

## Report to the Commissioner's Performance and Delivery Board

Date: 27 September 2017

Title: People

From: Chief Constable



### RESOURCING

#### Officers

1. The table below shows the establishment v strength for officers as at 31<sup>st</sup> August 2017, shown as a full time equivalent (FTE).

Establishment	3261.78
Strength FTE	3255.86
Variance	-5.92

2. As at 31<sup>st</sup> August 2017 the total officer strength FTE was 3255.86 which is 5.92 FTE under the establishment of 3261.78. It should be noted that the establishment of 3261.78 FTE was first achieved in June 2017 and is projected to be achieved again in October 2017. A recruitment plan is in place for the remainder of the financial year which aims to ensure strength FTE is, on average, maintained at 3261.78 FTE.

#### PCSOs

3. The table below shows the establishment v strength for PCSOs as at 31<sup>st</sup> August 2017.

Establishment	300.00
Strength FTE	270.04
Variance	-29.96

4. As at 31<sup>st</sup> August 2017 the total PCSO strength was 270.04 FTE which is 29.96 FTE below the establishment of 300.00. There are recruitment intakes planned for the remainder of the financial year, with 24.0 PCSOs due to commence in November 2017, 20.0 in January 2018 and 20.0 in March 2018. Taking into account projected attrition it is therefore anticipated that the establishment of 300.00 FTE will next be achieved in January 2018.

#### Black, Asian, Minority Ethnic (BAME) Recruitment

5. In July 2017 the Chief Constable appointed Mr Chris Collins as the new Diversity and Inclusion Manager for the Force. This appointment and additional resourcing will add renewed impetus to this agenda. The early part of his work will focus on BAME recruitment and branding of the Chief Constable's "infinity principles".
6. Recognising it is not at the desired rate the Force's work around BAME recruitment continues to show progress. As at 31<sup>st</sup> March 2016 our Police Officer BAME percentage against the total officer headcount was 2.86% and as at 31<sup>st</sup> July 2017 it is 2.90%. In addition we have 4 BAME recruits ready to start their Police Officer probation training this October. Likewise for Police Staff there has been an increase from 2.61% as at 31<sup>st</sup> March 2016 to 2.69% as at 31<sup>st</sup> July 2017. Similarly, PCSOs have increased from 0.99% as at 31 March 2016 to 1.42% as at 31<sup>st</sup> July 2017.

#### Absence

7. During 2016/17 good progress was made in relation to police officer attendance, and the year ended with officer absence of 9.33 average days per person compared to 10.12 average days at the end of March 2016. This positive trend has continued through the period April to July 2017, where absence for officers at the end of that period was at 2.68 average days per officer compared to 3.20 average days at the end of July 2016.

8. For police staff the position at the end of 2016/17 was not quite so favourable with absence of 8 average days per person compared to 7.62 average days at the end of March 2016. During the period April to July 2017 police staff absence is at 2.70 average days per person compared to 2.44 average days at the end of July 2016.
9. For PCSOs the position at the end of 2016/17 showed 10.69 average days absence per person compared to 7.48 average days at the end of March 2016. In the period April to July 2017, the picture is improved however with absence of 2.23 average days per person at the end of July 2017 compared to 2.98 average days at the end of July 2016.
10. The table below shows the average days lost per person for the current financial year to date (April to July 17) compared to the same period last year (April to July 16).

Employee Group	Apr - Jul 16/17	Apr - Jul 17/18	17/18 Var to 16/17
Officers	3.20	2.68	-0.52
Staff (excl. PCSO)	2.44	2.70	0.26
PCSO	2.98	2.23	-0.75

11. The improvement in officer attendance in 2016/17 compared to 2015/16 is also reflective in nationally published iQuanta data which shows that the % of contracted hours lost (to contracted hours available) reduced from 4.72% in 2015/16 to 4.31% in 2016/17. As a result of this improvement, Kent officers are now ranked 14<sup>th</sup> (out of 43) in 2016/17 compared to 30<sup>th</sup> in 2015/16.
12. For staff and PCSOs combined national figures show that the % of contracted hours lost to contracted hours available increased in 2016/17 to 4.08% from 3.70% in 2015/16. However, it should be noted that although the absence has increased the Force's position has remained at 10<sup>th</sup> nationally.
13. The Performance Improvement Unit (PIU) continues to promote the Attendance Support Meeting process to enable managers to give structured support to officers and staff who have attendance issues. In addition the PIU introduced attendance reports for commands which provide senior managers with the necessary information to guide their Absence Management Group (AMG) processes and to determine where interventions may be required.

