

**Performance and Delivery
People Paper - November 2022**

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 workforce diversity.

In addition, an update with regards to the current PCSO establishment versus strength position has also been provided, which can be found under section 6 and an update on absence which can be found under section 7.

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	147	3949.90
Year 3 - 2022/23	195	4144.90

The total allocation over the full 3-year uplift programme originally equated to 489. As reported in the last People Paper, the force received confirmation on 6th July 2022 that its agreed 'over allocation' would be an additional 43 officers. As a result, this has increased the end of year 3 headcount aspiration from 195 to 238.

The force achieved both year 1 and year 2 of the uplift programme and the recruitment plan for year 3 (up to 31st March 2023) is regularly reviewed, with supporting action and activity undertaken to ensure the final year of the increased uplift is achieved.

3. Year 3 2022/23 Recruitment Plan

Between April 2022 and October 2022, a total of 322 officers joined the force (all entry routes). The October intake of 124 was the highest ever intake on record.

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 and police uplift over recruitment aspirations as of 31st March 2023.

Whilst the recruitment ambition remains achievable, continued progress carries significant risk in terms of external influences, namely public and media perception of policing, the buoyant and unstable recruitment market and the activities of the Metropolitan Police aimed at increasing recruitment in the local area and increasing transfers from other forces. Based on the latest uplift data as at 30th September 2022, there were 83 outbound transferee applications, of which 61 were to the Metropolitan Police. However, 29 of the 83 (all to the Metropolitan Police) are for the 2023/24 financial year. These create a significant recruitment threat. The Force has taken some ambitious and creative steps to ensure continued growth of the recruitment pipeline, primarily through the increase in police officer applications. This includes, but is not limited to:

- Optimising specialist Job Board applications through a Media Marketing Agency (Refer to marketing proposal) to go live week commencing the 7th November.

- Significant investment in the #MoreThanTheBadge campaign
- Introduction of new joiner and transferee referral schemes
- Website reconfiguration to allow ease of access for the candidate
- Optional pre-engagement access for candidates that are 'not sure yet' about applying.
- Developing the Applicant Tracking System (Success Factors), commissioning work to create single point application process for quick application/easy apply stage one.
- Outreach Events drive to continue and enhance with updated advertising, collateral, influential speakers/officers' attendance, and full refresher training for all. This includes Recruitment Ambassadors, & Positive action/Recruitment team to continue at pace.
- Withdrawal review and re-engagement with recent rejections and withdrawals (in line with COP Guidance or reengagement), whilst ensuring quality is not compromised.
- The re-introduction in July 2022 of the Initial Police Learning and Development Programme (IPLDP), already gained success with the first intake in October. A following 2 intakes of up to 60 people joining via this route until 31st March 2023, to provide another pipeline of applicants, for whom the PEQF may not be viable.
- The Corporate Communications team have developed an information campaign 'Keep it Kent', aimed at promoting the benefits of working in Kent Police.
- The new 'leaving the organisation' process is now fully embedded. This allows anybody thinking of leaving the option to contact HR for support and guidance, particularly if they are not comfortable discussing their concerns with their line manager. In addition to this, Support Intervention Meetings are now in place, which aim to make the earliest possible interventions, to ensure any appropriate retention opportunities are explored and people are supported professionally and with dignity through the process.
- Introduction of a transferee intervention process. Where the force is made aware of a transferee application out of force (identified via vetting / PSD), HR are made aware and the SLT of that Command is contacted so that an intervention can be made.
- Posting Swap Initiative (implemented August 2022). Officers will be able to request a posting 'swap' with others, to enhance their work-life balance. Starting with officers, HR have developed a Yammer page to facilitate this process, which will allow officers to seek potential 'swap' candidates within certain parameters. At the time of writing, a total of 7 eligible officers have requested a swap from their colleagues. The process of 'swapping' has also influenced a recent example of a probationer with a young family who had a move agreed which significantly reduced travel time and cost as well as improving their work life balance.
- Promotion and Career Development Opportunities. The force concluded Sergeants boards in September 2022, with Chief Inspector boards commencing in October 2022, conclusion on 4th November and Inspector boards commencing in November 2022. Promotion processes for 2023 are being scheduled based on resourcing requirements, with the annual plan to be presented to Chief Officers shortly. The national College of Policing exams for Inspectors was held in October, and the National Investigators Exam took place in September and due again in November. During 2023 the College of Policing will be providing two Inspector

