention Officers as at 31st January 2019:

Establishment	120.00
Strength fte	117.50
Variance	-2.50

As at 31st January 2019, there was a total strength of 117.50, which is 2.50 under the establishment of 120.00. This is one of only 2 months in the 2018/19 financial year where the resourcing level has fallen below the establishment, however, there is a recruitment intake of up to 15.00 planned for February 2019, which will, again, result in the strength exceeding the establishment. 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. A second Graduate Entry Programme was launched on the 26th November 2018 and the closing date for applications was on the 21st January 2019. The ability for transferees to join Kent Police remains open, with promotion opportunities being marketed according to resourcing requirements. The current position outlines recent activity as follows:

- **Standard Entry:** As at the 11th February 2019, the force is processing approximately 415 live applications and these are at various stages of the recruitment process. Between October and December, on average, 37 applications were received per week.
- **Graduate Entry Programme:** The Graduate Entry Programme was launched on 26th November 2018 and has proved extremely popular, with over 125 applications, resulting in 80 candidates being shortlisted through to the next stages of the recruitment process. Of the 80, 5 are BAME (6.25%) and 50 (62.50%) are female.
- **Transferee Campaign:** The proactive marketing of transferee opportunities to Kent Police through specialised routes such as firearms, detective or on promotion is ongoing. As at the 11th February 2019, there were 21 candidates in pre-employment checks. A further 38 have registered their interest in the force and are engaging with the Recruitment Team at time of writing. The force is also actively seeking re-joiners. In respect of this there are 5 candidates in pre-employment checks and a further 5 in the pre-selection stage.

4.1 Recruitment Update - Black, Asian, Minority Ethnic (BAME). As at 31st January 2019, the percentage of BAME officers against the total officer headcount was 3.36%, which is a percentage point increase of 0.07 when compared to the last update (3.29% as at 31st October 2018). This is a net headcount increase of 5 (from 114 to 119). When compared to the 31st March 2018, the BAME headcount has increased by 21 from 98 (2.97%) to 119 (3.36%).

Since the last update as at 31st October 2018, there have been 2 further recruitment intakes. The below table shows the number (headcount) that have joined, in those intakes, and the percentage that are BAME.

Intake Month	WG	BAME	DEC	Total	BAME %
December 2018	38	2	0	40	5.00
January 2019	93	5	2	100	5.00

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

The percentage of BAME joiners in December 2018 and January 2019 was 5.00% in both months. There have also been 6 transfers in since the last update, of which 1 was BAME.

Of the 426.00 recruited for the full financial year to date (April 2018 to January 2019), a total of 25.00 are BAME (5.87%). Note, this includes new recruits and officer transfers in from other forces.

Of the 495 live applications (new recruits only), as at 11th February 2019, there are 22 BAME applicants within the current recruitment process at various stages which equates to 4.44%. This is positive when compared to the current officer BAME percentage in force (3.36%). Of the 22 BAME applicants, 5 have successfully completed the selection process and are now subject to the pre-employment checking phase of the process and a further individual, who has completed this phase, is due to join in March 2019. As with all recruitment it should be noted that it is not guaranteed that all candidates will pass the pre-employment checking phase of the process.

4.2 Recruitment Update – Gender. As at 31st January 2019, the percentage of female officers (all ranks) was 29.97%, which is a percentage point increase of 0.11 when compared to 31st October 2018 (29.86%). This is a net headcount increase of 27 (from 1035 to 1062). When compared to the 31st March 2018, the female headcount has increased by 102 from 960 (29.05%) to 1062 (29.97%).

Since the last update as at 31st October 2018, there have been 2 further recruitment intakes. The below table shows the number that have joined and the percentage that are female.

Intake Month	Female	Male	Total	Female %
December 2018	10	30	40	25.00
January 2019	29	71	100	29.00

The percentage of female joiners for the last 2 intakes has been slightly lower than the overall force proportion, but the year to date (April to January 2019) percentage of female new recruits is 35.51%, which is significantly higher than the overall force proportion. There have also been 6 transferees recruited since the last update, of which 1 was female.

As at 11th February 2019, there were 190 female applicants within the current recruitment process at various stages, which equates to 38.38%. This is higher than the current female officer percentage in force (29.97%).