## WELFARE, KEY WORK-STREAMS AND UPDATES

### Counselling and Support

14. Health Services submitted a grant application to the Police Dependant's Trust 'one in four' fund and a presentation to the Trustees in support of the application took place in late July 2017. The application sought funding to provide the Feel Well Live Well for Leaders and Feel Well Live Well Refresher programmes from January 2018. This will further strengthen the mental health leadership interventions previously provided and helps leaders engage supportively with staff in managing resilience and mental wellbeing. This was a joint application with Essex Police and was successful with a grant of £150,000 awarded during this process.
15. The above programmes are in addition to the main Feel Well Live Well resilience programme available to all staff and officers. In addition Health Services have provided short taster sessions during the summer months, when frontline abstraction is more challenging, in order to provide targeted support to officers and staff with the aim of improving resilience within the workplace. The full four session programme recommences in September and to date 655 officers and staff have attended the four session programme.
16. The organisation has supported the Police Dependents Trust's Ambassador Volunteer programme with advertising for volunteers having taken place and three members of Kent Police selected as Ambassadors. Kent Police hosted one of the regional volunteer induction training days at Kent Police College in August 2017.

## **Trauma Risk Management (TRiM)**

17. A TRiM continuing professional development (CPD) session took place in August 2017 with a guest speaker from Greater Manchester Police attending to provide a presentation to a small group on the TRiM process activation and lessons learned following the Manchester terrorist attack. TRiM Practitioner training has taken place with a further 13 volunteers for this valuable role having attended the training and a further course is scheduled for later in the year.

## **NEW HORIZON**

18. New Horizon, the name given to the Kent Police change model, went live on 12<sup>th</sup> September 2017 at 0700 hours. The model has been many months in the design phase and has been predicated on a consultative approach through numerous workshops involving key individuals across all ranks and grades of the organisation. The ethos of the new model is to support and help victims with a particular focus on those who are most vulnerable within society. With new teams designed including Vulnerable Investigation Teams, Missing Child & Exploitation Teams and the Mental Health Team, there is a real demonstration of the Force's drive to help those victims who are deemed vulnerable as well as continuing the other strands of work to the same high levels.
19. As part of this process a total of 2093 officers (Constables, Sergeants and Inspectors) were identified for roles within the new Policing Model. All officers were provided with a preference pack where they were required to identify which skills they had and to provide 3 role preferences and 3 location preferences (as well as identifying what was more important to them; role or location). Officers were then selected taking the above into account.
20. Of the 2093 postings there were a total of 197 appeals. Of the 197 appeals, 129 were accepted therefore only 68 were declined, which equates to 3.25% of the total 2093 postings.
21. All teams have now been agreed as functional and final postings have been confirmed following the recent Sergeant and Inspector's promotion boards. There is an acceptance that there is a small element of final police staff recruitment in certain departments and that the significant training requirement continues post 12<sup>th</sup> September. However, it was assessed that there is sufficient resource and skill base to deal with the predicted demand on go live. A training plan is in place to ensure that maximum opportunities are sought to support the workforce in their roles.
22. A number of teams are already in place and working to their new role requirements. These include complex fraud and cyber hubs as well as the strategic Mental Health team. New practices are assessed as working well and have already reduced some demand from Divisional Policing. The Wanted Persons Bureau has started a practice of assessing outstanding offenders through a new risk assessment tool. It is anticipated that this team will be fully resourced by the end of September 2017 with continual training to ensure there is significant focus on wanted persons.
23. The roles of PCSOs have been integrated within the new model with the introduction of specialist roles including Youth Engagement Officer (YEO), Domestic Abuse Support Officer (DASO) and Vulnerable Adult Intervention Officer (VAIO). In addition, 4 new powers have been authorised for PCSOs;
  - a) Require a name and address in licensing offences; selling/obtaining for person who is drunk, selling to children, sending a child to purchase alcohol;
  - b) To remove truant or excluded pupil found in a specified area to designated premises or to the school from which the truant is absent;
  - c) Power to close licensed premises consistently selling alcohol to children;
  - d) To disperse persons from a specified area under a Dispersal Order, and be able to confiscate any items that could be used to commit antisocial behaviour, crime or disorder;
24. A training plan is underway to ensure that the staff understand these powers, supported by an InSite Spotlight. The Chief Constable has also agreed a further power 'to issue a Fixed Penalty Notice for parking in a restricted area outside schools', however this is delayed as the Force will be utilising Local Authority legislation which is currently being reviewed by both Medway Unitary and Kent County Council legal departments. Once an agreed status has been reached to the satisfaction of Kent Police's Legal Services then the final power will be active for staff to utilise. An anticipated date for this final power is December 2017 but the Force is working hard to try and shorten this time frame.

