

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

PEOPLE

Wednesday 5th June 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 January 2019).

3. Resourcing and Recruitment.

3.1 Officers.

In 2018/19, the Force had an ambitious recruitment plan to recruit up to 460.00 full time equivalent (fte) officers to ensure that officers leaving through natural attrition were replaced as well as ensuring the increased establishment requirement of 200.00 fte was achieved. In total for the 2018/19 financial year (April 2018 to March 2019) a total of 514.00 officers were recruited (including officers transferring in from other forces).

The table below shows the strength fte as at 31st March 2019 against the agreed force officer establishment for 2018/19.

Establishment	3452.50
Strength fte	3521.72
Variance	+69.22

As at 31st March 2019, the strength was 3521.72 fte which is 69.22 fte over the agreed establishment of 3452.50. This is a net increase of 40.56 fte when compared to the last report as at 31st January 2019 and a net increase of 281.56 fte when compared to data as at 31st March 2018.

Following the Police & Crime Commissioner's decision to raise the precept for 2019/2020, the establishment has increased by 180.00 fte from 3452.50 fte to 3632.50 fte for 2019/20.

Taking into account attrition and that the Force ended the 2018/19 financial year 69.22 fte over the original establishment level of 3452.50 fte, a recruitment plan is in place, as agreed with key stakeholders within the recruitment and training process, to recruit up to 351.00 fte officers in the 2019/20 financial year. It should be noted however, that the training plan has flexibility to recruit up to 410.00 fte new recruits if required. The table below shows the intake dates scheduled throughout 2019/20.

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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 in October 2019.

The Force Resourcing Board continues to ensure key stakeholders maintain an overview of establishment management for the Force and consider requests for change in line with force priorities, funding and threat, risk and harm. In addition, the board 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 versus strength for PCSOs as at 31st March 2019.

Establishment	300.00
Strength fte	289.00
Variance	-11.00

There is a total PCSO strength of 288.16 fte, which is 11.00 fte under the establishment of 300.00 (vacancy rate of only 3.67%). The level of vacancies has increased following 8.00 fte PCSOs leaving the Force in March 2019 (of which 5.00 fte left to join as a police officer). The next PCSO training course is currently scheduled for September 2019, however in respect of internal candidates, an individual skills gap analysis is to be conducted on all potential candidates with a view to them potentially joining the force on an earlier date to enable the vacancies to be filled.

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 31st March 2019.

Establishment	330.00
Strength fte	338.40
Variance	+8.40

There is a total strength of 338.40 fte, which is 8.40 fte over the establishment of 330.00. This is net increase of 63.66 fte when compared to the position as at 31st March 2018.

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

Establishment	115.30
Strength fte	112.88
Variance	-2.42

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As at 31st March 2019, there was a total strength of 112.88 fte, which is 2.42 fte under the establishment of 115.30. At the time of writing, the strength fte had achieved the establishment level of 115.30, following an intake of 10.00 fte that joined on 1st April 2019.

For both Communications Officer / Dispatchers and IMU Investigators, there is a recruitment plan in place for 2019/20 that aims to ensure the strength fte is aligned to the establishment throughout the financial year. The projected resourcing position for both Communications Officers / Dispatchers and IMU Investigators is monitored monthly at the Force Resourcing Board.

3.4 Detention Officers.

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

Establishment	120.00
Strength fte	125.23
Variance	5.23

There is a total strength fte of 125.23, which is 5.23 fte over the establishment of 120.00. This is a net increase of 7.73 fte when compared to the position last reported as at 31st January 2019, where the fte was 2.50 under the establishment.

As with the above, there is a recruitment plan in place for 2019/20 to ensure the resourcing level is maintained at the establishment and this position is monitored at the Force Resourcing Board.

4. Recruitment Plans.

In addition to the recruitment of new police constable recruits utilising the standard entry route, the Force has developed processes to allow other routes of entry to the police service. A second Graduate Entry Programme was advertised on 26th November 2018 and closed in January 2019, with 125 applications being received. 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 23rd April 2019, the Force is processing approximately 565 live applications and these are at various stages of the recruitment process. Between January and April, an average of 44 applications were received per week, seeing a slight increase from 37 previously.
- **Graduate Entry Programme:** The Graduate Entry Programme was launched on 26th November 2018 and has proved extremely popular, with 125 applications, resulting in 80 candidates being shortlisted, 44 of whom passed the national assessment process (SEARCH) and then 31 of these were successful at senior interview. A further 8 candidates were offered the option to join through the standard entry route and 5 were unsuccessful. There is also an additional candidate who was on hold from last year's programme taking the total to 32. Of the 32 successful candidates, 3 are BAME (9.38%) and 21 (65.63%) are female.
- **Transferee Campaign:** The proactive marketing of transferee opportunities to Kent Police through specialised routes such as firearms, detective or on promotion continues. As at 23rd April 2019, there were 13 candidates in pre-employment checks for level transfers and a further 6 candidates for promotion transfers (total of 19). Of the 19, a total of 10 are already cleared with a confirmed start date. In addition, there are 4 more re-joiners to Kent, of which 1 has a confirmed start date. A further 17 have registered their interest in the force and are engaging with the Recruitment Team.