4.3 Recruitment Activity. The Human Resources Innovation Team have 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 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 steady number of applications, throughout the last period. A systematic approach to the start of the New Year, has seen the implementation of an 'always on' campaign, through social media platforms and paid for advertising through bespoke websites which commence in the coming weeks.
- Detailed evaluation of the recruitment campaign last year is currently being completed. This will develop and shape the forthcoming structured approach to the marketing activity within Kent Police, based on the methods that attracted the most suitable candidates, the use of resources and value for money in order to achieve any future uplift.
- The proactive marketing of transferee opportunities to Kent Police through specialised routes such as firearms, detective or on promotion has seen a number of successful applications into the force. The subsequent promotion of a transferee event held at the Kent Police College was popular, with approximately 15 officers in attendance to ask questions relating to the process, with a further event planned in February.
- Outreach activity has continued with a focus on the accessibility and promotion of opportunity within universities within the UK. Kent Police has now registered with 68 different universities, with the availability to post current vacancies and entry routes on each. The aforementioned graduate scheme was promoted through these channels to assist in delivering the uplift. Activity with educational establishments has also continued,

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with events at a number of schools across the County in the form of assemblies and careers fairs.

- Partnership working has continued and developed well, with a further tri service event held in the west of the County at Pembury Hospital, where other emergency services promoted their campaigns to the public, which saw several registers of interest in the process to become an officer. The development of a working relationship with the 'Job Centre' within Kent has seen each recruitment manager receiving a briefing on the opportunity and requirements to join Kent Police. This has progressed into smaller, more personal recruitment events at centres within the County to identified individuals eligible to apply, held within larger job centres.
- In order to further enhance workforce representation, recruitment activity is embedded within each of the district diversity and inclusion plans and monitored by local commanders through engagement with the Community Liaison Officers. The HR Innovation Team presented to the County IPAG in January, demonstrating key activity undertaken and the current position of recruitment within the force. A presentation to the Metropolitan Sikh Association was provided to promote the positive action programme within Kent and share best practice moving forward.

The above activities have played a key role in supporting the continuation of a steady flow of new candidates into the recruitment process.

5. Turnover

5.1 Officers and Staff Turnover 2013/14 to 2017/18. The table below shows the total number of officers and staff leaving the force for all reasons during 2013/14, 2014/15, 2015/16, 2016/17 and 2017/18:

Employee Group	2013/14	2014/15	2015/16	2016/17	2017/18
Officers	215	273	241	212	227
Officer Turnover %	6.41%	8.28%	7.41%	6.46%	6.86%
Staff (including PCSOs)	327	351	409	363	329
Police Staff (inc PCSOs) Turnover %	12.61%	13.46%	16.19%	14.65%	12.68%

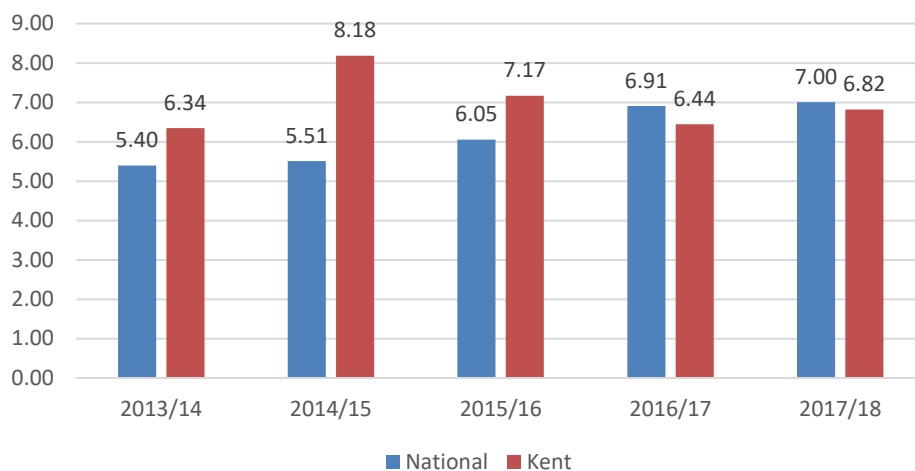
For officers, the table demonstrates that there was a reduction in leavers (headcount and turnover as a proportion against the total officers) over the three financial years (2014/15 to 2016/17). The table shows that, for staff, the number of leavers has fluctuated year on year.

In the 2017/18 financial year (April 2017 to March 2018) a total of 227 officers left for all reasons, which equates to a turnover of 6.86%. This is slightly higher than the 2016/17 financial year, when the turnover rate was 6.46% (212 leavers).

