

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

PEOPLE

Wednesday 4th December 2019

Updated for Wednesday 4th March 2020

1. Strategic Overview

The 2019-2021 People & Learning Strategy provides four key pillars of activity aimed at developing and supporting the workforce: innovate, attract, develop and support. The strategy recognises that the workforce is 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) Safer in Kent 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 & Learning Strategy. The report details key areas relating to the workforce since the last data (as at 31st July 2019) and has been developed for the Performance and Delivery Board on 4th December 2019 and updated for the meeting on Wednesday 4th March 2020.

The report also contains an update as to how the national officer uplift announced by the government on the 9th October 2019 will impact Kent Police.

3. Resourcing and Recruitment

3.1 Officers

Prior to the government announcement¹ to recruit an extra 20,000 officers nationwide, the force had an ambitious recruitment plan to recruit up to 397.00 full time equivalent (fte) officers for the 2019/20 financial year. This plan was developed to ensure that officers leaving through natural attrition are replaced, as well as ensuring the increased establishment requirement of 180.00 fte, as agreed by the Police and Crime Commissioner is achieved.

So far this financial year to date (April 2019 to December 2019) a total of 291.00 fte officer have been recruited, this includes 20.00 officers transferring in from other forces and 5 re-joiners. The table below shows as at 31st December 2019, the officer strength was 3587.24, which is 79.26 fte under the agreed establishment of 3666.50. Note, the establishment has increased by 34.00 fte from 3632.50 fte, to 3666.50 fte as a result of approved in year establishment changes:

¹ ¹ Home Office Announcement: <https://www.gov.uk/government/news/home-office-announces-first-wave-of-20000-police-officer-uplift>

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Establishment	3666.50
Strength fte	3587.24
Variance	-79.26

There has been a reduction in officer strength of 32.48 fte since the last report which is due to 3 months of attrition and no recruitment intakes. However an intake of up to 101.00 fte new recruits commenced on 27th January 2020.

Since the last update the officer budgeted establishment has increased by 34.00 fte from 3632.50 to 3666.50, as a result of approved in year establishment changes.

The previous paper projected an end of financial year strength fte of 3714.72. The current projected strength has increased to 3734.24 (19.52 increase). Note this is predominantly due to fewer officers leaving than had been projected in the months of November and December 2019.

National Uplift

It has been confirmed that the Kent officer establishment will increase by 147.00 fte by 31st March 2021, taking the officer establishment from 3666.50 to 3813.50.

The below tables set out the proposed recruitment plans that have been drafted to deliver the new establishment requirements by 31st March 2021. For the purposes of this paper, the figures provided assume the establishment will increase by 47 posts this financial year with the additional 100 being added in 2020/21. Recruitment activity has increased and will continue to increase for the remainder of 2019/20. This aims to ensure the force is in a strong position to achieve the required uplift ambitions.

2019/2020				
Police	Dec-19	Jan-20	Feb-20	Mar-20
Previous Month End Str FTE		3587.24	3662.24	3637.24
Projected Leavers		25.00	25.00	25.00
Projected Joiners		100.00	0.00	120.00
Projected Month End Str FTE	3587.24	3662.24	3637.24	3732.24
Establishment	3666.50	3713.50	3713.50	3713.50
Variance	-79.26	-51.26	-76.26	18.74

2020/21												
Police	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Previous Month End Str FTE	3732.24	3707.24	3682.24	3757.24	3732.24	3807.24	3782.24	3839.24	3814.24	3789.24	3824.24	3799.24
Projected Leavers	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00	25.00
Maximum Training Capacity			100.00		100.00		100.00			100.00		100.00
Projected Joiners	0.00	0.00	100.00	0.00	100.00	0.00	82.00	0.00	0.00	60.00	0.00	40.00
Projected Month End Str FTE	3707.24	3682.24	3757.24	3732.24	3807.24	3782.24	3839.24	3814.24	3789.24	3824.24	3799.24	3814.24
Establishment	3813.50	3813.50	3813.50	3813.50	3813.50	3813.50	3813.50	3813.50	3813.50	3813.50	3813.50	3813.50
Variance	-106.26	-131.26	-56.26	-81.26	-6.26	-31.26	25.74	0.74	-24.26	10.74	-14.26	0.74

The remaining two intakes for the 2019/20 financial year are January 2020 (up to 101 officers) and March 2020 (up to 120 officers). Subject to affordability, if these two intakes are achieved the force

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would end the financial year (as at 31st March 2020) with a strength of 3732.24 fte, which would be 65.84 fte over the original establishment of 3666.50 and 18.74 fte over the establishment of 3713.50.