4.1 Recruitment Update - Black, Asian and Minority Ethnic (BAME) Progress Update.

As at 31st March 2019, the percentage of BAME officers against the total officer headcount was 3.43%, which is a percentage point increase of 0.07 when compared to the last update (3.36% as at 31st January 2019). This is a net headcount increase of 4 (from 119 to 123). When compared to 31st March 2018, the BAME headcount has increased by 25 from 98 (2.97%) to 123 (3.43%). The current proportion of BAME officers (3.43%) is the highest proportion of BAME officers that the Force has had over the last 10 years.

Since the last update as at 31st January 2019, there has been 1 further recruitment intake of 80.00 new recruits that joined on 25th March 2019, of which 3 were BAME (3.75%). Of the 514.00 recruited for the full 2018/19 financial year (April 2018 to March 2019) a total of 29.00 were BAME (5.64%). Note, this includes new recruits and officer transfers in from other forces.

Of the 597 live applications (Standard Entry & Graduate Entry Programme), as at 23rd April 2019, there are 29 BAME applicants within the current recruitment process at various stages which equates to 4.86%. This is positive when compared to the current officer BAME percentage in force (3.43%). Of the 29 BAME applicants, 8 have successfully completed the selection process and are now subject to the pre-employment checking phase of the process. 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 March 2019, the percentage of female officers (all ranks) was 30.21%, which is a percentage point increase of 0.24 when compared to 31st January 2019 (29.97%). This is a net headcount increase of 21 (from 1062 to 1083). When compared to 31st March 2018, the female headcount has increased by 123 from 960 (29.05%) to 1083 (30.21%).

Since the last update as at 31st January 2019, there has been 1 further recruitment intake of 80.00 new recruits that joined on 25th March 2019, of which 28 were female (35.00%). Of the 514.00 recruited for the full 2018/19 financial year (April 2018 to March 2019) a total of 179.00 were female (34.82%). Note, this includes new recruits and officer transfers in from other forces.

As at 23rd April 2019, there were 208 female applicants within the current recruitment process at various stages, which equates to 34.84%. This is higher than the current female officer percentage in force (31.21%).

4.3 Recruitment Activity.

A coordinated and structured marketing plan has been completed and agreed which details planned marketing and outreach activity for the 2019/20 financial year. A detailed evaluation of last year's recruitment campaign has helped shape the approach to the marketing activity over the next 12 months. This is based on the methods that attracted the most suitable candidates, the effective use of resources and value for money in order to achieve any future uplift. The plan will include the implementation of an 'always on' campaign, through social media platforms and paid for advertising through bespoke websites which commence in the coming weeks.

Significant work is underway to ensure that the workforce is representative of the diverse local community. A review of applications submitted by BAME candidates has been undertaken to identify any themes and resulting opportunities for learning. The buddy scheme within the force has been reviewed and improved to ensure a better candidate experience for those engaged within the recruitment process. The HR Innovation Team is also engaging with Forces of similar

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demographic makeup to examine their current Positive Action Programmes, with a view to sharing best practice and developing new ideas.

The proactive marketing of transferee opportunities to Kent Police through specialised routes such as firearms, detective and promotion opportunities has seen a number of successful applications into the Force as detailed above. This avenue of recruitment will be continued throughout the next 12 months to bring in new skills and experiences.

Outreach activity has continued with a focus on educational establishments in the Kent area. Attendance at various schools and higher education institutes around the County, at both recruitment events and assemblies has continued and will now be extended outside of Kent, in particular to areas with diverse communities.

Partnership working has continued and developed well, particularly with the job centre (JCP) in Kent. Presentations to recruitment staff members to educate them about the requirements and then subsequent pre application events held to support identified individuals through the process has been well received. Significant work has also been ongoing to hold a further emergency tri-service recruitment event at Rochester road safety experience in the coming weeks.

