

Performance and Delivery People Paper 1st December 2021

1. Introduction

The following briefing paper provides an update with regards to the Police Uplift Programme and the impact this has had on the overall police officer establishment. The paper will also provide an update on recruitment with regards to application numbers, differing entry routes and examples of activity to promote recruitment and diversity.

2. Police Uplift Programme Allocations and Establishment Impact

The following provides a summary of the police uplift allocations and projected establishments for each year:

Year	Allocation	End of Year Establishment
Year 1 - 2020/21	147	3825.90
Year 2 - 2021/22	145	3949.90
Year 3 - 2022/23	196 (indicative)	4145.90

The total projected allocation over the full 3-year uplift programme equates to 488, however, the projected allocation of 196 for year 3 (2022/23) is not yet confirmed.

Year 1 of the uplift plan (up to 31st March 2021) has already been achieved.

3. Year 2 2021/22 Recruitment Plan

Between April to September 2021, a total of 91 officers joined the force (all entry routes).

Of the 91 joiners, 7 (7.69%) were ethnic minority and 41 (45.05%) were female. As seen in 2020/21, the proportion of female officers joining via the Investigate First Programme in 2021/22 to date remains positive, with 21 out of 29 (72.41%).

There is a recruitment plan in place for the remainder of the financial year, which aims to ensure that officer strength is closely aligned to the agreed establishment as of 31st March 2022. As a result of increased attrition this is currently being reviewed and aligned, as is standard practice, to ensure it allows for the recruitment of sufficient officers to meet the establishment and recruitment uplift.

In addition to the standard Regular and Investigate First entry, a further entry route is in place for special constables who are able to convert to constables. This includes a specific training programme that takes into account the skills Special Constables already possess.

4. Diversity Application Data and Force Representation

The table below shows the breakdown of applications received for new recruits for officers including the Investigate First Programme for 2019/20, 2020/21 and 2021/22 financial year to date (1st April 2021 to 18th October 2021). This is also broken down by ethnicity and gender:

All Applications (New Recruits & Investigate First Combined)

*2021/22 is for the period April to September 2021

	2019/2020	2020/2021	2021/2022
All Applications	2843	3303	1175
Female No.	942	1026	418
Female %	33.13%	31.06%	35.57%
Ethnic Minority No.	250	290	99
Ethnic Minority %	8.79%	8.78%	8.43%

Breakdown by New Recruits & Investigate First

*2021/22 is for the period April to September 2021

	2019/2020	2020/2021	2021/2022
New Recruits (not inc IF)	2499	3033	905
Female %	29.29%	28.52%	29.94%
Ethnic Minority %	8.40%	8.61%	8.73%
Investigate First	344	270	270
Female %	61.05%	59.63%	54.44%
Ethnic Minority %	11.63%	10.74%	7.41%
Total	2843	3303	1175
Total Female %	33.13%	31.06%	35.57%
Total Ethnic Minority %	8.79%	8.78%	8.43%

The figures show that with regards to this financial year to date (April to September 2021) there have been a total of 1175 applications. Of the 1175, a total of 99 were from ethnic minority candidates (8.43%) which, whilst a minor reduction compared to previous years, is still a representative proportion when compared to the current overall force proportion (3.93% as at 30th September 2021) and economically active population (6.73%). With regards to gender, 418 out of the 1175 applications were from female candidates. This equates to 35.57%, which is higher than both 2020/21 and 2019/20.

In respect of the current recruitment pipeline as at 30th September 2021 there are 1181 applications in process which shows a good volume to help achieve the national uplift and the force establishment. A total of 403 candidates are female (34.12%) and 73 are ethnic minority candidates (6.89%).

As at the 30th September 2021, there were 153 (3.93%) ethnic minority officers which is a headcount increase of 23 a percentage point increase of 0.50 when compared to 31st March 2020 (130 / 3.42%). With regards to female officers, the headcount has increased by 90 from 1188 (31.30%) as at 31st March 2020 to 1278 as at 30th September 2021 (32.80%), this is a percentage point increase of 1.51.