25. Throughout the go live period there is a Gold and Silver Command set up to monitor the change process. There are regular Silver and Gold groups which, supported by analytical products assess the new model's capacity to deal with demand and continue to deliver a first class service. Chief Officers were highly visible on day 1 visiting a number of the Divisions throughout the day. Officers and staff are encouraged to feedback comments through Idea Drop, anonymous email functionality or by direct contact with the Change Team. Monitoring will continue for 6 weeks to cover the 5 shift patterns after which a formal implementation review will be undertaken.

## VOLUNTARY PCSOs

26. The Citizens in Policing department will be responsible for the planning and delivery of police volunteers with powers. Whilst the terminology 'Volunteer PCSOs' is being used, the name of this group of volunteers is just one item being consulted on.

27. A plan is currently being drawn up to outline the opportunities for our volunteers and how the new legislation (allowing Chief Constables to give powers to volunteers) may be used. ACC Blaker chairs the Citizens in Policing Board which will provide the oversight and governance for the programme. A full time Inspector has been recruited to deliver the project and we expect to see an outline plan for agreement by the beginning of October 2017.

28. An overarching aim would be to design and develop a group of volunteers who sit somewhere between the Special Constabulary and our current volunteers. They will deliver for their communities and where appropriate be designated with powers to assist in their roles. A further update can be provided once the outline plan has been agreed by the board.

## USE OF FORCE

29. From the 1<sup>st</sup> October 2016 it became mandatory for all UK police forces to accurately and consistently record the use of force to provide both the public and police with confidence. From the 1<sup>st</sup> April 2017 the collected data from all forces will be included in the Police Annual Data Requirement (ADR) for the Home Office. A revised version of the existing Lime Survey has been designed to capture the information that has been set as the national data set for the return. To monitor progress in the first year of the ADR, forces are expected to publish local use of force data on a quarterly basis.

## SUMMARY OF USE OF FORCE DATA FOR APRIL TO JUNE 2017

30. The use of force information was published on the Kent Police Website on the 31<sup>st</sup> July 2017. This data gives the public an insight into what being a police officer involves and the challenges they deal with on society's behalf. The use of force by officers is a vital part of police powers and officers are trained to use force proportionately, lawfully and only when absolutely necessary.

### Use of Force Tactics

April – June 2017	Columns indicate the tactics used in the order undertaken								Totals
	Tactic 1	Tactic 2	Tactic 3	Tactic 4	Tactic 5	Tactic 6	Tactic 7	Tactic 8	
AEP Aimed	0	1	3	0	0	0	0	0	4
Baton Drawn	6	20	7	6	0	0	0	0	39
Baton Used	0	2	6	1	1	1	0	0	11
CED	3	60	10	1	1	0	0	0	75
Compliant Handcuffing	274	590	103	36	10	0	0	0	1013
Dog Bite	2	2	1	4	1	1	0	0	11
Dog Deployed	2	8	5	0	0	0	1	0	16
Firearms	0	9	1	0	0	0	0	0	10
Ground Restraint	61	173	354	77	13	2	0	0	680
Limb/Body Restraints	15	36	58	81	35	8	1	0	234
Non-Compliant Handcuffing	88	316	307	185	65	8	2	0	971

