

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

PEOPLE

Thursday 31 May 2018

1. Strategic Overview.

Our workforce are the most important asset we have in providing 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 providing the workforce with a comprehensive range of effective and preventative measures to improve wellbeing and schemes to develop talent and ensure that we have the right skills to meet the demands faced.

2. Aims of the report.

This report will provide details of key activities being undertaken by the force in respect of our workforce since the last Performance and Delivery Board on 7th March 2018.

3. Resourcing and Recruitment.

3.1 Officers. The table below shows the establishment versus strength for officers as at 31st March 2018, shown as full time equivalent (fte):

Establishment	3252.50
Strength fte	3240.16
Variance	-12.84

As at the 31st March 2018, there was a total officer strength of 3240.16 fte, which is 12.84 fte under the original establishment of 3252.50 fte.

The establishment for 2018/19 is increasing by 200.00 fte to 3452.50. A recruitment plan has been agreed by Human Resources (HR), Learning and Development (L&D), Business Services and Corporate Finance, that is projected to bring in up to 460.00 fte new officers in the 2018/19 financial year (April 2018 to March 2019).

A weekly Force Resourcing Board, chaired by Mr Drysdale, Director of Corporate Services, will ensure key stakeholders maintain an overview of establishment management for the force and will consider requests for change in line with force priorities, funding and threat, risk and harm. In addition it will also ensure oversight of key work streams aimed at increasing officer numbers.

3.2 Police Community Support Officers (PCSOs). PCSOs are a vital part of our policing model and their presence is valued by the public, their colleagues and both the Chief Constable and PCC alike. We are proud of our PCSOs and the outstanding work they perform day in and day out in our communities. Maintaining an establishment of 300 PCSOs is a significant and positive commitment that embellishes our policing model.

The table below shows the establishment v strength for PCSOs as at 31st March 2018:

Establishment	300.00
Strength FTE	321.11
Variance	+21.11

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As at the 31st March 2018, there was a total PCSO strength of 321.11 fte, which is +21.11 fte over the establishment of 300.00 fte.

The imbalance in PCSO numbers was recognised early on in the New Horizon change programme, it was agreed to allow the reduction of PCSO numbers via natural attrition, particularly in light of enhanced officer recruitment. This decision was endorsed by the Strategic Change Board in March 2018.

There is an intake of 6.00 fte starting in specialist roles in May 2018. As the strength fte is over establishment there are no further planned intakes for PCSOs for the remainder of the 2018/19 financial year. If attrition was to increase, L&D have the capacity to train up to 20.00 fte later in the financial year. This position is monitored at the weekly Force Resourcing Board.

3.3 Force Control Room (Communication Officers and Dispatchers) & Investigation Management Unit (IMU) Investigators. The table below shows the establishment versus strength for Communication Officers and Dispatchers as at 31st March 2018:

Establishment	299.00
Strength FTE	274.74
Variance	-24.26

As at the 31st March 2018, there was a total strength of 274.74 fte, which is 24.26 fte under the establishment of 299.00 fte.

The establishment for 2018/19 is increasing to 330.00 fte (growth of 31.00 fte). In April 2018, a total of 32.00 fte joined and, at the time of writing, it is projected a further 32.00 fte will join in May 2018, and 23.00 fte in July 2018. It is anticipated that the strength fte will achieve the establishment of 330.00fte in July 2018.

There are further intakes planned in September 2018, October 2018, January 2019 and February 2019 to ensure the strength fte is maintained throughout the remainder of 2018/19 financial year.

The table below shows the establishment versus strength for IMU Investigators:

Establishment	97.30
Strength FTE	109.67
Variance	+12.37

As at the 31st March 2018, there was a total strength of 109.67 fte, which is 12.37 over the establishment of 97.30 fte.

The establishment for 2018/19 is increasing to 115.30 fte (growth of 18.00 fte). There are intakes of 14.00 fte planned for August 2018 and 10.00 fte planned for October 2018, which will result in the strength fte exceeding the establishment of 115.30 fte and, subject to attrition, there is another intake of 10.00 fte planned for January 2019.

The projected resourcing position for both Communication Officers and Dispatchers and IMU Investigators is monitored at the weekly Force Resourcing Board.

3.4 Detention Officers. The table below shows the establishment versus strength for Detention Officers as at 31st March 2018:

Establishment	120.00
Strength FTE	120.49
Variance	+0.49

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As at the 31st March 2018, there was a total strength of 120.49 fte, which is 0.49 fte over the establishment of 120.00 fte.