exams (May and November) and two Sergeant exams (March and October). For staff the force is currently considering the next round of the Police Staff Leadership Pathway and the opportunity for Cambridge Masters.

4. Diversity Application Data and Force Representation

Applications

The table below shows the total number of new police constable applications received broken down by standard entry and the bespoke detective Investigate First Programme for 2019/20, 2020/21, 2021/22 and 2022/23 financial year to date. This is also broken down by ethnicity and gender:

New Police Constable Applications

Data split by Standard Entry New Recruits & Investigate First New Recruits

**2022/23 is for the period 1st April 2022 to 30th October 2022*

	2019/2020	2020/2021	2021/2022	2022/23
New Recruits (not inc IF)	2499	3033	1692	1045
<i>Female %</i>	29.29%	28.52%	32.45%	34.16%
<i>Ethnic Minority %</i>	8.40%	8.61%	7.92%	13.40%
Investigate First	344	270	463	344
<i>Female %</i>	61.05%	59.63%	55.94%	56.40%
<i>Ethnic Minority %</i>	11.63%	10.74%	10.15%	10.76%
Total	2843	3303	2155	1389
<i>Total Female %</i>	33.13%	31.06%	37.49%	39.67%
<i>Total Ethnic Minority %</i>	8.79%	8.78%	8.40%	12.74%

The figures show that between 1st April 2022 and 30th October 2022 the force received a total of 1389 applications. For information, since the force reopened the traditional IPLDP entry route, a total of 253 applications have been received (18.21% of the total 1389).

Of the 1389 total applications, 177 applications were from ethnic minority candidates, which equates to 12.74% of all applications. This is higher than the ethnic minority applications in the three previous full financial years and is higher than both the current ethnic minority officer position (3.62% as at 31st October 2022) and the economically active population (6.73%).

With regards to females, of the 1389 application, a total of 551 were from females, which is 39.67% and a higher proportion currently than the three previous full financial years.

The Investigate First Programme continues to attract a high proportion of female applications. Of the 344 Investigate First applications so far in 2022/23, 56.40% were from female candidates, which is an increase compared to 2021/22 (55.94%) and marginally lower than both 2020/21 and 2019/20. The proportion of Investigate First applications from Ethnic minority candidates has also increased slightly when compared to 2021/22 and is still relatively strong (10.76% of all Investigate First applications).

In respect of the current recruitment pipeline, as of 31st October 2022 there are 575 applications in process. Of the 575 candidates, 249 (43.30%) are female and 57 (9.91%) are ethnic minority. There was a reduction in applications in October 2022, with 146 applications received, including 48 in the week of 10th October 2022. Of the 146, there were 19 (13.01%) ethnic minority applications. It should be noted, that whilst the last months data is promising, not all individuals will be successful and will fall out of process at various stages. However there continues to be no adverse impact on ethnic minority candidates at the stages of the process within the force's control. This will continue to be monitored at the Strategic Application Assurance Group.

Section 5 provides further information regarding Local and National Work to Promote recruitment.

Force Representation Data: Ethnicity & Gender

As at 31st October 2022, there were 149 (3.62%) ethnic minority officers in force. This is the same headcount when compared to the last update as at 31st July 2022 but a minor reduction in proportion of the workforce, due to the overall higher headcount. With regards to female officers, the headcount is currently 1408, which equates to 34.22% and represents the highest ever number and proportion of female officers in force. This has increased when compared to the last update as at 31st July 2022 (1343 / 33.85%).

