

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

PEOPLE

Wednesday 25th September 2019

1. Strategic Overview.

The 2019-2021 People & Learning Strategy provides four key pillars of activity aimed at developing and supporting the workforce. These are innovate, attract, develop and support and the strategy recognises that the workforce is the most important asset we have to ensure the Force provides 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 that support the People and Learning Strategy. The report details key areas relating to the workforce since the last data (as at 31st March 2019) provided for the Performance and Delivery Board on 5th June 2019.

In addition, an update is also provided regarding the return to Investigate Practice Project.

3. Resourcing and Recruitment.

3.1 Police Officers.

In 2019/20, the Force has an ambitious recruitment plan to recruit up to 397.00 full time equivalent (fte) officers to ensure that officers leaving through natural attrition are replaced, as well as ensuring the increased establishment requirement of 180.00 fte is achieved.

So far this financial year to date (April 2019 to July 2019) a total of 94.00 officers have been recruited, including 15 officers transferring in from other forces. The table below shows the strength fte as at 31st July 2019 against the agreed force officer establishment for 2019/20:

Establishment	3632.50
Strength fte	3517.08
Variance	-115.42

As at 31st July 2019, the officer strength was 3517.08 fte which is 115.42 fte under the agreed establishment of 3632.50. This is a net reduction of 4.64 fte when compared to the last report as at 31st March 2019, however this is because there has only been 1 intake between April and July 2019 but 4 months of attrition. The following table provides the remaining intake dates and maximum training capacity for the remainder of the 2019/20 financial year:

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Intake Date	FTE
12/08/2019	82.00
21/10/2019	82.00
27/01/2020	82.00
23/03/2020	82.00
Total	328.00

It should also be noted that a total of 88.00 fte officers joined the Force on 12th August 2019. This exceeds the ambition of 82 cited in the table above. Of the officers joining on 12th August 2019, 62 joined via the standard entry route and 26 via the graduate entry programme. This programme is outlined in more detail later in this document.

With an intake in October 2019 of up to 82.00 fte, it is projected that the strength fte will only be marginally under the new establishment at this point, with a recruitment and training plan in place for the strength fte to meet the establishment requirement in January 2020.

The Strategic Change and Resourcing Board meeting continues to ensure 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 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 July 2019:

Establishment	300.00
Strength fte	296.01
Variance	-3.99

As at 31st July 2019, there was a total PCSO strength of 288.16 fte, which is 3.99 fte under the current establishment of 300.00 (vacancy rate of only 1.33%). The level of vacancies has reduced since the last report as 20.00 fte PCSOs joined the force in July 2019 (all of which are District PCSOs).

At the beginning of August 2019, the PCSO establishment increased to 315.00 fte following the introduction of the new Specialist PCSO role (Crime Prevention PCSO). The next PCSO training course is currently scheduled for September 2019, with further courses planned for January and March 2020.

Based on current projections, it is anticipated the strength fte will be aligned to the increased establishment in January 2020.

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 July 2019:

Establishment	328.00
Strength fte	316.52
Variance	-11.48

As at 31st July 2019, there was a total strength of 316.52 fte, which is 11.48 fte under the establishment of 328.00. Although this represents a net reduction of 18.88 fte when compared to

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the figures reported as at 31st March 2019, it is expected that strength fte will fluctuate marginally above and below establishment throughout the year to ensure budget and spend is balanced.

There is an intake of up to 30 fte scheduled for 27th August 2019 which will ensure the strength fte is aligned to the establishment.

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

Establishment	115.30
Strength fte	124.75
Variance	+9.45

As at 31st July 2019, there was a total strength of 124.75 fte, which is 9.45 fte over the establishment of 115.30.

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 quarterly at the Strategic Change and Resourcing Board.

3.4 Detention Officers.

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

Establishment	120.00
Strength fte	130.86
Variance	+10.86

As at 31st July 2019, there was a total strength fte of 130.86, which is 10.86 fte over the establishment of 120.00. This is a net increase of 5.63 fte when compared to the position last reported as at 31st March 2019, where the fte was 5.23 over the establishment. Although the force is currently over establishment, there are a number of Detention Officers who are due to be joining Kent Police to become a Police Officer in August 2019, therefore the strength fte will be realigned to the correct establishment level in September 2019.