<b>Other/Improvised</b>	5	53	26	14	5	2	0	1	<b>106</b>
<b>PAVA Drawn</b>	8	60	21	4	2	0	0	0	<b>95</b>
<b>PAVA Used</b>	4	14	25	16	3	0	0	0	<b>62</b>
<b>Shield</b>	1	4	3	1	3	4	0	0	<b>16</b>
<b>Spit Guard</b>	0	0	0	1	1	2	0	0	<b>4</b>
<b>Tactical Communication</b>	2033	30	6	2	0	0	0	0	<b>2071</b>
<b>Unarmed Skills</b>	171	750	136	28	1	0	0	0	<b>1086</b>

31. The force is in the early stages of data collation and it would be inaccurate to compare one force to another until a consistency in recording and publication is established. Kent Police is committed to being an open and transparent force and the information published will help improve the understanding of use of force and will help shape the relevant training and tactics for officers.

### Use of Taser

32. The below tables set out the force's use of Taser over the last quarter. The use of Taser includes when the device is drawn, red-dotted, fired and arched. Officers who carry Taser are trained to the national standards and undergo a period of judgement training which follows the same process as those provided to Armed Firearm Officers (AFOs).

Month	Taser Drawn	Taser Aimed	Taser Arched	Taser Red-Dotted	Taser Drive-Stun	Taser Drive-Stun Repeat	Taser Angle Drive-Stun	Taser Fired
April	6	2	0	9	0	0	1	6
May	6	4	0	10	0	0	0	2
June	11	4	0	19	0	0	0	4
<b>Total</b>	<b>23</b>	<b>10</b>	<b>0</b>	<b>38</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>12</b>
<b>Firearms Officers</b>	4	0	0	7	0	0	0	0
<b>Non Firearms Officer</b>	19	10	0	31	0	0	1	12

Month	Total Incidents	Incident attended by Officer trained to carry Taser	Incident attended by Officer carrying Taser	Incident attended by Firearms Officer	Incident attended by Non-Firearms Officer
April	768	136	107	15	753
May	919	158	143	23	897
June	986	179	152	12	974
<b>Total</b>	<b>2673</b>	<b>473</b>	<b>402</b>	<b>50</b>	<b>2624</b>

### Use of force form completion rate

33. The Performance Grading Meetings provide the governance for the use of force reporting. Compliance on the completion of use of force forms is currently being measured against the recording of handcuff use on custody records held on Genesis as the comparator.

34. The compliance rate for completion has been rising month on month, the current data for August 2017 shows 64% compared to 44% in April 2017. Officers are reminded on the importance of completing use of force forms on attendance to Personal Safety Training. The completion rate is published and distributed to Senior Management Teams monthly in the Personal Safety Training Performance Report.

35. A digital version of the form is being developed for Mobile First users that will be launched later in the year.

### Spit Guards

36. Spit guards are now approved and available for use by Kent Officers and staff. The guard is lightweight, fully breathable, made of mesh and is 98% see-through. It will only be used when it is proportionate and necessary, for example when the level of resistance and behaviour displayed by a detained person causes concern for their safety or the safety of the officer and other members of the public.

37. Since training in the spit guard was introduced by the Staff Safety Training Unit at KPC on the 12<sup>th</sup> June 2017 more than 900 Kent Police officers now have added protection against being spat at by people they arrest. The officers and volunteers from the Special Constabulary have been trained and Designated Detention Officers working in police custody suites are also receiving training. The training will continue to be rolled out on annual Personal Safety Training Refresher courses over the next 12 months to all frontline officers.
38. The guards have been applied at 2 use of force incidents since June 2017.
39. Although spitting is not very common, it is believed that incidents of spitting at officers are under-reported. An officer currently has to wait up to six months if they are spat at, to find out if they have been infected and in many cases they have to take medication which can cause undesirable side-effects. This can cause significant emotional distress for the officers involved.
40. There are a number of measures put in place to minimise any distress experienced by the detained person. Wherever possible the officer will give a verbal warning to the subject to inform them that their behaviour, if it continues, is going to lead to the use of a spit guard. If a guard is used, the person will be observed at all times and officers have been trained to look for signs of difficulties breathing or any medical issues. The guard will be removed immediately in the event of a medical emergency.
41. The vulnerability of juveniles and people experiencing a mental health crisis, acute behavioural disorder, or any other psychological impairment will be taken into account by officers considering applying a spit guard.