With regards to recruitment for April to October 2022/23, of the total 322 recruits (all entry routes), 12 were ethnic minority (3.73%) and 123 were female (38.20%).

In terms of new recruits, the October intake comprised of 124 students, 5 of whom were ethnic minority (4.03%) and 56 were female (45.16%). The number of ethnic minorities joiners in this intake was lower than expected as some candidates are still in pre-employment checks and now are being progressed towards the January 2023 intake.

Currently (as of week commencing 31st October 2022) there are 10 ethnic minority individuals in process for the January 2023 intake of 130 (7.69%).

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

Recruitment

It remains necessary to continue to increase the proportion of applications from the widest range of communities. The Positive Action Team and HR Collaboration, known as the Outreach Task Force (OTF) has been active since the 8 November 2021 and will remain in place until the 31st March 2023. The aim of the OTF is to develop and deliver Positive Action and other activities that aim to attract and increase police officer applications from underrepresented groups, with a specific focus on Ethnic minority and female applications.

The below section evidence key activity that has taken place:

August month of outreach action: The forces recruitment van was deployed daily to engage with communities and deliver marketing materials in high footfall and diverse locations in Kent, Southeast London and the M25 corridor. Over 100 locations/venues were visited with some on multiple occasions. At least 396 people were engaged with, including 135 (34%) Ethnic minority individuals, and 189 females. In addition, 6 Pride Events were attended, and on the 3rd August 2022 a virtual recruitment event hosted by the Chief Constable took place (40 participants). The OTF were able to deliver these enhanced activities with the support of the Schools Team, D&I Academy and Recruitment Ambassadors.

During September and October 2022, the OTF delivered 68 careers outreach events (53 physical and 15 virtual). This has led to engagement with 842 individuals, 229 (27%) of which were ethnic minorities and 330 (39%) females

Ethnic minority Positive Action Engagement Programme (PEAP): The programme launched in April 2022 and was designed to attract ethnic minority individuals who were thinking of applying but not ready to. The programme offers 1-2-1 support, guidance, signposting and access to a Senior Interview and Fitness Test workshops prior to application.

As at the 2nd November 22 the programme had 16 existing members. Of which, 14 of those are previously unsuccessful candidates who benefit from developments and 8 of these will be eligible to re-apply between now and the 31st December 2022. The normal eligibility waiting time for re application post rejection is 3 to 6 months, this programme helps keep unsuccessful candidates engaged and encourages them to reapply. For information, 3 members have already re applied.

Recruitment Pipeline: The OTF continues to work with the Corporate Recruitment Team and Business Services on a weekly basis to identify any service delivery, process or other issues that could create adverse impact and loss of Ethnic minority police officer candidates from the recruitment pipeline. For the period 1st May 2022 to the 31st October 2022 previously 100 rejected Ethnic minority candidates have been contacted by the OTF and offered post rejection support through the PEAP.

Retention

The Positive Action Team (PAT) use Positive Action to inspire, encourage and support officers to take part in progression activities and access available support. Key activities include:

Mentoring: A review of the Forces Mentoring Scheme in May 22 to identified opportunities to attract more diverse mentors, and mentees taking part in the scheme. As a result, new interventions have included the introduction of a monthly mentoring meeting, the development and delivery of a new process to ensure effective and efficient administration of the scheme, enhanced CPD for Mentors and a communication strategy to attract new mentors, and mentees in terms of volume, and diversity.

All new processes were in place by the 26th August 2022 when the new 'Develop You' page was launched. To date 22 new mentee applications were received. Of the new mentee applications 8 of these were from females (36.4%) and 2 from ethnic minority individuals (9.1%).

All Together Better (ATB): On the 15th August 2022 the Positive Action Team launched ATB and the new internal Positive Action Insite pages. ATB is a Home Office Uplift Campaign that aims to raise the profile and importance of Positive Action within police forces.