For the 2020/21 financial year, it is currently projected that 382.00 fte officers will join and it is projected that the total uplifted establishment of 3813.50 will be achieved in October 2020. Note, if required, the recruitment plan has flexibility to recruit up to 500.00 fte. This ambition also assumes attrition remains as projected together with a continued flow of quality candidates. The recruitment plan will also be reviewed in year to ensure that any opportunity to bring forward recruitment during 2020/21 is maximised.

A fortnightly corporate meeting chaired by the Deputy Chief Officer is in place to monitor the force's progress against its recruitment aspirations and ensure risks to the achievement are highlighted and mitigating actions are put into place.

3.2 Police Community Support Officers (PCSOs)

The table below shows the establishment versus strength for PCSOs as at 31st October 2019.

Establishment	315.00
Strength fte	289.78
Variance	-25.22

As at 31st October 2019, there was a total PCSO strength of 289.78, which is 25.22 fte (8.00%) under the establishment of 315.00. Since the last update as at 31st July 2019, the establishment has increased by 15.00 fte from (300.00 fte to 315.00 fte), following the approval to create 15.00 fte Crime Prevention PCSOs posts.

There was an intake of 16.00 fte PCSOs since the last update, however, PCSO strength has only marginally increased from 288.16 fte as at 31st July 2019 to 289.78 fte as at 31st October 2019. The reason for this low increase is due to an enhanced number of leavers since the last update. Since 1st August 2019 to 31st October 2019 a total of 24.00 fte PCSOs left, of which 10 joined as Kent officers. This equates to 8.00 fte a month which is considerably higher than the average monthly PCSO leavers in 2018/19 (2.99 fte).

An additional new intake for PCSOs has been scheduled for 25th November 2019, where it is expected up to 22.00 fte will join. This will result in a strength of 307.48 fte which reduces the gap to only 7.52 under establishment. There are also further intakes of up 22.00 fte on the 27th January 2020 and 23rd March 2020. Based on current projections, it is projected that the strength fte will be aligned to the establishment in January 2020.

The PCSO strength has increased from 289.78 fte as reported in the last update to 305.63 fte as at 31st December 2019 (15.85 increase). This is predominantly due to an intake of 21.00 fte in November 2019.

Another intake of up to 22.00 fte is due to commence on 27th January 2020, where the strength fte will align to the establishment.

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 October 2019.

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Establishment	328.00
Strength fte	345.11
Variance	+17.11

As at 31st October 2019, there was a total strength of 345.11 fte, which is 17.11 fte over the establishment of 328.00 fte. This is a net increase of 28.59 fte since the last update as at 31st July 2019, following an intake of 27.00 fte on the 21st October 2019.

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

Establishment	115.30
Strength fte	124.51
Variance	+9.21

As at 31st October 2019, there was a total strength of 124.51 fte. Which is 9.21 fte over the establishment of 115.30 and is similar to the number reported as at 31st July 2019 (124.75 fte).

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 and through a monthly resourcing meeting between the Head of Resourcing and the Chief Finance Officer. Both departments within the Force Control Room are well resourced leading into the festive period and further recruitment intakes are being monitored for the rest of the financial year to ensure the plan remains affordable.

3.4 Detention Officers

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

Establishment	120.00
Strength fte	128.31
Variance	+8.31

As at 31st October 2019, there was a total strength of 128.31 fte, which is 8.31 fte over the establishment of 120.00. This is a marginal reduction compared to the last position reported as at 31st July 2019, where the strength was 10.86 fte over establishment.

The force is over established at this point in time to ensure the force remains resourced for quarter 3 of 2019/20. The next intake is scheduled for January 2020 but will be assessed depending on attrition and affordability.

4. Recruitment Plans

In addition to the recruitment of new police constable recruits utilising the standard entry route, the force has developed and supported processes to allow other routes of entry to the police service to maximise new talent and to enhance the diversity of individuals joining the force to help the force to reflect the diversity of the economically active population of the county. The current position outlines recent activity as follows:

- **Standard Entry:** As at the 5th November 2019, the force is processing approximately 766 live applications and these are at various stages of the recruitment process. This is a net

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increase of 138 when compared to the last update (628 as at 13th August 2019). Since January 2019, an average of 46 applications were received per week, which is broadly similar to the average reported previously (48).

