

**To: Kent and Medway Police and Crime Panel**

**Subject: Police Uplift Programme**

**Date: 27 September 2022**

**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.
2. 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 additional officers.
3. The PUP aims to recruit 20,000 new officers nationally by March 2023.
4. This paper provides an overview of the PUP and its impact on Kent Police's establishment. It also provides an update on officer strength, recruitment with regards to application numbers and activity to promote recruitment and workforce diversity.

**PUP allocations and establishment:**

5. The following table provides a summary of Kent Police's PUP allocations and projected establishments for each year, as well as actual strength in year's 1 and 2.

Year	Allocation (Headcount)	End of year establishment (FTE)	End of year strength (FTE) <sup>1</sup>
Year 1 – 2020/21	147	3825.9	3911
Year 2 – 2021/22	145	3949.9	3967
Year 3 – 2022/23	195	4144.9	

<sup>1</sup> Source: Police workforce England & Wales statistics

6. The total allocation over the full 3-year uplift programme originally equated to 487.
7. However, on 6 June 2022 a letter was received from the Policing Minister offering forces the opportunity to express an interest in 'over recruiting' above the year 3 PUP allocation, which Kent took up. The Force received confirmation on 6 July 2022 that its agreed 'over allocation' would be 43. As a result, this has increased the year 3 allocation from 195 to 238 (taking the total uplift to 530).
8. The Force achieved both year 1 and year 2 of the uplift programme and the recruitment plan for year 3 (up to 31 March 2023) is regularly reviewed to ensure the final year of the uplift will be achieved.

**Police officer joiners:**

9. Whilst the Force has worked tirelessly to achieve the PUP allocations and continues to do so in order to achieve year 3, it also has to ensure officers leaving the organisation - for whatever reason – are replaced.
10. The following table provides an overview of police officer joiners in year's 1 and 2, including their ethnicity.

	Police officer joiners (FTE)							Police Transfer
	by joiner type				by self-declared ethnicity			
	Police Standard Direct Recruit	Previously Special Constable	Police Rejoining	Total (excl Police Transfer)	% white	% ethnic minority	% not stated	
Year 1 - 2020/21	311	7	8	326	90.5	8.6	0.9	22
Year 2 - 2021/22	311	17	6	334	94.3	4.8	0.9	26

Source: Police workforce England & Wales statistics

11. April to August 2022, a total of 188 officers joined the Force (all entry routes); 7 were ethnic minority (3.72%) and 64 were female (34.04%).
12. In terms of new recruits, the May intake comprised of 86 students, 2 of whom were ethnic minority (2.33%) and 31 female (36.05%). Of the 91 students who started in August, 5 were ethnic minority (5.49%) and 31 female (34.07%).
13. As of week commencing 1 August 2022, there were 6 ethnic minority individuals in process for October's intake of 100 (6.00%).

### **Year 3 - 2022/23 recruitment plan:**

14. There is a recruitment plan in place for the remainder of this financial year, which aims to ensure that officer strength is closely aligned to the agreed 31 March 2023 establishment.
15. Whilst on track the Force faces 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 Service (MPS) aimed at increasing transfers from other forces.
16. As at 30 June, there were 70 outbound transferee applications, of which 46 were to the MPS. These create a significant recruitment threat.
17. The Force has taken some ambitious and creative steps to ensure continued growth of the recruitment pipeline in light of this:
  - Introduction of a new Initial Police Learning and Development Programme (IPLDP). This comprises of 3 intakes of up to 60 people until 31 March 2023, providing another pipeline of applicants for whom the PEQF may not be viable.
  - Widening the entry criteria in line with Regulation 10 and utilising training or relevant work experience as criteria instead of A levels.
  - Temporary removal of the requirement to have a driving license – subject to achieving at a certain point in the training.
  - Inclusion of individuals from other forces via the PCSO and Special Constable entry routes.
  - Introduction of a specific programme to attract re-joiners, with leavers over the past 12 months being contacted to enquire and advertise re-join/return options where appropriate. The Force is also accepting re-joiners from other Home Office forces where Regulations allow.
  - Constable, Sergeant and Inspector transferee campaigns.
  - Development of an information campaign 'Keep it Kent' aimed at promoting the benefits of working for the Force. For officers considering a transfer to the MPS, the campaign aims to showcase why Kent Police remains an employer of choice and highlights the realities of the MPS offering.
  - HR and L&D teams supporting webinars which provide personal stories and Q&A sessions with officers who have transferred back to Kent from the MPS. These help illustrate the reality of a transfer to the MPS and the benefits of working for the Force.
  - Senior leaders contacting officers who have left during the past 12 months and offering them the opportunity to return. It is hoped that by reaching out some officers may be encouraged back into the organisation along with their skills.
  - Introduction of a new 'leaving the organisation' process to ensure anybody thinking of leaving is able to contact HR for support and guidance, particularly if they are uncomfortable discussing the matter with their line manager. Following consultation and feedback, the Force has also introduced Support Intervention Meetings, which aim to ensure any appropriate retention opportunities are explored as early as possible and people are supported professionally and with dignity.