For staff, in the 2017/18 financial year the leaver rate reduced when compared to the 2016/17 financial year. There were 329 leavers (12.68% turnover) in 2017/18 compared to 363 leavers (14.65% turnover) in 2016/17.

5.2 National Turnover Position v Kent 2013/14 to 2017/18: Officers Only. The Home Office refer to turnover over as 'wastage rate'. This is calculated as the number of leavers as a percentage of staff at the beginning of the year. The following graph shows the national position and Kent Police position from 2013/14 to 2017/18 for officers. Please note this includes all leaving reasons.

Wastage Rates (National v Kent)



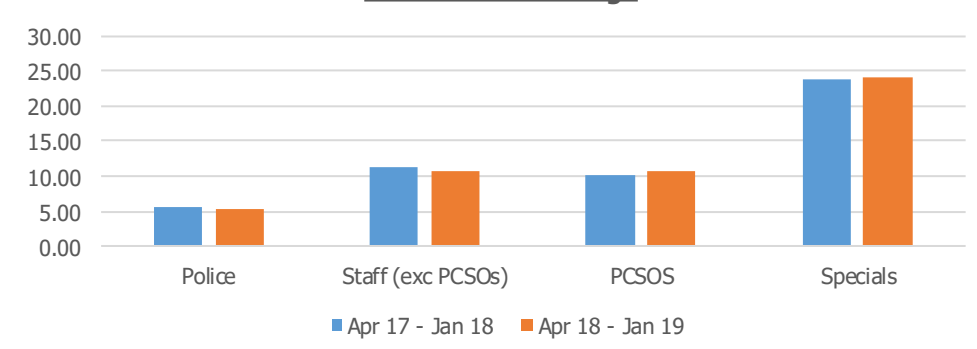
The figures demonstrate that the national wastage rate has increased year on year since 2013/14 to 2017/18. Although Kent increased in 2017/18 (6.82%) when compared to 2016/17 (6.44%), it is still below the national average for a second consecutive year. Of the 43 forces, in 2017/18, Kent have the 18th lowest wastage rate and have the second lowest wastage rate in our most similar group.

5.3 Current Year to Date (April 2018 to January 2019 v April 2017 to January 2018).

The following table and graph shows the current financial year to date turnover, represented as both headcount and turnover (the proportion of leavers in the period as a percentage of the average headcount for the period) compared to the same period last year (April 2017 to January 2018).

Employee Group	Leavers (Headcount)			Leavers (Turnover %)		
	Apr 17 - Jan 18	Apr 18 - Jan 19	Var	Apr 17 - Jan 18	Apr 18 - Jan 19	Var
Police	183	179	-4	5.52	5.23	-0.29
Staff (exc PCSOs)	256	260	4	11.32	10.77	-0.55
PCSOS	32	34	2	10.24	10.69	0.45
Specials	74	67	-7	23.87	24.19	0.32

Turnover Percentage



The data shows that there has been a reduction in officer and staff (exc PCSOs) turnover for the period April 2018 to January 2019, when compared to the same period last year. The turnover in respect of officers has also reduced from 5.52% to 5.23% and staff has reduced from 11.32% to 10.77%.

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Turnover in respect of PCSOs and Specials has increased marginally by 0.45 and 0.32 percentage points respectively. It should be noted that there is a much lower headcount for these employee groups so smaller changes can have a greater impact in the turnover percentages.

6. Officer and Staff Development. *Develop You* is designed to encourage and structure opportunities for officers and staff to have access to the tools that aid their lateral and promotional development. Since the start of *Develop You* there have been 1232 applications in total and 74 since 1st January 2019. In total 88% of applications have been endorsed and progressed by local talent and development panels¹. The applications received for *Develop You* provisions continue to remain at a steady rate.

Opportunities offered to date include attachments coaching, mentoring, ad hoc projects and successful short term secondments to departments such as the Serious Crime Directorate, Public Protection Department and the Force Inspectorate. *Develop You* has also resulted in the provision of confidence workshops, maternity and flexible working sessions, and 360 feedback for several officers and staff. External exchange programmes are also offered, for example the force hosted 2 Cypriot officers in May 2018 through its exchange scheme and 3 Kent Police officers have undertaken secondments to the Metropolitan Police Service.