There are intakes planned for June 2018, October 2018 and February 2019 to ensure the strength fte and establishment is balanced throughout the 2018/19 financial year. As with the above, this position is monitored at the weekly Force Resourcing Board.

4. Recruitment Plans.

For the next police constable intake in May 2018 there are currently 14 individuals clear to join the force and a further 26 in the final clearance and checking process.

The force is currently recruiting for police constables utilising the standard recruitment role but also via the graduate entry programme and the Investigate First programme. Below shows the current pre section process position for standard entry, graduate entry and Investigate First:

4.1 Standard Entry. At the time of writing, the force are processing in excess of 300 live applications for the planned intakes and these are at various stages in the recruitment process. The average number of applications received per week has increased from an average of 9 during July to December 2017 to 36 per week during the period January to March 2018, as a result of activity to date; which is detailed later in the report.

4.2 Graduate Entry (part of the 60 joiners scheduled for August). 18 candidates were successful at the assessment stage to join this programme, of which 14 were female (78%) and 3 were BAME (17%). These candidates are now entering the final checking stages of the recruitment process. A further 6 candidates were deemed to be suitable to enter via the standard entry route. In addition, another 3 candidates were recommended for other roles within the force and will be directed to FCR and/or Specials as a potential career option. A time line for a potential phase 2 is being drafted, which remains a consideration.

In addition to the above is the Investigate First detective scheme which is scheduled to commence in October 2018. Candidates joining this scheme will make up a proportion of the intake of 100 new recruits who are scheduled to join in October 2018. The advert and marketing went live on the 1st May 2018.

4.3 Black, Asian, Minority Ethnic (BAME) Recruitment Update. As at 31st March 2018, the percentage of BAME against the officer headcount was 2.97%, which is a percentage increase of 0.10% when compared to the last update (2.86% as at 31st December 2017). This is a headcount increase of 4.

As at 23rd April 2018, there were 23 BAME applicants within the current recruitment process (this includes graduate entry). The stages these candidates are at within the process are outlined below:

New Application/Eligibility	5
Briefing	0
SEARCH Assessment Centre	8
Senior Interview – May	2
In clearances for Graduate Entry – August	3
In clearances for May intake onwards	3
Joining May Intake	2
Total Candidates	23

The Human Resources Innovation Team has a strategic aim to develop and implement a new, innovative and sustainable attraction strategy to deliver against the changing recruitment needs of Kent Police with regards to officers and staff.

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The team will deliver this through the #morethanthebadge media campaign and redefining a responsive and flexible outreach strategy to significantly increase the number of suitable applicants, in terms of quantity, quality and diversity.

Overview of Activity:

- A comprehensive media campaign launched on 19th March - #morethanthebadge. The campaign posts have successfully reached 160,000 people with over 700 shares/retweets and resulted in 135% increase in visits to the Kent Police PC recruitment website page – from 2.2k to 5k views. PC 'eligibility' page views have increased by 182%.
- A programme of informative visits by senior officers to schools is underway. To date 112 schools with sixth forms across the County have been identified. 89 visits have been booked and some have already taken place, with positive feedback being received at each one. It is estimated that we will reach in excess of 3000 students through these forums.
- Pre application workshops, to support candidates through the recruitment process have increased significantly across the County, with over 600 attendees to date. The force has also increased online activity with the aim of converting the increase in interest to further applications.
- Over 200 community based groups have been identified for liaison and enhanced recruitment activity and consultation with Community Units and Community Liaison Officers is underway. Feedback from the consultation will be considered and proposals developed accordingly.
- Attendance at the Vaisakhi festival, in Gravesend during April, followed by a bespoke pre application workshop has resulted in increased interest from BAME community. This will be followed up with a further workshop aimed at parents, as a result of direct engagement and feedback.
- Joint working with Tri services is ongoing, with future Tri Service recruitment event planned in June, along with working together with marketing campaigns.
- Partnership with CTP (military career transition partnership) has now been formalised. The service offered includes a personal careers manager, links to the official CTP website and own 'Focus' page, which provides more details for potential candidates. This is an organisation which manages future career opportunities for all military service leavers – currently around 13,000 per year.
- The team have engaged with the Positive Action Practitioners Alliance (PAPA), and local Independent Police Advisory Group Chairs regarding current activity and support for future events.
- Significant planning is underway with regards to some key, large scale events - County Show (as part of Police and Crime Commissioner's stand), Kent Police Open Day (priority placed on recruitment activity) and regional CTP military careers event, all of which are to be held in the first week of July.
- A review of 'access to the organisation' is underway. A refreshed work experience programme has been set up for the school holidays, however wider opportunities are in scope such as "ride-alongs", extended briefing events and undergraduate placements.
- The team are currently developing the "real people, real stories" concept on social media. Currently video logs are being trialled with new recruits. This is a medium term work stream and the results of application numbers will be evaluated in 8-10 weeks.
- The team are also leading on work to provide a structured framework of positive action support to BAME candidates within the recruitment process.