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 quarterly at the Strategic Change and 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 'Police Now' intake saw 6 new graduate 'Police Now' officers join the Force on 22nd July 2019. The ability for transferees to join Kent Police remains open, with promotion opportunities also being marketed according to resourcing requirements. The current position outlines recent activity as follows:

- **Standard Entry:** As at 13th August 2019, the Force is processing approximately 628 live applications and these are at various stages of the recruitment process. Since January 2019, an average of 48 applications were received per week, however application numbers have increased over the last 4 weeks to an average of 57 a week. This follows a range of marketing

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activity including a campaign with KMFM radio. An intake of 88 new officers joined the force on 12th August which was 6 over the projected joining numbers. This intake included officers joining the graduate scheme which is outlined below.

- **Graduate Entry Programme:** A total of 26 officers joined on 12th August 2019 via the Graduate Entry Programme. This intake aims to bring in talented graduates to potentially advance to leadership positions. The scheme also aims to help enhance the diversity of the workforce to reflect the economically active population of the county. Of the 26, 2 were Black, Asian and Minority Ethnic (BAME), a proportion of 7.69% of the intake and 18 were female (69.23%). This is 38.56 percentage points higher than the current proportion of female officers in force (30.67%).
- **Transferee Campaign:** The proactive marketing of transferee opportunities continues to Kent Police through specialised routes such as firearms, detective or on promotion. As at 13th August 2019, there were 12 level transfer candidates in the recruitment process, of which 4 are cleared with a start date, 1 is cleared with a start date to be confirmed and 7 who are currently undergoing pre-employment checks. A further 14 have registered their interest in the force and are engaging with the Recruitment Team at time of writing. This activity has contributed towards a total of 13 transferees, who have joined the force so far this financial year to date (April to July 2019). This is an improvement of 11 compared to the same period last year where only 2 joined.
- **Return to Investigative Practice:** Kent Police are working with the Government Equalities Office and the College of Policing on 'Return to Investigative Practice' (RTIP) pilot project. The pilot encourages former detectives who have left policing prior to retirement to come back to work in detective or police staff investigator roles. This provides an additional opportunity to market the force but also involves the force in ongoing research as to why officers leave and what other forces are doing to attract and retain detectives. Kent are one of nine forces involved in the pilot, which is scheduled to run until March 2020. To date the Force has received one expression of interest which is being considered by the Force.

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

As at 31st July 2019, the percentage of BAME officers against the total officer headcount was 3.27%, which is a percentage point reduction of 0.16 when compared to the last update (3.43% as at 31st March 2019). This is a net headcount reduction of 6 (from 123 to 117). Although 2 BAME officers have joined since March 2019, the figures have reduced. This is due to 7 officers leaving the force (1 death in service, 2 retirements, 3 resignations and 1 transfer to another force) and 1 officer commencing a secondment. In addition 2 officers have changed their ethnicity, although this hasn't impacted the figures as 1 went from white grouped to BAME and the other went from BAME to 'declined to state'. Information in respect of officers leaving the Force is provided in detail below.

The current officer proportion of 3.27% is lower than the economically active population of Kent which is 6.73%¹, however this has seen an improvement since 31st March 2018, from 2.97% to 3.27%.

Between the last update (as at 31st March 2019) and July 2019, there was an intake of 73.00 new recruits who joined on 10th June 2019. In addition a Police Now intake of 6.00 new recruits joined on 22nd July 2019, totalling 79.00 new recruits. Of the 79.00, 2 were BAME (2.53%).

¹ 2011 Census

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There have been a total of 94.00 officers recruited for the 2019/20 financial year to date (April to July 2019), including new recruits, re-joiners and officer transfers in from other Forces. Of the 94.00, 2 are BAME (2.13%).

For information, at the time of writing, a further intake of 88 officers joined on 12th August 2019, 4 were BAME (4.54%).