The campaign was promoted via Spotlights, an all-force email, on Yammer and through Positive Action SLT Leads. A Positive Action Quiz, Managers Tool Kit and Positive Action Video were shared. The Positive Action Team also delivered briefing sessions to the forces Positive Action SLT leads and hosted 6 Positive Action virtual events (89 people took part).

The Positive Action Team continue to deliver events including, Discovery Support Event to inspire registration for exams and encourage progression, a series of Positive Action focus groups to discuss barriers to progression. Positive Action Fast Track and High Potential Discovery Event (PC-INSP) to encourage officers to learn more about Fast Track opportunities and dispel the myths and Positive Action and Diversity & Inclusion sessions with new recruits at the Kent Police College. More events are planned.

6. PCSO Establishment v Strength

As at the 31st October 2022, the PCSO strength fte was 196.22 which is 139.78 fte under the establishment of 336.00 and is a vacancy factor of 41.60%. Of the 196.22 fte vacancies, 86.65 fte are in the role of District PCSO and 53.13 fte are in specialist PCSO roles.

A monthly product is now produced as part of the Neighbourhood Policing review which details the current establishment, strength and vacancy level by department and role. This also includes details of all confirmed leavers on SAP as well as local knowledge such as the number of PCSOs in process to join the regulars and details of PCSOs that have applied for other roles internally or outside of the force.

7. Attendance and Wellbeing

2022/23 Financial Year to Date (April to October 2022/23)

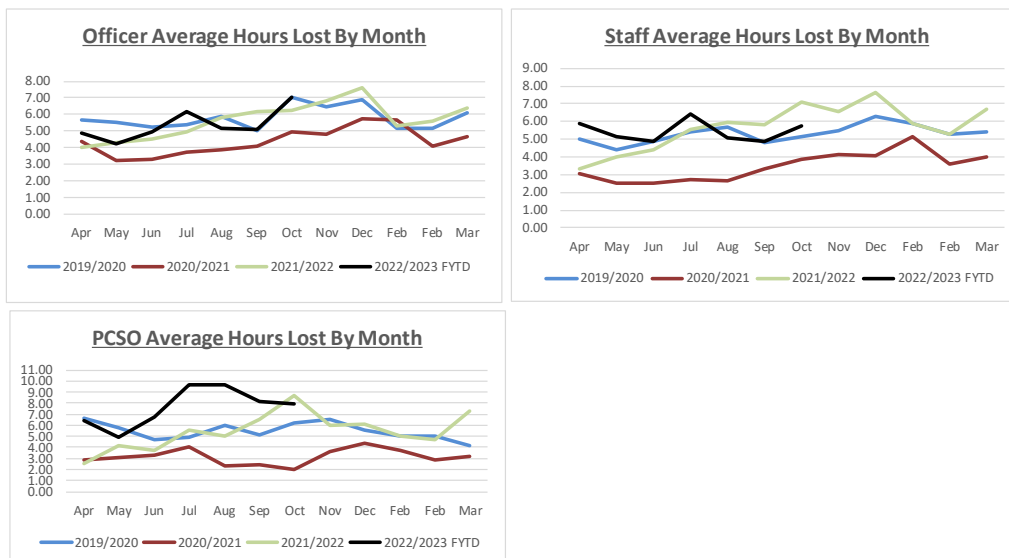
The table below shows the breakdown of average days lost per person for April to October for each year from 2016 to 2022.

Financial Year	Police	Staff (exc PCSO)	PCSO
2016/17	5.51	4.33	6.20
2017/18	4.80	4.92	4.21
2018/19	4.52	4.08	2.96
2019/20	4.92	4.68	5.30
2020/21	3.44	2.79	2.62
2021/22	4.48	4.90	4.93
2022/23	4.65	5.13	7.49
22/23 Variance to 21/22	0.17	0.23	2.56

The table demonstrates that for April to October 2022, the average days lost per person for officers is 4.65. This is higher than the same period in both 2021 and 2020. However, it should be noted that whilst this has increased, the average days lost per person of 4.65 is lower than the average for this period between 2016 and 2021 (4.77).