- **Police Now:** A 'Police Now' intake saw 6 new graduate 'Police Now' officers join the Force on 22nd July 2019 (of which were female; 50%). This national scheme aims to bring in talented graduates to bring new ideas into policing and to solve long term community issues.

Investigate First: In September 2019 the force opened recruitment for the second cohort of its Investigate First programme. This 'fast track to detective' programme aims to attract individuals with the potential to become highly competent detectives through an intensive and supportive training programme. The programme is due to commence in March 2020 and there are 40 spaces. The selection process is designed and delivered by qualified detectives with support from Human Resources. The force received 133 applications for the programme. Following a shortlisting exercise 86 candidates were successful to the next stage of the process. The diversity of the applicant pool is strong with 57 female applicants (66.27%) and 8 (9.30%) applicants who identify themselves as Black, Asian or Minority Ethnic (BAME). Those candidates who met the necessary criteria to progress on the standard entry route and were unsuccessful at the short listing stage of the Investigate First programme now have the opportunity to transfer into the selection process for regular officers depending on the quality of their initial application.

- **Transferee Campaign:** The proactive marketing of transferee opportunities to Kent Police including opportunities to apply for specialised roles such as firearms, detectives or on promotion continues. As at the 5th November 2019, there were 10 level transfer candidates in the recruitment process, of which 1 is cleared with a start date to be confirmed and 9 who are currently undergoing pre-employment checks. In addition to this, there is 1 re-joiner who is cleared with a start date and a further 2 cleared with a start date to be confirmed.

This activity has contributed towards a total of 20 transferees and 3 re-joiners, who have joined the force so far this financial year to date (April to October 2019). This is an improvement of 17 compared to the same period last year where there were only 6 transferees (0 re-joiners).

- **Graduate Entry Programme:** As reported last month, a total of 26 officers joined on the 12th August 2019 via the Graduate Entry Programme. This intake aims to bring in talented graduates to potentially advance to leadership positions. Of the 26, 2 were BAME (7.69%) and 18 were female (69.23% of the intake).
- **Return to Investigative Practice:** Kent Police continue to work 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 four expressions of interest which is being considered by the force.

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

Of the 266 (headcount) new recruits that have joined this financial year to date (April to December 2019), a total of 8 are BAME, which equates to 3.01%. There have also been 25 transfers in and re-joiners however none of those are BAME, therefore, of the total 291 joiners, a total of 8 are BAME which equates to 2.75%. As a result, the proportion of BAME officers as at 31st December 2019 is

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3.29%. Whilst this represents a reduction when compared to the position as at 31st March 2019 (3.43%), it is still higher than the each end of year position from 31st March 2009 to 31st March 2018.

On the 27th January 2020, an intake of 101 joined, of which 3 were BAME which equates to 2.97%. There was also a BAME officer that transferred into force on the 2nd January 2020.

In relation to current applications, on the 27th January 2020, there were 51 BAME candidates in various stages of the recruitment process, which equates to 7.18% of total applications in process (710). Of the 51, there are 9 BAME candidates who have passed the selection process and are currently undergoing pre-employment checks with an aim for them to start on the 23rd March 2020 intake.

If 9 BAME officers join on the March 20 intake, this would result in a total of 21 BAME officers joining in the full 2019/20 financial year which would equate to 4.09%.

The force continues to offer a range of entry routes that support the force to enhance the diversity of its workforce and thus reflect the local community. As reported in the November 2019 People Paper, a total of 26 officers joined on the 12th August 2019 via the Graduate Entry Programme. This intake aims to bring in talented graduates to potentially advance to leadership positions. Of the 26, 2 were BAME (7.69%) and 18 were female (69.23% of the intake). In addition the Investigate First programme commences in March 2020. This programme received 133 applications of which 40 are currently within the final clearance stages of the selection process. Of these 68% female and 12.03% were BAME. The application success rate for this selection is strong, (predicted at 33.61%), when compared to the average success rate for the standard entry route of 18%. A definitive conversion rate for the whole process will be known once the clearance process is complete. Due to the success of the programme Chief Officers are currently considering running further programmes for the forthcoming year.