Of the 628 live applications (Standard Entry), as at 13th August 2019, there is a strong pipeline of 41 BAME applicants within the current recruitment process at various stages, which equates to 6.53% of all candidates in the process. This is a headcount increase of 7 and percentage point increase of 1.67 when compared to the last update as at 23rd April 2019. This is positive when compared to the current officer BAME percentage in force (3.27%). Of the 41 BAME applicants, 1 is cleared and due to start in October 2019 and a further 4 have successfully completed the selection process and are now subject to the pre-employment checking phase of the process. If all are cleared in time for the October intake, this would result in 5 BAME officers out of 82 joining, which would equate to 6.10%.

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. Detailed plans to further enhance the number of BAME candidates joining the force are outlined at section 4.3 below.

National Position

National figures ² have recently been released which show the proportion of BAME officers for each Force. As at 31st March 2019, Kent had the 18th highest proportion of BAME officers (out of 43 Forces) and has the 9th highest increase between 31st March 2018 and 31st March 2019.

4.2 Recruitment Update – Gender.

As at 31st July, the percentage of female officers (all ranks) was 30.67%, which is a percentage point increase of 0.46 when compared to 31st March 2019 (30.21%). This is a net headcount increase of 15 (from 1083 to 1098).

Between the last update (as at 31st March 2019) and July 2019, there was an intake of 73.00 new recruits who joined on 10th June 2019. In addition a Police Now intake of 6.00 new recruits joined on 22nd July 2019, totalling 79.00 new recruits. Of the 79.00, 27 were female (34.18%).

There have been a total of 94.00 officers recruited for the 2019/20 financial year to date (April to July 2019), including new recruits, re-joiners and officer transfers in from other Forces. Of the 94.00, 33 are female (35.11%).

For information, at the time of writing, a further intake of 88 officers joined on 12th August 2019, of which 37 were female (42.05%). Therefore as at 13th August 2019, there were 203 female applicants within the current recruitment process at various stages, which equates to 32.32%. This is higher than the current female officer percentage in force (30.67%).

National Position

National figures ³ demonstrate that as at 31st March 2019, Kent have the 8th lowest proportion of female officers (out of 43 forces) however they had the 9th highest increase between 31st March 2018 and 31st March 2019.

² Police workforce, England and Wales: 31 March 2019

³ Police workforce, England and Wales: 31 March 2019

4.3 Recruitment Activity.

The recruitment marketing campaign has continued in Kent and is delivered by way of a coordinated tactical delivery plan incorporating both marketing and outreach events delivered to the community. Work streams have been based on the success of the previous year's campaign and aims to utilise previous successes and ensure the recruitment message remains current, attractive and encouraging to potential new officers. In addition to reviews of last year's performance, feedback is obtained from new recruits to ensure that the current campaign is adapted accordingly to achieve a strong pipeline of quality candidates

Working closely with the Diversity and Inclusion Team, the HR Innovation Team have continued to develop the Positive Action Programme, providing bespoke support for BAME candidates throughout all elements of the recruitment process and ensuring that each candidate has a recruitment buddy to support them. All buddies have received further Continuous Professional Development to ensure that personalised bespoke support is provided to individuals. Engagement with other forces has also been undertaken within this field to learn and share best practice moving forward.

Following feedback from previous engagement, the team has continued to provide positive action support to enhance the number of applications from BAME candidates. Since the last report such activity includes co-ordinated visits to local Mosques to enhance awareness of the recruitment campaign and provide the opportunity to ask questions face to face. This has received positive feedback from attendance at both the County and local IPAG meetings.

The Diversity and Inclusion team are working with groups and forums, such as Afro Caribbean Youth Forum, the Lighthouse Centre, Black African Ladies Group, and the founder of Jambo Africa to further explore further BAME recruitment. As a result of attendance at an IPAG, the team also attended a Gurkha community event and further supported candidates directly. The recruitment of BAME officers is also a focus locally. For example, in Medway, the Local District Chief Inspector has re-engaged with the wider Black Community through Medway African Caribbean Association (MACA) to enhance awareness of the recruitment campaign. The local young black achievers award will be held on 26th October 2019 at which there will be Chief Officer representation and provides yet another chance to engage with the wider black community. The Diversity and Inclusion team are also working with local Community Liaison Officers to develop further community events countywide to ensure the recruitment message has the widest reach.