With regards to staff (excluding PCSOs), the average days lost per person is 5.13, which is the highest level of absence for this period over the last 7 years.

The following graphs show the month-on-month absence, in hours lost per person, for 2019/20 to 2021/22 and the current financial year to date (April to October 2022).



For officers, not accounting for 2020/21 which was an outlier due to COVID-19, month on month this financial year to date is broadly in line with the same months in 2021 and 2019. Whilst there are fluctuations, the average hours lost per month for April to October 2022 was 5.35, which is marginally higher than the same period in 2021 (5.14) but lower than the same period in 2019 (5.67).

For staff, the average hours lost per person was higher for April to June than the same months in the previous 3 years and July was higher than the previous 2 years. However, positively, August, September and October are all lower than the same period last year. In addition, the average over the last 3 months is 5.23 (hours lost per person) which is lower than the same period in 2021 (6.30) and similar to 2019 (5.22). If the absence continues to track lower as it has done for the last 3 months, then it is projected that absence will start to reduce which should result in a position similar to last year.

For PCSOs, the average hours lost per person were higher in the months of June through to September 2022 when compared to the same months in the previous 3 years. Whilst absence is high overall, the average hours lost per person in October 2022 of 7.92, is lower than October 2021 (8.70) and is the lowest level of absence over the last 4 months.

Psychological absence continues to account for the highest average days lost per person across all employee groups with respiratory absence accounting for the second highest absence for all groups.

For all employee groups, the highest reason for respiratory absence is predominantly due to COVID-19 related absence (COVID-19, suspected COVID-19, long COVID-19 and COVID vaccine reaction). This accounts for 50.72% of officer respiratory absence, 60.65% of staff respiratory absence and 66.38% of PCSO respiratory absence.

The response to the cost-of-living pressures remains a focus for on-going wellbeing support. The Financial Wellbeing Hub continues to be updated with new information and signposting, and a virtual session is delivered each month in support of individual financial wellbeing with the team being supported with external speakers in this field.

The Occupational Health management referrals to appointment waiting times remain settled with continued monitoring in place in order to review service levels and identify any emerging issues. The new Occupational Health Adviser Team Leader continues to review case management activity, efficient triage of referrals and provide first line support to the Occupational Health Adviser team. Process developments and enhancements have continued with this post now being in place including the review of the referrals process and the management outcome report, in order to support line managers effectively.

The annual flu vaccination programme commenced in late October, in support of winter health, with vaccination clinics being held around the county. In total, 687 have been administered with further mop-up clinics being scheduled for November 2022. Of note, where an individual is entitled to a free NHS vaccination, our provider has not been using our 'purchased' vaccination and, although we purchased 700 vaccinations for the internal programme it is likely this will be exceeded as, to date, 180 vaccinations have been provided as NHS vaccines. The final scheduled clinics conclude w/c 7/11/22, with follow up sessions to be scheduled dependant on the remaining vaccines unused.

The Health Surveillance team remain focussed on recruitment medicals in support of the Police Officer Uplift Programme with some resourcing and demand challenges in this area. Vacancies are now being recruited to and service levels should be maintained, once these new post holders are in place.

The counselling team continue to support the organisation with both proactive and reactive services including 2502 individuals attending the Inspire You 2 Mental Health sessions in this period. The ever-popular Feel Well Live Well and Feel Well Live Well leaders programmes and planning is underway in support of the Investigator Wellbeing activity following the Peel assessment findings.

The virtual wellbeing sessions continue to be an effective way to engage with large numbers of people with 9223 attendees across the 280 sessions run to date (02/11/22) from both Kent Police and Essex Police.