4.2 Recruitment Update – Gender

In relation to gender, of the 266 (headcount) new recruits that joined this financial year to date (April to December 2019), 103 were female which equates to 38.72%. There have also been 25 transfers in and re-joiners of which 6 were female therefore, of the total 291 joiners, 114 were female which equates to 39.18%. It should be noted that, other than in 2012/13 where 12 out of 20 joiners (60.00%) were female, if the proportion of female joiners for this financial year remains at 39.18% this would represent the highest proportion of joiners over 11 years.

In addition, the proportion of female joiners this financial year to date (39.18%) is significantly higher than the force started the financial year with (31.21% as at 31st March 2019). As a result, this has resulted in the proportion of female officers increasing to 31.31% as at 31st December 2019 (1.10 percentage point increase when compared to 31st March 2019).

Of the intake that started on 27th January 2020, a total of 29 were female, which equates to 28.71%.

4.3 Recruitment Activity

A new media and marketing campaign was launched in January 2020 that enhances our current attraction and recruitment brand, #more than the badge". This takes advantage of the 'new year, new you' aspiration felt by many jobseekers.

The new refreshed brand has been marketed through a range of media and marketing platforms including, a wide range of social media networks, Spotify, TV, Radio and more traditional methods such as billboards, phone kiosks, bus stops and bus sides. In addition to video contact being placed on bespoke TV channels, mobile phone and Alexa adverts, this is a new direction for Kent Police

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marketing campaigns. To support the launch the HR Innovation Team held a week of intensive outreach work from the 13th to the 18th January 2020.

During the week of intensive outreach, 22 roadshow events were held across the county at various locations for general and diversity based attraction and recruitment. This included locations identified as having the largest footfall and the most diverse communities. To support the events, new 'pop-up' stands and marketing materials promoted the campaign and provided the public the opportunity to speak to local officers and staff.

To ensure the force continues to learn and continuously improve a new on line survey was used at our outreach events to obtain feedback from the public in relation to important factors in relation to joining the police or perceived barriers to joining. This information is being used to enhance future outreach and marketing/media strategies. A total of 150 surveys were completed with members of the public who visited the different events. Of those surveyed, 77% indicated they would consider a career as a police officer. One recurring reason for people not joining Kent Police is the educational requirement. Many people the force engaged with during the outreach week do not have A-Level qualifications, though they were still encouraged to join the force via other routes. A total of 88% stated they felt their friends and family would be 'supportive' or 'very supportive' of their decision to work for the police. When asked what the most important factors were when considering a career, those who completed the survey ranked the top three as follows; 'job satisfaction' the most important reason, followed by 'salary' and 'opportunities and progression'.

Internal research has shown that a high percentage of candidates are attracted to Kent Police as they have been inspired by friends, family and community engagement. A new internal "Force recruitment ambassador programme" was launched alongside the new campaign. This commenced with a Force communication, as well as briefings and workshops to staff and officers so that they can support local attraction and recruitment activity.

To enhance the attraction of diverse communities, a bespoke BAME media and marketing strategy has been created which is being led by a specialist marketing agency. The Positive Action Team supported the 'week of action' to ensure promotion of the Positive Action Program and the range of support available to them throughout the recruitment process.

Further enhancements in recruitment activity include:

- A new Positive Action Programme for candidates that is launching on the 3rd February 2020, supported by a new on line positive action Kent Police webpage.
- A range of new support materials (online tutorials, test papers and videos) to support all candidates and maximise their opportunities to prepare fully for the process.
- A new enhanced buddy scheme that will launch later in February 2020 to ensure that the force continue to support candidates from underrepresented groups and/or with protected characteristics when they need it.

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 October 2018 and April to October 2019. This is represented as both a headcount figure and as a turnover percentage (proportion of leavers against the average headcount):

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Employee Group	Leavers (Headcount)			Leavers (Turnover %)		
	Apr-Oct 2018/19	Apr-Oct 2019/20	Var	Apr-Oct 2018/19	Apr-Oct 2019/20	Var
Police	124	179	+55	3.66	4.93	+1.27
Staff (exc PCSOs)	178	173	-5	7.40	6.86	-0.54
PCSOS	25	35	+10	7.73	11.57	+3.84
Specials	44	46	+2	15.94	17.49	+1.55

For officers, the table demonstrates that the number of officers leaving the force in terms of headcount has increased from 124 for April to October 2018 to 179 for April to October 2019. When measured as a turnover percentage, turnover increased from 3.66% to 4.93%.