Targeted transferee marketing campaigns have been completed, aiming specifically at firearms officers and detectives, with HR further engaging and supporting officers registering interest in moving to Kent. As is detailed above, this has resulted in 13 officers transferring into Kent Police.

Outreach, attendance at careers events, schools and colleges continues with the team being invited back to previous successful events by both careers advisors and local job centres. Job centres have now all received a recruitment input in addition to more recently bespoke Kent Police inputs in relation to police staff/FCR and police officer recruitment opportunities and enabling the team to show the support for internal staff to make the transition to become police officers.

Recently the HR Innovation Team have worked closely with KMFM radio, to produce a number of short videos for social media, to allow the community to see short clips of the training programme and further insights into the Kent Police College. Further to this a radio advert was created and played at key times as well as a highly promoted live radio chat show. Use of social media is key to aid the recruitment message of Kent Police, this has been the consistent feedback gained from new officers and the community. Based on this feedback the team have worked with Corporate

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Communications and assisted in the delivery of the recruitment message via social media accounts. By way of example since the team started their support followers on Instagram have increased from 9,000 followers to over 14,600 followers.

The staff support programme has continued with advertisements on internal communications and at local stations to encourage attendance at both inputs at Folkestone and the Force Control Room. These events again have seen significant interest and has enabled further support to internal staff from a variety of directorates to receive bespoke guidance to enable success at the recruitment process.

5. Turnover 2019/20 Compared to 2018/19.

The table below shows the total number of officers and staff leaving the force for all reasons for April to July 2018/19 and April to July 2019/20 in headcount and measured as a turnover percentage (proportion of leavers against the average headcount):

Employee Group	Leavers (Headcount)			Leavers (Turnover %)		
	Apr-Jul 2018/19	Apr-Jul 2019/20	Var	Apr-Jul 2018/19	Apr-Jul 2019/20	Var
Police	69	91	+22	2.08	2.54	+0.46
Staff (exc PCSOs)	82	102	+20	3.44	4.08	+0.64
PCSOS	9	11	+2	2.71	3.60	+0.89
Specials	25	16	-9	8.90	5.98	-2.92

For officers, the table demonstrates that the number of officers leaving the Force in terms of headcount has increased from 69 for April to July in 2018/19 to 91 for the same period in 2019/20. When measured as a turnover percentage, turnover increased from 2.08% for April to July in 2018/19 to 2.54% for the same period in 2019/20. This is percentage point increase of 0.46.

The increase in officer turnover is predominately due to the number of resignations increasing to 35 for the period April to July 2019 when compared to 26 for the period April to July 2018. Similarly, the number of officers transferring out of force have increased from 11 to 19.

A detailed exit analysis report is provided to Chief Officers on a 6 monthly basis which provides information as to the reasons for leaving as per information obtained through exit interviews and exit questionnaires and the relevant work streams that are in place to assist with attrition. It should be noted that as part of this report to Chief Officers, where exit questionnaires are not completed, Human Resources engage with the relevant Commands to determine why individuals have left to ensure the leaving analysis and trends are comprehensive and based on all leaving reasons.

Some early exit analysis has however been conducted in respect of the 19 officers who have provided information as to their reasons for leaving by way of resignation. The analysis of this small sample shows that there is no particular trend with some officers citing a range of reasons including workload, pay and conditions, shift pattern, changes in personal circumstances, aspirational advancement, caring responsibilities, and financial reasons. Where necessary local HR advisors are made aware of reasons for leaving and will assess to make interventions with the local Senior Leadership Teams.