5. Promotion Plans.

A promotion board to the rank of Superintendent, chaired by the Chief Constable, was held between the 26th and 27th April 2018 and five individuals were successful. A further process for the Chief Inspector rank will be held at the end of May 2018. These boards are the first to utilise the information from the succession planning checkpoint process to assess the performance and potential of those aspiring for promotion. This has enabled an early assessment of the talent pool and the design of an assessment process to suit. On this occasion the force removed the requirement for individuals to fill in an application form, thus streamlining the process and reducing abstraction in the weeks prior to the boards. Individuals will be posted into vacant positions over the next few months.

The Police National Assessment Centre (PNAC) was held in the week commencing 23d April. Two individuals from the force applied and both were successful to progress to the Senior Command Course in the autumn.

6. Gender Pay Gap.

In line with new government regulations Kent Police has published its gender pay gap data. Kent Police reports a mean gender pay gap of 13.6% and a median gender pay gap of 27.5%, based upon the reporting principles as set out in the UK Government's methodology, which came into force in April 2017.

In analysing this information, Kent Police has found that it is driven by the following factors:

- From a total workforce of 5,615, over half are police officers (57%) compared to 43% police staff. The majority of police officers are men (72%) and the majority of police staff are female (61%). Therefore, the combined pay gap figures could be viewed as misleading as they combine the very different police officer and police staff pay, grading / rank structure and gender compositions for each separate group. If looking at police officers, the mean pay gap is only 2.6%. For police staff, the mean pay gap is 9.3%.
- 54% of all police officers are male constables with an average salary of £27,258, in contrast, 47% of all police staff are females employed between A to D grade roles with an average salary of £20,398.
- Female police officers are represented well in the more senior ranks and the constable rank with percentages varying at ranks in between. Recent promotion processes have further enhanced the representation of female police officers throughout the force. Female police staff are well represented up to senior positions; however, there is a bigger concentration of women in lower pay quartiles when compared to the overall representation. Work continues to promote gender progression, for both police officers and police staff.
- When reviewing each job individually, within both police officer and police staff pay grading / rank structure, males and females are paid the same pay for doing the same role, with any differences accounted for by the length of service in the role. The framework for police officer pay is set nationally. For police staff, all roles are subject to a Hay job evaluation process ensuring parity across job types.

The report recognises the work undertaken in Kent to encourage the workforce in development and promotion processes. The report also remarks on the positive impact that the Kent Network of Women (KNOW) is having, which has become a fundamental and positive part of the Kent Police culture. The framework for police officer pay is set nationally and Kent Police adhere to this structure; police staff are paid the same pay for the same role, with any differences accounted for by the length of service a person has worked in their current job.

7. Rest Days in Lieu.

Following a recent media report relating to police officer rest days, an update is provided at the request of the PCC. As at the 26th April 2018, officers were owed, on average, 4.34 rest days in lieu (this is against a headcount of 3288).

The Force Resource Unit (FRU) work to police regulations and the Working Time Directive. Duty Planners ensure that officers receive sufficient rest between shifts, apply appropriate rest days and do not work excessive hours. On occasions, spontaneous operational deployments necessitate the requirement of officers to remain on duty and / or the cancellation of rest days. The FRU and local supervisors will ensure that officers receive appropriate breaks and relief. Officers get the opportunity to claim additional working hours for pay or time dependant on personal choice.

In addition to the above, a breakdown of all outstanding time balances (including rest days in lieu) is provided on a monthly basis (in some cases weekly) to all Chief Inspectors and above (including PSE equivalents and above).

