

Report to the Commissioner's Performance and Delivery Board

Date: 7 June 2017

Title: People

From: Chief Constable



DIVERSITY AND DEVELOPMENT

1. The Chief Constable has personally led gender progression events and Black Asian Minority Ethnic (BAME) progression events aimed at seeking the views and ideas of the workforce and build strategies to help support individuals to progress. This has led to a number of actions, for example: work streams with Human Resources and the Kent Network of Women to support individuals on maternity and paternity leave. In addition changes have been made to officer promotion processes.
2. DevelopYou, which launched in October 2015, provides an easy to use, consistent and fair framework to assist lateral development and progression and remove barriers cited by the workforce. Since October 2015 457 people have applied for development through the process, primarily for lateral development. 40% of applicants have been female and 2% of applicants are BAME officers and staff.
3. A new succession planning initiative was launched by the Chief Constable on 10th May providing a more formal framework for career discussions and the assessment of potential and performance of individuals. This is partnered with forthcoming changes to the PDR system that will enable individuals to outline their career aspirations. This will help shape individual development plans but also enable the organisation to draw a 'talent bank' of individuals that can be accessed. These initiatives further remove some of the perceived barriers around accessing lateral and promotional development opportunities.
4. The Chief Constable has recently agreed to the creation of a new Diversity Manager post in Kent and this role is currently being developed. It is anticipated that this position will focus on the wide range of Diversity work streams in force including identifying how we attract, develop and retain a diverse workforce which is representative of the community. In addition the force holds a quarterly Diversity Board chaired by the Assistant Chief Constable for Local Policing.

RECRUITMENT

5. The following table provides a breakdown of officer new recruits by financial year and ethnic grouping. Please note the figures are in headcount and do not include officers transferring in from another force.

Financial Year	BAME	White Group	Declined to State	Total	BAME %
2014/15	4	165	4	173	2.31
2015/16	4	212	4	220	1.82
2016/17	11	251	13	275	4.00

6. The percentage BAME joiners in 2016/17 was higher than the percentage of BAME joiners in both 2014/15 and 2015/16.
7. In 2016/17 a total of 275 new recruits joined the force, of which 11 were BAME, which equates to 4.00% of the overall number of new officer recruits. This is an increase of 2.18% (headcount increase of 7) when compared to 2015/16 where 4 BAME new recruits (1.82%) joined the force.

DIVERSITY & INCLUSION ENGAGEMENT ACTIVITY

8. A wide range of activities have been undertaken over the last 12 months to review and reinvigorate our approach to recruitment from minority communities. Activities include investment in a Positive Action Inspector up until September 2017, attendance at community events, engagement with community

leaders, national television appearances promoting the diverse opportunities in Kent Police, introduction of a buddy scheme, media campaign depicting diverse officers and attendance and engagement and attendance at cultural festivals. Further detail of positive action activity has been provided at Appendix A.

WELFARE, KEY WORK-STREAMS AND UPDATES

Counselling and support

9. The Feel Well Live Well (FWLW) support programme has been in place since 2014, the four modules take place over weekly half day sessions and are both experiential and psychoeducation based and have the added focus of reducing mental health stigma within the workplace. In Kent a total of 601 people have attended the training programmes to date, with course places available throughout 2017/18.
10. A FWLW for leaders' programme is in the pilot phase which aims to provide a wellbeing toolkit that will help leaders engage supportively with staff in managing resilience and mental wellbeing, whilst focussing on their own self-awareness, empathic responses and coping strategies. 52 people having attended the pilot sessions to date and full evaluation will take place when cohorts are complete.

Wellbeing Taster Sessions

11. Mindfulness / Cognitive Behavioural Techniques: taster sessions to provide short inputs across the county to with delivery to commence in the summer of 2017 with a total of 120 places available across the policing divisions.

TRiM (Trauma Risk Management)

12. TRiM is a peer support structure which helps to identify those employees who are more at risk to developing long term mental health issues as a result of exposure to potentially traumatic events in the workplace. There are currently 45 active practitioners with more course places for potential new TRiM Practitioners available in late 2017. This totals approximately an additional 30 practitioners as a waiting list for training courses currently exists. Since 1 April 2017, there have been 104 incidents which have required a TRiM intervention, where peer support has been provided.

COMPLAINTS

13. During the financial period 2015/16, 836 complaints were recorded compared to 777 complaints for the period 2016/17, this equates to a 7% reduction. The recently published data also shows that complaint performance is continuing to improve overall and the force are continuing to finalise the oldest complaints. Kent currently record 95% of complaints within ten days, compared to the National result which is 84%. The highest category of complaint allegation is 'other neglect or failure in duty' which totalled 261 during 2016/2017.
14. In respect of Body Worn Video (BWV) we are unable to attribute changes in complaint numbers solely to BWV, although it is likely to be a factor. Other work such as that on ethics, culture and changes in working practices are likely to have made an equal or greater impact. However, where evidence is present from the use of body worn cameras it enables complaints to be more effectively investigated. In the majority of cases this evidence has assisted the officers, and enabled the complaint to be quickly resolved.
15. Timeliness in respect of investigations and local resolution has improved compared to the previous year. Investigations have reduced by 6.62% compared to the previous year, with local resolutions now being dealt with at an average of 44 days, which is a 41% decrease on the previous period in 2016. This demonstrates an improvement in the way Local Resolutions are handled. There were 10 IPCC appeals upheld which reflects the improvements in the quality of our investigations and work continues to improve the quality of local resolutions.
16. The three Operational Complaint Managers are now in post and will be assisting in overseeing timeliness of complaints and quality. Additional training sessions have been completed and further are planned to increase the number of complaint handlers across the Force.