For those officers transferring out, the majority (11) have transferred to the Metropolitan Police Service, which is an increase of 8 when compared to the same period in 2018/19 (3). The Metropolitan Police have had an ongoing transferee campaign open over this period and are actively recruiting at this current time. Of the 19 transfers out, 12 left from North Division which accounts for 63.16% of all transfers out and 5 from West Division (26.32%). Of the 19, a total of

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14 officers completed an exit questionnaire. The analysis concludes that a large proportion cited travelling as the main factor in their decision to leave, with more detailed information showing the positive impact this would have on work life balance and their financial position. Other reasons for leaving included a small number of officers who felt there was more opportunity in the forces they were transferring to, specifically around training course allocation and the breath of opportunities for development or advancement.

For staff (exc PCSOs) the number of leavers in terms of headcount increased from 82 for April to July in 2018/19 to 102 for the same period in 2019/20, which is a turnover percentage increase of 0.64 (from 3.44% for April to July 2018/19 to 4.08% for April to July 2019/20). This is predominately due to an increase in resignations (from 47 to 74). The main reason for leaving was a change in personal circumstances which was cited by 10 members of staff but as with officers, a number of other reasons were provided which evidences there isn't a specific trend as to why people are leaving. In respect of the changes in personal circumstances many of these could not be influenced by the force as they relate to individuals relocating, ongoing personal problems, wanting to work part time and to wishing to travel by way of example. For information, there were also 5 members of staff joining Kent Police to become a Police Constable, which is positive in terms of individual career progression but also the retention of skills within the workforce.

For PCSOs the number of also leavers increased both in terms of headcount (9 increasing to 11) and turnover (2.71% increasing to 3.60%). The reason for the overall increase is due to more PCSOs resigning. For April to July 2019/20, of the 11 leavers, 6 (54.55%) left due to resignation compared with only 1 (11.11%) for the same period in 2018/19. Of the 6 PCSOs who resigned, a range of reasons were provided including work life balance, aspirational advancement, financial reasons and individuals moving to join other forces. For information, 3 PCSOs left to join Kent Police to become a Police Constable.

Turnover in respect of specials has reduced by 2.92 percentage points and a headcount of 9.

National Position

National figures ⁴ demonstrate that Kent had the 15th lowest 'wastage rate' (out of 43) for the period 31st March 2018 to 31st March 2019 with 6.79%. This was also lower than the national average of 7.13%.

Supporting Work Streams

In response to the common reasons for leaving Kent Police, Human Resources (HR) continue to develop work streams that aimed to enhance job satisfaction and provide developmental, aspirational and supportive mechanisms to retain skills knowledge and experience, where this is appropriate. Some of these interventions are outlined below:

- The Force is developing an early intervention process prior to the point of an individual making a decision to leave force, to explore any options which might seek to retain an individual. This may provide particular influence over an individual leaving due to perceived lack of development or work-life balance issues, where there may be more opportunity for a positive intervention. It is anticipated that this will go live in September 2019 and an early evaluation will be undertaken as to the effectiveness of the new process 3 months later.
- The PDR process offers a 'thinking of leaving' option for officers to complete which is regularly checked by HR to allow for intervention where necessary.

⁴ Police workforce, England and Wales: 31 March 2019

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- Develop You continues to be the core framework for providing development opportunities for officers and staff. A communications initiative is due to commence in September 2019 to ensure officers and staff are aware of the opportunities they have for development. The team will also shortly launch an 'idea drop' challenge to invite new and innovative ideas from the workforce. This intends to help ensure the framework continues to offer the necessary development and progression sought by officers and staff.
- The continued provision of health and wellbeing support and the development of new initiatives, which are detailed in full later in this paper aim to assist in reducing the number of leavers for health related reasons.
- HR continue with the Transferee Recruitment Campaign which is having positive effects of bringing in skilled and experienced officers. HR are currently engaging with officers who have returned to force having previously transferred to understand reasons for leaving and returning to the Force.
- Following the issues identified on North Division regarding officers transferring to the Metropolitan Police, the below identifies the specific actions taken to address this:
 - The Division have now introduced a monthly resourcing meeting in order to develop an effective management process around staffing issues, including information around staff and officers who are thinking of leaving or within the leaving process.
 - An early intervention process has also been implemented to support this to ensure liaison at a senior level with any officers who have applied for transfer or are potentially considering a transfer. This enables officers to have a one to one with an SLT lead to explore opportunities that might support retaining officers in force.
 - A series of Develop You events have been undertaken aimed at marketing the vast scope of opportunities available to officers and staff seeking development, which was cited as a reason for leaving.

