

From: Matthew Scott, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: Police Uplift Programme - Update
Date: 7 September 2021



Introduction:

1. Following on from the Government's announcement in 2019 to increase the number of police officers in England and Wales, the Police Uplift Programme (PUP) was created. It enables the Home Office and the National Police Chiefs Council to work with Police and Crime Commissioners and local police forces to co-ordinate the recruitment of the additional officers.
2. The PUP aims to recruit 20,000 new officers by March 2023.
3. The content of this paper reflects the strategic direction set by the Home Office to enhance ethnic minority and female applications and recruitment as part of the uplift ambition.

PUP Allocations and Establishment:

4. The following table provides a summary of Kent Police's 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

5. 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.
6. It should be noted that the projected establishment for the end of 2021/22 is only 124.00 higher than the end of 2020/21 and not 145.00. This is because 21.00 Full Time Equivalent (FTE) posts are being funded by year 2 of the uplift programme, but were already included in the establishment as at the end of year 1.

Year 1 (2020/21) Recruitment & Diversity:

7. In 2020/21, a total of 348 officers joined the force (all entry routes). The below table provides a summary of the total joiners by entry route, including ethnic minority and gender breakdown.

Entry Route	Total No.	Ethnic Minority		Female	
		No.	%	No.	%
New Recruits	245	17	6.94	93	37.96
Investigate First	73	10	13.70	53	72.60
Returner / Re-Joiner	8	0	0.00	0	0.00
Transferees	22	4	18.18	7	31.82
Total	348	31	8.91	153	43.97

2021/22 Recruitment Plan:

8. April to June 2021, a total of 47 officers joined the force (all entry routes). The following table provides a summary of the total joiners by entry route, including ethnic minority and gender breakdown.

Entry Route	Total No.	Ethnic Minority		Female	
		No.	%	No.	%
New Recruits	28	1	3.57	10	35.71
Investigate First	13	3	23.08	8	61.54
Returner / Re-Joiner	1	0	0.00	0	0.00
Transferees	5	1	20.00	1	20.00
Total	47	5	10.64	19	40.43

9. There is a recruitment plan in place for the remainder of the financial year, which aims to ensure the strength FTE is closely aligned to the agreed 31 March 2022 establishment. The below provides the current summary of the remaining intake dates and maximum training capacity for the 2021/22 financial year.

Intake Month	Entry Route	Maximum Intake
Aug-21	New Recruits	10
	Investigate First	20
	Police Now	10
	Total	40
Oct-21	New Recruits	60
	Investigate First	20
	Total	80
Jan-22	New Recruits	100
	Investigate First	TBC
	Total	100
Mar-22	PEQF	80
Total		300

10. The figures in the table above are indicative and subject to change, for reasons such as variations in attrition. In addition, the force is projected to recruit an average of 2 transferees a month between July 2021 and March 2021 (projected total of 18).
11. The force is currently on track to achieve the uplift programme allocation for year 2 (2021/22) and, therefore, it is projected the strength FTE will meet or exceed the uplifted establishment of 3949.90 by 31 March 2022.
12. In addition to standard and Investigate First entry, a further entry route is in place for Special Constables; it includes a specific training programme which takes account of their knowledge and skills. At the time of writing, a total of 27 specials have joined the programme and it is projected that up to 20 will be successful. Those successful will join in line with the January 2022 intake date; the planned 100 will be reduced accordingly.

Application Data:

13. The following table shows the breakdown of applications for standard and the Investigate First Programme for 2019/20, 2020/21 and 2021/22 financial year to date (1 April 2021 to 26 July 2021).

Entry Route	2019/2020	2020/2021	2021/2022
All Applications	2843	3302	789
Female No.	942	1026	284
Female %	33.13	31.07	35.99
Ethnic Minority No.	250	289	64
Ethnic Minority %	8.79	8.75	8.11
New Recruits	2499	3032	635
Female %	29.29	28.53	30.55
Ethnic Minority %	8.40	8.58	8.35
Kent Police Investigate First	344	270	154
Female %	61.05	59.63	58.44
Ethnic Minority %	11.63	10.74	7.14

14. The figures show that overall application numbers increased in 2020/21 compared to 2019/20. From a diversity perspective, the proportion of ethnic minority applications remained relatively stable and the proportion of female candidates only reduced marginally. The data also shows that the proportion of female candidates applying via the Investigate First Programme was extremely strong with 61.05% in 2019/20 and 59.63% in 2020/21.
15. With regards this financial year to date (up to 26 July 2021), there have been a total of 789 applications. Of this, a total of 64 were from ethnic minority candidates (8.11%); whilst a slight reduction compared to previous years, it is a strong proportion when compared to the current overall force proportion (4.07% as at 30 June 2021) and the economically active population (6.73%). With regards to gender, 284 were from female candidates, equating to 35.99% and higher than both 2020/21 and 2019/20.
16. Overall, the total number of applications for the period 1 April 2021 to 26 July 2021 is similar to the same period in 2020/21 (775) and 2019/20 (786).
17. Whilst the data shows a relatively static proportion of ethnic minority and female candidates, the proportion of ethnic minority officers and female officers in force has increased significantly over the periods mentioned. The following table shows the proportion of ethnic minority and female officers as at 31 March 2020, 31 March 2021 and 30 June 2021.