You Recruit, an initiative to reward individuals who supported candidates at some point during their application into the force, was well received. The Chief Constable wrote to almost 200 officers and staff, who had been specifically named by candidates within the process, and thanked them for their continued efforts in the recruitment drive. A further innovative 9 way webinar was held around the County, where the Chief Constable personally thanked the identified staff who were able to attend.

Application workshops are being held around the County to provide guidance and advice on the recruitment process to existing police staff and police cadets. With the exception of Gravesend and Ashford (which are planned), a recruitment overview has been delivered to all other cadets (approximately 210 in total). In addition to this, a bespoke input has been booked on 18th May 2019 to go through the recruitment stages in detail for cadets who are able to apply to become an officer this year.

Police staff support workshops are being held at the Force Control Room and Bouverie where approximately 25 individuals have attended and a further 2 dates are planned.

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 2017/18 to 2018/19.

The table below shows the total number of officers and staff leaving the force for all reasons for 2017/18 and 2018/19 in headcount and measured as a turnover percentage (proportion of leavers against the average headcount):

Employee Group	Leavers (Headcount)			Leavers (Turnover %)		
	2017/18	2018/19	Var	2017/18	2018/19	Var
Police	227	227	0	6.86	6.59	-0.27
Staff (exc PCSOs)	294	314	+20	12.92	12.95	+0.03
PCSOS	35	44	+9	11.01	13.81	+2.80
Specials	94	88	-6	30.87	32.29	+1.42

For officers, the table demonstrates that the number of officers leaving the force in terms of headcount was 227 in 2018/19, which is the same as the number of leavers in 2017/18. However, when measured

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as a turnover percentage, turnover reduced to 6.59% in 2018/19 from 6.86% in 2017/18. This is percentage point reduction of 0.27.

For staff (exc PCSOs) the number of leavers in terms of headcount increased from 294 in 2017/18 to 314 in 2018/19, however, when measured as a turnover percentage the position has remained fairly static (12.92% in 2017/18 and 12.95% in 2018/19).

For PCSOs the number of leavers increased both in terms of headcount (35 increasing to 44) and turnover (11.01% increasing to 13.81%). It should be noted though that the number of actual resignations reduced from 19 in 2017/18 to 13 in 2018/19. The reason for the overall increase is due to more PCSOs leaving to join the force as a police officer. In 2018/19, of the 44 leavers, 26 (59.10%) left to join the force as a police officer compared with only 10 (28.57%) in 2017/18.

Turnover in respect of specials has increased by 1.42 percentage points however, it should be noted that there is a much lower headcount for specials when compared with officers and staff (exc PCSOs), so smaller changes can have a greater impact in the turnover percentages.

6. Promotions.

Since the last update (31st January 2019) interviews for the role of Assistant Chief Constable (ACC) have taken place which involved an internal and an external candidate. Kent's Chief Superintendent Tim Smith has been selected and the portfolio that he will be responsible for will be considered and confirmed in due course. The Force are also very proud to announce the promotions of Chief Superintendent Andrea Bishop who has been successful at securing an ACC role in the Ministry of Defence Police and Chief Superintendent Julia Chapman who was also successful and commences her new role as ACC in Sussex very soon.

In terms of police staff, Mr Ian Drysdale has been successful for the role of Deputy Chief Officer which took effect from 8th April 2019.

7. Absence.

7.1 2018/2019 Financial Year (comparison against previous years).

The following table shows the average days lost per person for officers, staff (exc PCSOs) and PCSOs for the close of the 2018/19 financial year (shown in orange) and how this compares to the previous 6 financial years:

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	8.91	8.70	6.97
2018/19	8.33	7.78	6.28
2018/19 Variance to 2017/18	-0.58	-0.92	-0.69

Lastest Financial Year Data

For officers, the average days lost per person for the 2018/19 financial year was 8.33, which is a reduction of 0.58 average days lost person when compared to the 2017/18 financial year. This is the fifth consecutive year of reduced sickness absence and the lowest level of average days lost per person over the last 6 financial years.

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For staff (exc PCSO), the average days lost per person for the 2018/19 financial year was 7.78, which is a reduction of 0.92 average days lost per person when compared to 2017/18. This is the third consecutive year of reduced sickness absence and the lowest level of average days lost per person over the last 3 financial years.

For PCSOs, the average days lost per person for 2018/19 financial year was 6.28, which is a reduction of 0.69 average days lost per person when compared to 2017/18. This is the third consecutive year of reduced sickness absence and the lowest level of average days lost per person over the last 6 financial years.