On a wider note as has been detailed above the Force is engaging with the College of Policing on the Investigative Re-Entry Programme. This programme aims to explore leaving reasons across a number of forces, specifically for female detectives leaving for reasons relating to childcare. It also aims to develop initiatives aimed at retaining officers and attracting them back to policing in line with our recruitment campaigns and current policies/practices.

Whilst there is recognition that the Force may not be able to effect the personal reasons individuals may have to leave the organisation, there are growing mechanisms in place to support the wellbeing and development of individuals.

6. Promotions.

Since the last update (5th June 2019) an Inspector to Chief Inspector promotion process was completed in which 12 internal officers were successful. In addition two external officers were successful as a level transfer at the Chief Inspector rank. Of those successful, 57% of the candidates were female. The Force is currently holding a promotion process to the rank of Chief Superintendent, this will conclude on 3rd September 2019. Further officer promotion processes are scheduled later in the calendar, highlighting the continued opportunities for progression across the policing ranks.

The Force also ran an internal Fast Track Inspector to Superintendent selection process in which 4 officers were successful. This aims to provide a fast track to the Superintendent rank for highly

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talented Inspectors. Of those successful candidates, 50% (2) were female and 25% (1) were BAME. All candidates commenced the programme in July 2019. The Force will shortly be looking to commence the development of a similar programme for police staff in addition to the third cohort of the Police Staff Leadership Pathway (a development scheme offered to junior staff with high potential for advancement), which will be advertised in the next quarter. Advertisements for the national College of Policing Fast Track Constable to Inspector programme which provides a fast-track route for talented Constables to advance to the Inspector rank.

7. Absence.

7.1 2018/2019 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 2019 to July 2019 and how this compares to the same period last year (April 2018 to July 2018):

Employee Group	Apr - Jul 18/19	Apr - Jul 19/20	19/20 Var to 18/19
Officers	2.39	2.72	+0.33
Staff (exc PCSO)	2.09	2.59	+0.50
PCSO	1.42	2.89	+1.47

For officers, the average days lost per person for the period April to July 2019/20 was 2.72, which is an increase of 0.33 average days lost per person when compared to the same period in 2018/19. It should be noted however, that although absence is higher for the period April to July 2019 (2.72) when compared to April to July 2018 (2.39), it is broadly similar to the same period in 2017/18 (2.68) and significantly lower than the same period in 2016/17 (3.20) and 2015/16 (3.26).

For staff (exc PCSO), the average days lost per person for the period April to July 2019/20 was 2.59, which is an increase of 0.50 average days lost per person when compared to the same period in 2018/19. Although this year's average days lost per person (2.59) represents an increase it is lower than the level for the same period in 2017/18 (2.70).

For PCSOs, the average days lost per person for the period April to July 2019/20 was 2.89, which is an increase of 1.47 average days lost per person when compared to the same period in 2018/19.

For officers, there have been marginal increases in the percentage of payroll hours lost in 8 of the sickness categories, with the highest increase in psychological related absences (from 34.20% to 41.64%). There has however, been reductions in 4 sickness categories, with the most significant being in miscellaneous related absences (from 16.66% to 10.54%) and musculoskeletal absences (from 19.47% to 14.14%). The current work being undertaken regarding this is outlined below.

In contrast to officers, there has been a reduction in the percentage of payroll hours lost in 7 sickness categories for staff (exc PCSOs) with the most significant being in musculoskeletal related absences (from 25.68% to 14.06%). However, there has been some marginal increases in 5 sickness categories with the highest increase seen in psychological related absences (from 18.83% to 27.91%) and musculoskeletal (from 12.90% to 18.39%).

For PCSOs, there has been a reduction in the percentage of payroll hours lost in 8 sickness categories with the most significant being in musculoskeletal related absences (from 25.68% to 14.06%). For PCSOs, there has only been an increase in 3 sickness categories with the most significant being psychological related absences (from 3.10% to 24.85%).