5. Local & National Work to Promote Recruitment (including diversity)

It is necessary to continue to increase the proportion of applications from the widest range of communities. A Task Force led by Positive Action Team will undertake a co-ordinated, intense period of outreach focussing on attracting diverse candidates with a programme of physical and virtual outreach events. Outreach events have also been offered to a range of Kent and South East London Universities identified as having the highest diverse students.

Other key workstreams include:

Policing Education Qualifications Framework (PEQF): The PEQF programme opened for applications on Friday 10th September 2021, for the first cohort to start the programme in March 2022. At time of writing an interim process has been successfully designed and implemented to enable this. Uptake is positive and being monitored to ensure the new elements to the process do not adversely affect the intake.

Military Recognition: The force continues to work closely with the military and was represented at the Ministry of Defence - Employment Recognition Scheme (ERS) Silver Award ceremony on the 1st September 2021. Corporate Recruitment continue to work with the Network and Corporate Communications to collate evidence of force activity to support the ERS Gold status application process next year.

Recruitment Ambassador Programme: The concept of everyone is a recruiter remains strong, with over 150 staff and officers in Kent supporting key recruitment aims with a strong emphasis on the need to develop a more diverse workforce. The Recruitment Team have been deploying Ambassadors to all their outreach events that follow the

aforementioned tier system, focussing on underrepresented groups. Divisions have been supportive in this work with further co-ordination by the Diversity and Inclusion Team.

Marketing: The Marketing team are focussing their efforts on phase four of the marketing campaign and informing potential candidates about the PEQF. As part of #MoreThanTheBadge, phase four is due to launch at the end of November 2021. New media including TV, Paid Social, Pay Per Click, Programmatic Display and radio including a range of personal stories will be produced. Social media and wider content will be focussed towards the force’s ambition to enhance the diversity of its applicants.

Support & Progression Activities: To ensure recruitment activity is supported by work to enhance retention and officer and staff progression, the Positive Action Team continue to support new candidates throughout their first 2 years of training which helps identify early any barriers and provide support. The team also ensure local Positive Action SLT Leads are aware and engaged with new recruits throughout their journey. The team delivered Positive Action Discovery Events throughout October and during National Inclusion Week, including a ‘Develop You’ event to talk to the workforce about progression opportunities.

7. Attendance and Wellbeing

2021/22 Financial Year to Date (April to September 2021)

The following table and graph provide the overall average days lost per person for officers, staff and PCSOs for the period April to September for each financial year from 2016/17 to 2021/22:

Financial Year	Police	Staff (exc PCSO)	PCSO
2016/17	4.71	3.60	5.01
2017/18	4.02	4.14	3.63
2018/19	3.79	3.33	2.22
2019/20	4.08	4.00	4.37
2020/21	2.82	2.27	2.40
2021/22	3.72	3.92	3.76
21/22 Variance to 20/21	0.90	1.65	1.36

Note, the below headlines are for the period April to September 2021/22 compared with April to September 2020/21 and April to September 2019/20. Absence throughout 2020/21 was at its lowest level for a number of years and was impacted by the COVID-19 pandemic. Therefore, to enable more informed comparison data has been provided for both periods mentioned.

Absence has increased across all staff groups, however this is against the backdrop of incredibly low absence levels during 2020/21 and the COVID 19 pandemic. When compared to the financial year 2019/20 absence is lower across all staff groups.

Psychological absence continues to account for the highest proportion of absence and in support of our staff wellbeing activities continue to be undertaken including:

- Virtual wellbeing sessions continue to be offered with 198 sessions having been delivered to 6106 attendees from both Essex and Kent, as of 05 November 2021. The 200th session is Wednesday 10 November and will be on Stress Awareness.
- The wellbeing steering group continues and is a conduit for staff associations and support groups to feed in concerns from their members which the team weave into the wellbeing sessions as appropriate.
- Flu vaccines continue to be offered with 619 administered to date and future dates scheduled. Negotiations are currently underway to secure flu vaccines for next year.