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

Officers	Av. Days Lost Per Person			Staff (exc PCSO)	Av. Days Lost Per Person			PCSO	Av. Days Lost Per Person		
	2017/18	2018/19	Var		2017/18	2018/19	Var		2017/18	2018/19	Var
Short Term	2.52	2.37	-0.15	Short Term	2.74	2.74	0.00	Short Term	2.65	2.79	0.14
Medium Term	1.47	1.25	-0.22	Medium Term	1.48	1.27	-0.21	Medium Term	1.32	1.18	-0.14
Long Term	4.93	4.71	-0.22	Long Term	4.48	3.78	-0.70	Long Term	3.00	2.31	-0.69

The table demonstrates that for officers there has been a reduction across all sickness absence terms in 2018/19 when compared to 2017/18.

For staff (exc PCSOs), average days lost per person to short term sickness absence remained static at 2.74 in 2018/19 when compared to 2017/18 and there was a reduction in medium and long term sickness absence.

For PCSOs there was a marginal increase in short term sickness absence in 2018/19 (2.79) when compared to 2017/18 (2.65) but there was a reduction in medium and long term sickness absence.

The 2018/19 financial year sickness absence figures will be submitted to the Home Office on 30th April 2019 and it is projected that figures for all forces will be released by July 2019.

7.2 Wellbeing

The Feel Well Live Well programme continues to be delivered. To date, 1,048 individuals have attended the full programme since its inception in 2014, with a further 576 people having attended either a Feel Well Live Well Refresher or Taster session. The Feel Well Live Well for Leaders courses have had 232 supervisors and managers, including senior leaders attend the programme to date.

The last report detailed the new process for psychological screening which was launched in November 2018. The process enables the increasing numbers of staff and officers in specialist roles to access an assessment to monitor any effects from the type of information and images they are exposed to in their daily work. To date, 84 on-line assessments have been completed with the full schedule for the forthcoming year now in place.

Health Services has been invited to present a case study on the support programmes at the Police Wellbeing Conference in London in April, where the benefits of the pro-active support programmes currently offered by Kent Police will be explored.

The last report detailed the internal flu vaccination programme, which took place in autumn 2018. As part of the South East Region Wellbeing Group, each individual force approach to flu vaccination and comparative sickness absence data will be shared and reviewed at the June regional meeting. Of the six forces (including Kent) involved in this group, very differing approaches to flu vaccination

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were undertaken this year. This group therefore provides a unique opportunity to compare sickness absence data from the same sector and organisation type, as well as what has proved to be the most effective method of vaccination delivery, which will aim to direct the appropriate strategy for the forthcoming winter period.

The Management Advice Line (HSMAL) which was launched in February 2019 has received very positive early feedback and aims to provide immediate advice and guidance and to reduce demand on both Occupational Health and the local business unit by reducing the need for unnecessary Occupational Health referral completion and abstraction from the workplace.

The team remain engaged with national wellbeing developments and recently attended the third NPCC/ Police Care UK (formerly the Police Dependents Trust) conference in March 2019 where the latest developments and strategic direction for Police Wellbeing were discussed. The event also included the inaugural Oscar Kilo Awards. Five award categories were available and the author is delighted to report that, again, the wellbeing team were the Mental Health Award category winners for the Feel Well Live Well programmes with the award being presented by Chief Constable Andy Rhodes, NPPC Wellbeing lead.

This latest award cements both external recognition through the Personnel Today Award received in late 2018 and, now, the Oscar Kilo/NPCC Mental Health award within policing, in terms of the added value and support of mental health conditions that is provided within the organisation.

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 514.00 officers joining the Force in 2018/19, which resulted in the strength fte being 69.22 fte above the establishment of 3452.50 in January 2019. 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, which, based on current projections, will be October 2019.

In addition, Communication Officers and Detention Officers have a strength fte above the required establishment levels, with IMU Investigators and PCSOs marginally under. A recruitment plan is in place for all of these groups that aims to ensure the strength fte is aligned to the establishment throughout the financial year.

From a turnover perspective, there has been a reduction in officer turnover in 2018/19 when compared to 2017/18 with staff (exc PCSOs) remaining static. PCSO turnover has increased following an increase in the number joining as new police officer recruits and there has been a marginal increase in specials turnover. From an absence point of view, there has been a reduction in the average days lost per person for officers, staff (exc PCSOs) and PCSOs in 2018/19 when compared to 2017/18. Aside from the marginal rise in PCSO short term average days lost per person, all other absence terms for all employee groups have either remained static or reduced.