The increase in officer turnover is predominately due to the number of resignations increasing to 75 for the period April to October 2019 when compared to 42 for the period April to October 2018. Similarly, the number of officers transferring out of force has increased from 21 to 35 in this period. A detailed exit analysis report is due to be provided to Chief Officers in November / December 2019 which, when complete, will provide information as to the reasons for leaving as per information obtained through exit interviews / 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 those officers who have provided information as to their reasons for leaving by way of resignation. The analysis of this sample shows that workload is a common reason for officers to resign however other reasons are also cited, such as pay and conditions, changes in personal circumstances, aspirational or advancement reasons, health reasons, 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 the 35 officers transferring out, the majority (22/62.86%) have transferred to the Metropolitan Police Service, which is an increase of 14 when compared to the same period in 2018/19 (8). As reported in the last update, the Metropolitan Police continue to actively recruit and offer approximately £6,500 London weighting.

Of the 35 transfers out, 19 left from North Division which accounts for 54.29% of all transfers out and 9 from West Division (25.71%). Early analysis concludes that a large proportion cited travelling as the main factor in their decision to leave and a third of officers leaving to join the Metropolitan Police cited financial reasons as a consideration for leaving. 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 the same periods, staff (excluding PCSOs) the number of leavers in terms of headcount has reduced from 178 to 173 (reduction of 5), which in turn has resulted in the turnover reducing to 6.86% from 7.40%. Early exit analysis shows that there are a number of reasons for staff leaving with the majority relating to changes in personal circumstances, followed by health reasons and then aspirational or advancement reasons. Other reasons include being unhappy at work, financial, childcare, shift pattern and caring responsibilities.

For PCSOs, comparing the same period, the number of leavers has increased both in terms of headcount (25 increasing to 35) and turnover (7.73% increasing to 11.57%). The reason for the

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overall increase is due to more PCSOs resigning or resigning to join the force as an officer. For April to October 2019, of the 35 leavers, 19 (54.29%) left due to resignation compared with only 6 (24.00%) for the same period in 2018/19. It should be noted that of the 35 leavers, 13 (37.14%) left to the join as an officer. Last year, for the same period, 15 (60%) left to join the force as an officer.

For those PCSOs that resigned, a range of reasons were provided including, aspirational advancement, work life balance, financial reasons, changes in personal circumstances, health and financial reasons.

Turnover in respect of specials has increased marginally from 44 (15.94%) to 46 (17.49%).

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 the key interventions are outlined below:

- The force is developing an early intervention process that will mandate an early meeting with a member of the Senior Leadership Team, when an individual highlights their intention to leave the force. This will explore any appropriate options which might seek to retain an individual. It is anticipated that this will go live by the end of November 2019. The PDR process continues to offer a 'thinking of leaving' option for officers to complete which is regularly checked by HR to allow for intervention and signposting for support where necessary, this will shortly be extended to a tile within SAP to provide a further avenue for early intervention.
- Develop You continues to be the core framework for providing development opportunities for officers and staff. A communications initiative has recently commenced to ensure officers and staff are aware of the opportunities they have for development. The team launched an 'idea drop' challenge in September 2019 to invite new and innovative ideas from the workforce, to help ensure the framework continues to offer the necessary development and progression sought by officers and staff. To date this has provided suggestions around bite-sized learning and study support.
- A new 'Family portal' is due to be launched by December 2019 to provide support to officers, staff and managers on all family related issues and processes, including provisions and policies relating to caring responsibilities which has been cited as a reason for individuals leaving the force..
- Following the specific issues identified on North Division including officers transferring to the Metropolitan Police, the below identifies the specific actions taken to by the Division and Human Resources to address this:
 - The division have introduced a monthly resourcing meeting that provides an effective management process around staffing issues, including information around staff and officers who are thinking of leaving or within the leaving process. The division are early to engage with the forthcoming early intervention process in that all officers that express an interest in transferring are spoken to in a one to one with the Inspector with a view to seeking their career aspirations and trying to facilitate development through DevelopYou or Continued Professional Development.
 - A series of DevelopYou 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 transferring to another force.