YOUNG PEOPLE

17. Kent Police have commenced a Police Cadet programme aimed at 13-18 year olds. The initial cohort covering 3 police districts has recently passed out and the intention is to have a police cadet unit in each district across the force. A former Paralympian has been recruited as the Children and Young Persons Ambassador.
18. With regards to intrusive powers such as stop and search, young people are included in the Independent Police Advisory Group stop and search scrutiny panel, which allows Kent Police to capture the views of young people. Kent Police currently runs a series of programmes in schools, aimed at educating and informing young people of key messages, these are predominantly delivered through the 'Is it worth it tour' and gang crime inputs.

Positive Action Activity

A range of activity has been undertaken in 2016-2017 to review and reinvigorate our approach to BAME recruitment. Below details the various strands of continuing work:

- **Diwali (festival of light)** - Attended in the community at Gravesend Sikh Gurdwara at the end of October. This is the most attended event after Vaisakhi and a great opportunity to engage with the public.
- **Recruitment Marketing Officer** - Invested in a recruitment marketing Officer to focus on engagement and developing a positive action approach.
- **Positive Action - Focus groups** were undertaken with Community Liaison Officers (CLO's) to encourage recruitment and look at the community make up, key Locations and places of worship, key/ influential members in the community and significant events in the Community.
- **Guru Nanak Gur Purubh** (birth of Guru Nanak) - Event attended in November 2016 at North Kent.
- **Be the best you can be** - Leadership event at Detling Showground hosted by the Chief Constable and Senior officers in November 2016.
- **Frontier Ops** - Hosting an event in Frontier Ops to encourage more specialist roles for protected characteristics.
- **Cadets** - Working with cadets to attract applicants from BAME background.
- **Engaging with Community leaders** - Attended Asian Retired Peoples Association AGM in January and 27th Feb to carry out presentation on Recruitment and role the association could play.
- **Community Engagement** - Engagement with faith leaders including Muslim, Sikh, Jewish and Christian leaders and IPAG strategic and local members to gain support for ongoing recruitment events for police officers and volunteer police cadets.
- **Local Media engagement** - Community outreach at key local events to extend our reach to BAME communities.
- **National and International TV appearance by Positive Action Lead** - Promoting opportunities in Kent Police and explaining the recruitment process and eligibility. During the appearances, we have also played the Kent Police promotional video to an audience of 31 million people over a month.
- **Outreach recruitment stands** - Outreach in diverse rich communities to extend reach (North Kent and Medway).
- **Recruitment Event held in the community** – On the 25th January 2017 we held a recruitment evening in the community and over 300 people attended. The event was held in the heart of BAME densely populated area and venue is normally used for weddings and parties removing any stigma of attending police premises on initial approach.
- **School visit to Kent Police College** - Invicta Grammar School, Maidstone attended Kent Police College and experience presentations and demonstrations to promote roles in Kent police.
- **Community Outreach Event** - The next event is planned at Julie Rose Stadium in Ashford on 23rd May and already over 270 have registered interest with about 10% from BAME background.
- **New 'Buddy' scheme introduced** - This is to support to applicants BAME/protected group applicants through the recruitment stages, commencing at registration stage.
- **Reinvigorated Media campaign - 'doing the right thing'** – This Depicts diverse officers and key messages. Algorithm targeted media has extended reach to BAME rich communities. Targeted recruitment media in BAME rich communities and innovative dissemination including Social Media, Hard Copy, new publications, KP Website and online advertising sites. The largest attraction success remains internally generated material within the KP Website and social media.
- **BAME and diverse officers invited to support events** - A large attendance at Vaisakhi event in North Kent which aimed to break down cultural barriers, improve community confidence and understanding of Kent Police.
- **KMEPA working closely with Recruitment and Positive action Lead** - To support recruitment, retention and Progression. KMEPA carried out focus groups to understand challenges to development and progression.
- **The Pre SEARCH assessment candidate briefing redesigned** - With enhanced information, tips and techniques to aide applicants navigate the various elements of the process. Early indications indicate an improved success rate. BAME candidates are personally contacted to encourage attendance, together with reviewing Buddy support.

- **Kent and Essex Police are working closely with other forces** - These includes West Midlands Police, Leicestershire and Greater Manchester Police who are positively recognised in their progressive approach to identify diverse recruitment and positive action best practice, while considering possible underlying reasons as to why BAME applicants fail recruitment.
- **Kent Police contribute to National 'Positive Action Police Alliance' (PAPA)** - Undertaking active engagement in work streams to inform National Police Chief's Council College of Policing regarding diversity and inclusion in policing.
- **Positive Action Strategy** - This has been drafted and is due to go out to consultation in the forthcoming weeks with Staff Associations, Federation and Unison. Once ratified the vision, objectives and proposals will be adopted force wide. This will include local objectives to engage with and build confidence in communities, championing Kent Police as an employer of choice, while bringing about greater scrutiny of force activity.
- **Kent County Show** - Attendance at the show to positively encourage interest in the opportunities Kent Police are seeking to fill.
- **Future events include:**
Live Appearance on SKY TV channel 843 by Positive Action Lead on Akaal channel with Army and Navy personal to discuss opportunities in Kent Police

23rd May Recruitment event in Julie Rose Stadium Ashford

Working with Kent Fire and Rescue to hold joint recruitment event

2nd July – Kent Police open day

7/8 and 9th July – Kent County Show at Detling Showground

Continue with pre application and pre assessment workshops

Master class on Mentoring and Develop you for underrepresented groups

Masterclass on Lateral and Progression

Carry out one to one sessions with BAME officers for lateral and progression opportunities

Work with Community leaders and raise profile of Kent Police.

Master class on Unconscious Bias