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Due to the increase in psychological absence HR representatives at Attendance Management Groups are reinforcing the requirement for immediate Occupational Health (OH) referrals in this instance, as data indicates the number of OH referrals was higher in April and May 2019 when compared to the previous financial year but reduced in June and July of this year. The number of referrals requiring more than one OH appointment has increased by over 50% in the first four months of this financial year, compared to the same period last financial year, reflecting the requirement for ongoing support and OH intervention.

Going forward Health Services will continue to be offering a more targeted and bespoke wellbeing workshop to assist those teams with the greatest need.

Command Analysis

For officers, whilst some Commands have a lower average days lost per person when compared to last year, the increase is predominately due higher levels of absence in North Division, Special Branch & Victim Justice and Tactical Operations. With the exception of Special Branch & Victim Justice, the increase in these Commands is due to an increase in psychological related absences. In Special Branch & Victim Justice, psychological related absences accounts for the highest proportion of absence in the Command with 32.16%, however this has reduced when compared to the same period last year (33.32%). The average days lost per person has increased predominately due to an increase in cardiac/circulatory related absences.

For staff (exc PCSOs) some Commands and Departments average days lost per person have reduced for the period April to July 2019 when compared to the same period last year, however the overall absence has gone up. This is predominately due to an increase in average days lost per person within the Crime & Incident Response Command, Kent & Essex Serious Crime Directorate, Corporate Services and the Support Services Directorate. All four of these areas have seen an increase in psychological related absences however for Support Services, only psychological and digestive related absences increased, with all other general sickness reasons either remaining static or reducing. For Kent & Essex Serious Crime Directorate, although the proportion of psychological related absences increased and accounts for the highest proportion of absence in the Command, there has been a significant increase in Infectious Disease related absences for this period when compared to last.

A robust attendance management group (AMG) process is now well established across the majority of divisions and departments within the force. Some smaller departments do not hold a formal regular AMG process but their absence rates are monitored by the relevant Human Resource Adviser (HRA) and advice provided as required. The AMG will review those individuals who breach any of the Force absence triggers, out of date fit notes, outstanding contacts, outstanding return to work interviews and restricted and limited duties so that appropriate supportive action can be taken by the line manager, with appropriate advice from the local HRA. Oversight from HR Partners (HRPs), Operational HR Senior Leadership Team (SLT) and PIU provide additional levels of scrutiny.

An Attendance Improvement plan is currently in place in liaison with PIU which is designed to increase focus on the management of attendance and ensure officers and staff are supported back into the workplace appropriately using the full range of tools available to line managers. This will be achieved by supporting line managers whilst increasing the focus of SLT's and ensuring that leaders are accountable. There is a particular focus on those who are long term sick and those who appear on the top 50 Bradford Scores report each month.

Command & HR Specific actions include:

- Human Resource Partners review Top 50 Bradford Scores and long term sick cases at monthly 1-2-1s with HRAs, ensuring appropriate progression and escalation. Operational HR SLT discusses at one to one's with HRPs each month to ensure progression where possible.

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- HR proactive focus on support and intervention is continuing. Case conferences are increasingly being held at a much earlier point than the 16 weeks suggested in the PAM process with some success achieved in planned returns to work.
- A number of reasonable adjustment training inputs to managers (Kent and Essex) have been completed and more are scheduled during September, October and November.
- Reasonable adjustment training has also been supplied to HRAs to ensure that they can deal with advice and guidance around disability and absence management
- Reasonable adjustment passport and process is currently going through stages of final consultation prior to publication.
- Sickness is reviewed on a daily basis to identify issues to allow early intervention.
- Review of compliance in areas including timely and meaningful return to work interviews and absent support meetings (where applicable)
- Focus on top 50 Bradford Scores and top 50 long term absences. PIU advisors to update on activity around all officers featured on the list and ensure there is a plan around each.
- Interventions at SLT level with those divisions/departments that show a disproportionate increase ensuring managers are held accountable.