	31st March 2020	31st March 2021	30th June 2021
Ethnic Minority	3.42%	3.97%	4.07%
Female	31.30%	32.45%	32.59%

18. It should also be noted that compared to 31 March 2011, the proportion of ethnic minority officers has increased by 1.02 percentage points from 3.05% to 4.07%. The proportion of female officers has also increased by 4.93 percentage points, from 27.66% to 32.59%. Both are at the highest level ever seen by Kent Police.

Current Candidates in Process

19. The following provides a summary of the current candidates in process:

- 1111 New Recruits
 - Females: 349 (31.41%)
 - Ethnic minority: 72 (6.48%)
- 121 Investigate First
 - Females: 78 (64.46%)
 - Ethnic minority: 8 (6.61%)
- **1232 total applications**
 - **Females: 427 (34.66%)**
 - **Ethnic minority: 80 (6.49%)**

Outreach activity

20. The force continues to undertake outreach activity to engage those interested in a career as a police officer. Examples include:

- **Education establishments:** 6 events delivered capturing an audience of 524 applicant aged students with 337 (64%) being female and at least 61 (12%) being from an ethnic minority group. Further events are planned, including at female only schools and those located in diverse areas e.g. North Kent.
- **Military:** two bespoke virtual Career Transition Partnership events supported by the Armed Forces Network to engage military personnel. 8 potential candidates attended. The HR Innovation Team are also working closely with the Armed Forces Network to develop initiatives that enhance recruitment outreach, marketing, and the support offered to candidates with military experience.
- **Recruitment Ambassador Programme:** the concept of everyone is a recruiter, remains strong with over 130 staff and officers supporting the force's recruitment aims. The HR Innovation Team has actively deployed Ambassadors to local events and all those with a focus on underrepresented groups. The Schools Team officers will also be trained to be Ambassadors to ensure the opportunity of recruitment outreach through their engagements is maximised.

- **Policing Education Qualifications Framework (PEQF):** A new media, marketing and outreach strategy has been drafted to support the ambition to ensure the workforce reflects the population of the local community. The PEQF has the opportunity to attract individuals who may have previously considered policing. In particular the strategy considers the importance of including those who enable, inspire and encourage a career in policing, such as parents, community leaders, and role models.

21. Examples of work undertaken by the Positive Action Team include:

- Extensive research and development to support the launch and delivery of a new diversity focused outreach, media and marketing strategy; planned go-live September 2021 (Phase 4 of #morethanthebadge and PEQF).
- Hosting virtual careers attraction events. To date, 27 have taken place, resulting in 804 individuals registering an interest, 575 taking part, and 36 applications. So far, 11 ethnic minority and 19 female applications have been received.
- Support for the Nepalese community. This follows on from a bespoke outreach plan that launched in May 2021 to attract individuals from the Nepalese community to a career in policing. It included radio interviews with Nepalese officers through BFBS Gurkha Radio and 3 career discovery events. A physical outreach event is planned for September 2021, supported by Nepalese Officers. This great work was led by a Nepalese officer who came to the Positive Action Team for 3 months to initiate it.
- Delivering progression events that aim to inspire, encourage and support the junior workforce in seeking progression and development opportunities. Called "Together we can, inspire, encourage, support" events, they take place virtually, allowing the workforce to hear from inspirational leaders talking about their personal journeys. To date 8 events have been held with between 60 to 100+ attendees participating in each.
- Delivery of progression support activities including Positive Action discovery events to encourage underrepresented groups to think about progression, and signpost them to available support. This includes sessions to raise the profile of Fast Track Promotion opportunities, Exams, Develop You, coaching/mentoring, board preparation and confidence workshops.

Holding to account:

22. One of the principle ways the Commissioner holds the Chief Constable to account is through the quarterly Performance and Delivery Board.

23. The meeting is chaired by the Commissioner and papers are submitted by the Force in advance and published [here](#). The Chief Constable is required to attend the meeting in order to present and discuss the papers, and answer questions about delivery of the [Safer in Kent](#) Plan and policing generally in the county.

24. The Force has, and will continue to provide a substantive update on the number of officers recruited, breakdown by entry routes and overview of recruitment activity to date.

25. Chaired by the Deputy Chief Officer, the Chief Finance Officer has an open invitation to attend the Force Resourcing Board which is where key stakeholders maintain an overview of establishment management and consider requests for change in line with Force priorities, funding and threat, risk and harm. In addition, it also provides oversight of key work streams aimed at increasing officer numbers and deals with any frustrations or barriers to achieving the overarching goal.

26. The Commissioner also has, and will continue to hold the Chief Constable to account via their regular weekly briefings.

Recommendation:

27. The Kent and Medway Police and Crime Panel is asked to note this report.