Develop You has also been the vehicle for officers and staff to undertake a Masters Degree in Applied Criminology with Cambridge University. The force is currently advertising the opportunity for the 2019 cohort on this programme, which will be offered as an apprenticeship for the first time this year. All opportunities through *Develop You* are linked to the individual's career aspirations through their PDR. As such, line managers will evaluate the success of the programme with the individual and also identify further learning or development requirements. The framework has been particularly successful in ensuring individuals have equal access to take responsibility for their own learning in a structured way.

In addition, as all provisions offered are required to support key force objectives and ambitions, the learning undertaken has a tangible benefit for the individual, their team and the wider force. Feedback on the scheme is strong, with 86% of applicants in the latest survey confirming the provision met their development needs.

The HR Department has developed and implemented a succession planning framework to ensure the early identification and development of individuals seeking leadership positions or lateral development, thus enabling the force to identify future talent and develop it accordingly. The succession planning framework enables the identification of talent streams for consistent decision making for Chief Officer and/or Senior Managers when considering postings and progression and enables a proactive understanding of the talent pool within the force. The overarching framework is underpinned with a Talent Matrix Assessment generated for each person which transparently identifies their grading and assesses readiness for promotion or lateral development. It also allows for the identification of individuals with high potential.

All ongoing development is then sequenced through Learning and Development's portfolio of courses and tools which provide core operational and development skills. Many of these are professionally accredited to bodies such as The College of Policing or City and Guilds.

This portfolio includes *Develop Me*, the force's Learning Management System (LMS) which contains a suite of packages, which utilise innovative and interactive technology including ELearning, edited video and knowledge libraries. The system will eventually be developed to provide profiled access to Continued Professional Development (CPD) based on a user's role.

¹ Data from Jan 2018

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Each year a programme of CPD events are also scheduled ranging from large scale force events, to locally delivered specialist inputs. Examples include junior and senior themed leadership events with outside speakers such as:

- Professors from Universities,
- Members of Parliament
- Inspirational Sports personalities

Learning and Development also supported the national CPD week with a focus on addressing unconscious bias. The Performance Improvement Unit, Leadership Development and Assessment teams attended parades within Local Policing and Vulnerable investigation Teams providing inputs to facilitate subsequent discussions. Other recent events included drop in centres for:

- Advice on career development and promotion processes
- A range of self-reflection tools to encourage self-reflection techniques
- PDRs and setting appropriate and quality SMART objectives
- Emotional Intelligence and the link to effective leadership

The programme of leadership products offered will be refreshed during 2019 to provide a greater variety of programmes aligned to leadership, business skills and operational command at all appropriate ranks and grades. This will also form part of the Strategic Training Needs Analysis 2019/2020, which will take place in consultation with force leaders to determine the training requirement for the forthcoming year. In addition training is developed based on emerging needs throughout the business year as defined through various corporate boards. This work will include a focus on behavioural skills such as effective communication, unconscious bias, financial modelling, report writing and presentation skills. In addition there exists opportunities to closely link the aforementioned succession planning framework to leadership training as part of this reform, to provide bespoke learning provisions for those identified as suitable for promotion, lateral development and those identified as having high potential.

7. Promotions. Since the last update there have been 2 promotion processes:

- **Kent Sergeant's process:** there were 46 successful candidates, of which 9 were external candidates (3 level transfer and 6 promotions). Of the 37 internal successful candidates, 16 are female (43.24%), 3 are BAME (8.11%) and 3 have declared a disability (8.11%). Protected characteristics information is not yet available for external candidates.
- **Kent Superintendent's process:** currently there have been 6 successful candidates, of which 3 are external (1 level transfer and 2 promotion). Of the 6, 2 are female (33.33%) and 1 is BAME (16.67%).

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 process 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.

8. Absence

8.1 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 2018 to January 2019 and how this compares to the same period last year (April 2017 to January 2018):

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Employee Group	Average Days Lost PP		
	Apr - Jan 17/18	Apr - Jan 18/19	18/19 Var to 17/18
Officers	7.34	6.77	-0.57
Staff (exc PCSO)	7.47	6.28	-1.19
PCSO	5.90	4.80	-1.10

For officers, the average days lost per person for April 2018 to January 2019 was 6.77, which is a reduction of 0.57 average days lost per person when compared to April 2017 to January 2018 (7.34).

For staff (exc PCSO), the average days lost per person for April 2018 to January 2019 was 6.28, which is a reduction of 1.19 average days lost per person when compared to April 2017 to January 2018 (7.47).