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- In addition, the division are introducing a workbook and 121 support for all uniformed officers encouraging attachments to crime group. This focuses on ensuring that the officers are fully exposed to the opportunities and experiences by their sergeants. The division are also ensuring that all the officers rotate through the various strands within the crime group to experience all aspects of reactive and proactive investigations.
- The division are also are identifying individuals with 'future potential' within the crime group who have been identified as having future potential as detectives or future leaders. The Senior Leadership Team meet this group regularly and create an environment where they can engage with the SLT around issues relating to crime group. The purpose of this is to engage the staff directly to ensure that where there are opportunities at the ground level to maintain retention then work is undertaken appropriately.

6. Promotions

Since the last update (31st July 2019) there have been volume promotion process to the rank of Chief Superintendent and Chief Inspector. A total of 3 officers were promoted to the rank of Chief Superintendent and 9 to the rank of Chief Inspector. Of the 9 to Chief Inspector, 6 were female (66.67%).

A promotion process to the rank of sergeant is underway with interviews commencing on the 12th November 2019. Of the 70 candidates for this process (66 internal and 4 external), 25 are female (35.71%) and 3 are BAME (4.29%).

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

Employee Group	Apr - Oct 18/19	Apr - Oct 19/20	19/20 Var to 18/19
Officers	4.52	4.92	+0.40
Staff (exc PCSO)	4.08	4.68	+0.60
PCSO	2.96	5.30	+2.34

For officers, the average days lost per person for the period April to October 2019/20 was 4.92, which is an increase of 0.40 average days lost per person when compared to the same period in 2018/19.

For staff (exc PCSO), the average days lost per person for the period April to October 2019/20 was 4.68, which is an increase of 0.60 average days lost per person when compared to the same period in 2018/19. Although this year's average days lost per person (4.68) represents an increase it is lower than the level for the same period in 2017/18 (4.92).

For PCSOs, the average days lost per person for the period April to October 2019/20 was 5.30, which is an increase of 2.34 average days lost per person when compared to the same period in 2018/19.

For officers, the main reason for the increase in average days lost per person, is due to an increase in psychological related absences. The proportion of payroll hours lost against total payroll hours for April to October 2019 is 39.95%, compared to 34.82% for the same period last year. There have been increases in 4 other sickness absences reasons (cardiac/circulatory, digestive, ear/eye,

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respiratory and skin) but these are marginal. There have been marginal reductions in 6 sickness absence reasons with the most noticeable being miscellaneous related (from 15.06% to 10.61%) and musculo/skeletal (from 17.55% to 14.62%). The other areas of reductions included genito urinary, headache/migraine, infectious disease and nervous system related sickness absences.

For staff (excluding PCSOs), there have been reductions across 8 out of the 12 sickness absence reasons, with the most noticeable reduction relating to miscellaneous related absences (from 19.46% to 14.14%). The main reason for the increase in overall absence for staff however, is due to an increase in psychological related absences (increasing from 18.30% to 28.88%). For information, there were marginal increases in musculo/skeletal, nervous system and skin related absences.

For PCSOs, (as seen with officers and staff) there has been an increase in the proportion of payroll hours lost to psychological related sickness absence (increasing from 10.70% to 36.76%). There has also been an increase in miscellaneous (increasing from 4.84% to 9.72%) and a marginal increase in Ear/Eye related absences. All other sickness absence reasons have remained static or reduced, with the most notable being a reduction in the proportion of payroll hours lost to musculo/skeletal (from 23.91% to 11.36%).

Due to the increase in psychological absence HR representatives at Attendance Management Groups are reinforcing the requirement for immediate Occupational Health (OH) referrals.

Command Analysis

For officers, the Commands with the highest average days lost person include Special Branch and Victim Justice, North Division and East Division. Whilst Special Branch and Victim Justice have the highest level of absence, the average days lost per person has reduced from 6.77 for April to October 2018 to 6.50 for April to October 2019. In relation to reasons, as with the overall officer trend, psychological related absences account for the highest proportion of payroll hours lost with 30.54%, however this is significantly lower when compared to the same period last year (40.01%). Similarly, East Division have one of the highest levels of absence but they have reduced from 5.98 average days lost per person for the period April to October 2018 to 5.60 for April to October 2019. Psychological related absences accounts for the highest proportion of the payroll hours lost with 35.23% however this has reduced when compared to the same period last year (37.78%).