The 2018/19 financial year sickness absence figures have been submitted to the Home Office and are due to be released by September 2019.

7.2 Wellbeing.

The Feel Well Live Well programme continues to be delivered. To date, 1128 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 programme has attracted 255 leaders to the programmes to date.

The psychological surveillance process is now in place which provides an opportunity to monitor the wellbeing of teams and individuals in order to highlight where support and training needs may exist. To date, 426 officers and staff in specialist roles have received the on-line, core clinical questionnaire. 70/426 of these have resulted in structured interviews (where the process indicates further intervention is required).

The Counselling and Wellbeing team are prioritising the teams for screening that appear to have the greatest psychological need from the results received from their evaluation process, therefore the schedule for the first year will be more staggered than originally planned to allow time for the counsellors to complete the structured interviews whilst other teams are being screened. The counselling team have recently received training in Cognitive Behavioural Therapy techniques by the screening provider in order that the internal team will also be able to utilise these techniques to the benefit of staff and officers.

The Counselling and Wellbeing team are prioritising the operational teams that appear to have the greatest psychological need for screening. Therefore the schedule for the first year will now be staggered to allow time for the counsellors to complete the structured interviews, whilst other teams are being screened. The counselling team have recently received training in Cognitive Behavioural Therapy techniques in order that the internal team will also be able to utilise these techniques to the benefit of staff and officers.

A total of 118 individuals are currently trained TRiM practitioners, with 90 of these actively supporting colleagues. A further two 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 directorates.

A proposal is in the final stages of development for consideration of approval for additional mental health support via an Employee Assistance Programme (EAP), which will provide 24/7 assistance

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via an app and telephone counselling. The support is available to both staff and officers and this extends to immediate family members at no additional cost to the organisation. This ensures access to support via whichever means an individual prefers and also provides anonymised management data, which will direct where future development and initiatives will provide maximum impact.

Health Services presented a case study on the support programmes at a Police Wellbeing Conference in London in April, where the benefits of the pro-active support programmes currently offered by Kent Police were explored. This resulted in some very positive feedback and enquiries from other forces.

In further recognition of the support provided, approaches have been made by a member of the Front Line Review team following the positive responses received during focus groups regarding the Feel Well Live Well programme and attended the Force to learn more about the support being provided. An interview has also taken place from the Home Office in relation to the closure of the Police Innovation Fund, in order to contribute to a feedback report to Ministers on the fund.

8. Government Police Resourcing Uplift – Announcement

Following the appointment of a new Prime Minister, the Police Service has been told that there will be an uplift of 20,000 officers. At the time of writing this report we do not know a) the allocation for Kent, b) the time-scales and c) any specific conditions.

This is a very positive position and following the two previous uplifts in Kent, the Force feels confident in achieving more growth. The Chief Constable has appointed the DCO to oversee all of the logistical challenges but none are seen as 'blockers'.

More details may be available verbally on 25th September 2019.

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 ensuring that officer applications remain at a high level and that intakes are filled to capacity. As a result, the Force will be marginally under the new establishment in October 2019 and remains on track to achieve a strength fte equivalent to the establishment in January 2020.

Although the proportion of BAME officers has reduced since the last update due to attrition, there is a strong pipeline of BAME candidates in the recruitment process. Subject to clearance, it is projected that up to 5 could join in the October intake, which, if achieved would equate to 6.10% of the total intake.

A recruitment plan is in place for all employee groups that aims to ensure the strength fte is aligned to the establishment throughout the financial year.

From a turnover perspective, there has been an increase turnover for officers, staff (exc PCSOs) and PCSOs for April to July 2019/20 when compared to April to July 2018/19. Turnover for specials, however, has seen a reduction in both headcount and turnover percentage.

In relation to officer and staff development, there continues to be a broad range of development pathways and promotion opportunities offered to individuals across the organisation.

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From an absence point of view, there has been an increase in the average days lost per person for officers, staff (exc PCSOs) and PCSOs for April to July 2019/20 when compared to the same period in 2018/19. However, as highlighted there are a number of work streams in place to address this, to ensure that officers and staff are supported back into the workplace.