For PCSOs, the average days lost per person for April 2018 to January 2019 was 4.80, which is a reduction of 1.10 average days lost per person when compared to April 2017 to January 2018 (5.90).

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	Av. Days Lost PP			Staff (exc PCSO)	Av. Days Lost PP			PCSO	Av. Days Lost PP		
	Apr - Jan 18	Apr - Jan 19	Var		Apr - Jan 18	Apr - Jan 19	Var		Apr - Jan 18	Apr - Jan 19	Var
Short Term	2.08	1.92	-0.16	Short Term	2.29	2.19	-0.10	Short Term	2.25	2.28	0.03
Medium Term	1.22	1.01	-0.21	Medium Term	1.19	1.07	-0.11	Medium Term	1.15	0.89	-0.26
Long Term	4.04	3.85	-0.19	Long Term	4.00	3.02	-0.98	Long Term	2.50	1.63	-0.88

The table demonstrates that for officers and staff (exc PCSOs), there have been reductions across all absence terms for the period April 2018 to January 2019, when compared to the same period last year (April 2018 to January 2018). For PCSOs, there has been a very marginal increase in short term absence and reductions in medium and long term absence.

8.2 Wellbeing. The Feel Well Live Well programme continues to be delivered. To date, 1,013 individuals have attended the full programme since its inception in 2014, with a further 564 people having attended either a Feel Well Live Well Refresher or Taster session. The Feel Well Live Well for Leaders courses are now in full delivery with 212 supervisors and managers, including senior leaders, having attended the programme to date. This equates to 16.88% organisational engagement with the full FWLW programme and 29.82% of the organisation engaging with some form of proactive wellbeing intervention.

A new process for psychological screening began in January, to further promote mental health wellbeing, and was launched at the Force Culture Board in November 2018. This process will enable the increasing numbers of staff and officers in specialist roles to access 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.

A flu vaccination programme continues with the FCR and Custody Command in order to assist in the prevention of sickness absence in these specific areas of the business. 178 individuals have taken up the vaccination in the FCR. Upon production of a receipt, the Force continue

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to reimburse staff and officers through an expense submission for the cost of the vaccination. Health and Wellbeing featured as an agenda item for the first Culture Conference on 15th January. Following presentations about current work streams and services, over 100 digital submissions were received during the engagement session. The responses are being collated into themes to help inform development and provision of health and wellbeing initiatives both locally and at force level.

Peer support via TRiM and FCR Blue Light Champions has been very active over the Christmas period and into the New Year. To support these initiatives and the service they provide to mental health and wellbeing, Spotlights have been released to promote education for managing trauma at work for individuals and supervisors. Also, Time to Talk Day 2019 (7th February) was acknowledged with communications on active listening, further promoting the reduction in mental health stigma as per the Blue Light Pledge.

A new support service for managers has been launched – the Management Advice Line (HSMAL) went live on 1st February and is another way to enable managers to identify problems early and seek appropriate advice in relation to Occupational Health. Managers can utilise HSMAL as a point of contact to clarify reasonable adjustment advice and ascertain guidance on next steps.

9. 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 426.00 officers joining the force between April 2018 and January 2019, which resulted in the strength fte achieving above the establishment of 3452.50 in January 2019. A further recruitment intake is scheduled in March 2019 and a recruitment plan has been devised between Human Resources and Learning and Development to ensure the strength fte achieves the new establishment level in 2019/20.

In addition, Communication Officers and IMU Investigators currently have a strength fte above the required establishment levels and there are planned recruitment intakes for each of these, if required, in order to ensure the resourcing levels are maintained. Detention Officers are marginally under the establishment, however there is an intake scheduled for February 2018, which will ensure the establishment level is achieved. Similarly, 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 6 Superintendents (process ongoing) and 46 Sergeants promoted since 31st 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 2018 to January 2019, when compared to April 2017 to January 2018, and a reduction across all absence terms for officers and staff and a reduction in medium term and long term absence for PCSOs.

The Learning and Development department are currently assessing the skills gap for 2019/20 in consultation with force leaders to determine the training requirements. This will ensure the force can continue to provide an efficient approach to training delivery whilst ensuring that the force's operational capability is maintained and current. There continues to be a healthy approach to staff Continued Professional Development (CPD) throughout the year designed to focus on and develop operational, business and leaderships skills.