One of the main reasons for the overall increase in officer absence is due to an increase in North Division average days lost per person (from 4.62 to 6.10). This is predominately due to an increase in psychological related absences (increasing from 31.73% to 44.57%) within the Criminal Investigation Department and the Vulnerability Investigation Team. Whilst some other Commands absence is lower than those listed, there have been some increases in the average days lost per person in West Division, Tactical Operations and Protecting Vulnerable people which have contributed to the overall increase.

For staff (exc PCSOs) the Commands with the highest average days lost per person are Crime and Incident Response, Protecting Vulnerable People and Special Branch and Victim Justice, albeit the latter has reduced this year when compared to last (from 5.55 to 4.94). For all three of the Commands listed, the highest proportion of payroll hours lost relates to psychological related absences and all have increased when compared to last year; Crime and Incident response (26.80% from 16.89%), Protecting Vulnerable People Command (35.13% from 23.89%) and Special Branch and Victim Justice (24.12% from 18.02%).

For PCSOs, all three Commands have increased this period when compared to last which is predominately down to an increase in psychological related absences. It should be noted however that the PCSO total headcount is significantly lower than officers and staff, therefore an increase in absences, especially instances of long term can have a significant impact on the average days lost per person.

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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:

- A joint PIU and HR Force-level Attendance Improvement Plan is in place focusing on those departments and Divisions who have the highest level of absence.
- 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.
- HR proactive focus on support and intervention is continuing. Case conferences are typically held at around 6-8 weeks to allow earlier discussion of any barriers to a return to work at the earliest possible point.
- 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 submission of fit notes, maintaining contact during absence, timely and meaningful return to work interviews and absence support meetings (where applicable).
- Reinforcement with line managers of relevant policy eg attendance at OH appointments, continuation of secondary employment/business interests
- 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.

7.2 Wellbeing.

The Feel Well Live Well programme continues to be delivered. To date, 1155 individuals have attended the full programme since its inception in 2014 with a further 587 people having attended either a Feel Well Live Well Refresher or Taster session. The Feel Well Live Well for Leaders programme has attracted 284 leaders to the programmes to date.

The psychological surveillance process continues and provides an opportunity to monitor the wellbeing of teams and individuals in order to highlight where support and training needs may exist. To date, 431 officers and staff in specialist roles have received the on-line, core clinical questionnaire. When the anonymised management information following these assessments is received, it will be utilised to provide specific and bespoke team wellbeing interventions by the Counselling team, to further support teams working within these environments. In addition a member of the team has assisted in the Protecting Vulnerable People (PVP) CPD events.

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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 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. This proposal has now gained Chief Officer approval and the proposed implementation and go-live is February 2020.

Health Services continue to engage both regionally and nationally with the South Eastern Region Wellbeing Group quarterly meeting taking place in October where initiatives and developments from regional forces are discussed and shared. Health Services will also be represented at the National Police Wellbeing Service workshop to understand the current developments in this service and to contribute to options discussed. Health Services were also one of the departments included in the recent Durham Constabulary visit to understand our wellbeing approaches and more widely, how the force achieves the HMICRFS outcome of outstanding.

Health Services were approached by the Kent Branch of the Chartered Institute of Personnel and Development (CIPD) to provide a case study presentation at the AGM in May 2019 detailing the wellbeing journey and interventions in place for staff and officers. Additionally, at the Kent Branch CIPD Awards, the Feel Well Live Well programme won the Health and Wellbeing Initiative of the Year Award in October 2019.

The Feel Well Live Well programmes have also been shortlisted for World Class Policing Awards, Employee and Officer Welfare Building Sustainable Policing category, to be held in November 2019.

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 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. 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 good level and that intakes are filled to capacity. As a result, the force is only marginally under the new establishment level as at 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 clearances, it is projected that up to 6 could join in the October intake, which, if achieved would equate to 6.00% 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. A specific recruitment, progression and retention

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plan is being designed to ensure effective positive action for officers and staff with protected characteristics.

From a turnover perspective, there has been an increase turnover for officers, PCSOs and Specials for April to October 2019/20 when compared to April to October 2018/19. Turnover for staff 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.

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 October 2019/20 when compared to the same period in 2018/19. However, as highlighted there are a number of workstreams in place to address this, to ensure that officers and staff are supported back into the workplace.