Kent Police's officers and staff are its biggest asset and their health and wellbeing is always considered when the force plans its resourcing. The force fully recognises that rest days play an important part in ensuring the wellbeing of the workforce and takes measures to preserve scheduled rest days wherever possible. To support this the force:

- Promotes the importance of a work-life balance within the force and has processes in place to ensure officers take reasonable time off to rest and recuperate.
- Ensures every effort is made to avoid the cancellation of rest days but the dynamic nature of policing means that on occasion it is necessary for officers and staff to work on days they were not initially scheduled to work.
- Ensures that every effort is taken to ensure that where time is owed, every opportunity is given to take it, in line with Regulations. Where an officer is required to work on a scheduled rest day they can, in some circumstances, opt to take payment for working their rest day, or take time off at a later date. The force is committed to ensuring that any time accrued is provided back to the officer.

The force must ensure that the public remain safe and when additional staffing is required officers and staff may on occasions accrue rest days to be taken at a later date.

8. Use of Force and Taser Update.

All of Kent Police's Authorised Firearms Officers have now converted to and carry the Taser X2 Conductive Energy Device (CED) operationally. The X2 is performing well as a replacement for the previous Taser X26 model. Kent Police decide the number of specially-trained officers (STO's) who carry Taser based on a strategic assessment of threat and risk in line with guidance from the National Police Chief's Council's (NPCC) Less Lethal Weapons lead. This includes reviewing factors such as violent crime, assaults on officers, snap shot analysis of units on duty and availability, and actual use of Taser. From the latest review, a Chief Officer decision was made to invest this year in a Strategic Threat and Risk Assessment (STRA) based increase of trained officers and CED units into specific identified operational units. This allows the force to have confidence Taser is in the right place when needed. Other specialist units, including firearms teams, also have Taser to support local policing.

In accordance with the NPCC Use of Force reporting project, Kent Police has completed the first annual use of force data return to the Home Office in April 2018. The data covering the period between April 2017 and March 2018 will be published on the Kent Police external website to provide a summary of the information for public consumption. The data shows that officers use force predominately to protect themselves, colleagues and the public to prevent harm and effect arrests. Unsurprisingly, the majority of force occurred at incidents on the street, domestic dwellings and within custody.

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The use of force reporting covers all approved officer safety techniques and equipment including the use of Taser and the spit guard, introduced in June 2017. Spit guards allow officers to protect themselves in accordance with their training and the principles regarding the use of force from detained persons and others who spit. There have been 141 recorded uses of the spit guard, including 5 recorded occasions where it has failed to protect officers from being spat at. The SSTU are aware of this and are reviewing the equipment, training and the operational use of the spit guard to minimise reoccurrences.

Use of force reporting is now included as an application on the Mobile First platform enabling officers to complete the form efficiently. It is important to note that this is the first ADR return and compliance with use of force recording requires improvement. Governance will now be led by ACC Shiner. The use of force data will be utilised to inform policy and training, including the evidence based review of techniques and equipment.

9. Police Staff Investigators.

As part of the force restructure under New Horizon, Kent Police recruited police staff investigators. The Police Reform Act allowed the Chief Constable to grant available powers to police staff investigators. A total of 28 investigators were trained at Kent Police Training School before being posted to operational duties across the county.

The programme included training in suspect interviews, as well as being trained to interview vulnerable victims and witnesses using video interview suites. After leaving KPTS, the new police staff investigators undertook a 10 week Investigation Development Module. This involves working in various investigation departments under the supervision of qualified investigators.

This is the same module that all student police officers undertake. The course ensures that police staff investigators are able to provide victims, witnesses and the wider public with a quality investigative service.

10. Summary.

Kent Police recognises that its most valuable asset is its workforce. There are a number of activities being undertaken within Human Resources, Learning and Development and the wider organisation to recruit and develop officers and staff across a number of functions. The HR Innovation Team are developing a range of work streams to deliver a sustainable attraction strategy that responds to the force's changing recruitment and development requirements and its ambitions to have a diverse workforce that reflects the local community. The gender pay gap report shows mean gender pay gap and median gender pay gap of Kent Police, based upon the reporting principles as set out in the UK Government's methodology and recognises the work undertaken in Kent to encourage the development and promotion of the workforce. In respect of Taser, all Authorised Firearms Officers now carry the Taser X2 Conductive Energy Device operationally and use of force reporting is now included as an application on the Mobile First platform, enabling efficient completion of the form. Use of force data, including use of Taser, has been reported on, in accordance with the NPCC Use of Force reporting project and the data for the 2017/18 financial year will be published on the Kent Police external website.