- Officers being able to request a posting 'swap' with others to enhance their work-life balance. HR have developed a Yammer page to facilitate this by enabling officers to seek potential 'swap' candidates within certain parameters.
- Streamlining the 'Develop You' programme to simplify the process so individuals can be matched with opportunities and development providers as quickly as possible to help develop their career. At each stage, feedback is provided so individuals can see the progress of their application.
- Promotion and Career Development Opportunities: an autumn Sergeants board is planned for Constables wishing to progress to the next rank. Further promotion processes are planned for Chief Inspectors, having just run Superintendent and Chief Superintendent boards. The national College of Policing exams for Inspectors are being held in October and the National Investigators Exam in September and again in November. For Police Staff, the Force is considering the next round of the Police Staff Leadership Pathway.

### **Application data:**

18. 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. It is further 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 31st July 2022*

	2019/2020	2020/2021	2021/2022	2022/23
<b>New Recruits (not inc IF)</b>	<b>2499</b>	<b>3033</b>	<b>1692</b>	<b>611</b>
<i>Female %</i>	29.29%	28.52%	32.45%	34.53%
<i>Ethnic Minority %</i>	8.40%	8.61%	7.92%	12.77%
<b>Investigate First</b>	<b>344</b>	<b>270</b>	<b>463</b>	<b>186</b>
<i>Female %</i>	61.05%	59.63%	55.94%	61.29%
<i>Ethnic Minority %</i>	11.63%	10.74%	10.15%	9.14%
<b>Total</b>	<b>2843</b>	<b>3303</b>	<b>2155</b>	<b>797</b>
<i>Total Female %</i>	33.13%	31.06%	37.49%	40.78%
<i>Total Ethnic Minority %</i>	8.79%	8.78%	8.40%	11.92%

19. The figures show that between 1 April and 31 July 2022, a total of 797 applications were received. Of note, 130 of these (or 16.31%) were received following the reopening of the traditional IPLDP entry route.
20. Of the 797 applications received, 95 (11.92%) were from ethnic minority candidates and 325 (40.78%) from females.
21. The Investigate First Programme continues to attract a high proportion of female applications. Of the 186 Investigate First applications received, 61.29% were from females. The proportion of applications from Ethnic Minority candidates also remains strong.
22. In respect of the recruitment pipeline, as of 8 August 2022 there were 629 applications in process; 272 (43.24%) were female and 55 (8.74%) ethnic minority.
23. In July, there was a positive increase in applications with 288 received, including 104 in the week commencing 11 July. Of the 104, 14 (13.46%) were from ethnic minority applicants followed by 18 (22.50%) in the week commencing 18 July. Week commencing 18 July saw the highest headcount of ethnic minority applications in 12 months.
24. It should be noted that whilst the data is promising, applicants can fall out of the process at various stages and so not all will be successful. However, there is no adverse impact on ethnic minority candidates at the stages within the Force's control, and this continues to be monitored at the Strategic Application Assurance Group.

### **Officer representation:**

25. The following table shows the proportion of ethnic minority and female officers as at 31 March 2020, 2021 and 2022. The proportion of both ethnic minority and female officers has increased.

	Police officers (FTE)				
	Gender		Ethnicity		
	% male	% female	% white	% ethnic minority	% not stated
2019/20	69.7	30.3	95.1	3.5	1.5
2020/21	68.5	31.5	94.3	3.9	1.8
2021/22	67.2	32.8	94.1	3.9	2.0

Source: Police workforce England & Wales statistics

26. As at 31 July 2022, there were 149 ethnic minority officers in the Force (3.76%); the county's ethnic minority population is 6.9%.

27. With regards to female officers, as at 31 July 2022 there were 1,343, (33.85%); the highest ever number and proportion.

### **Work to promote recruitment (including diversity):**

28. The Force continues work to increase the proportion of applications from the widest range of communities and an Outreach Task Force (OTF) led by the Positive Action Team went live in November 2021.

29. The OTF continues to deliver Positive Action based careers outreach and activities. Between 8 November 2021 and 31 July 2022, the OTF delivered a total of 192 career outreach events (140 physical and 52 virtual). This led to engagement with 3,925 individuals, 1,286 (33%) of which were from an ethnic minority and 2,249 (57%) female. The team have also delivered 11 Positive Action Investigate First pre application workshops. Police officer and police staff Recruitment Ambassadors also continue to support outreach, the cadre standing at 123 (32 staff and 91 officers).

30. An event of note was an exclusive Positive Action Black and Black Heritage Virtual event that was delivered on 11 July 2022 hosted by the Chief Constable and Councillor Lady Lola Oyewusi. 27 members of the Black and Black Heritage community attended with a pool of 60 individuals registering an interest (ROI) to attend. Keynote speakers included officers at Constable, Sergeant and Chief Superintendent rank presenting authentic lived experiences as black police officers. The event included a presentation from Mr Burton the Force Independent Police Advisory Group (IPAG) Chair. As of 2 August 2022, 2 applications had been received directly from the individuals on the ROI and 1 person had joined the Positive Action Engagement Programme.

31. A broader recruitment event was delivered on 3 August 2022. This was also hosted by the Chief Constable with 3 keynote speakers at Constable, Sergeant and Superintendent rank to provide inspiring stories for potential recruits.

32. Since January 2022, 50 events have taken place in higher education establishments with a further 4 scheduled. All those who have already taken part have been re-contacted to offer those considering applying personal engagement sessions. To date, 18 students (16 females, 2 males) have received personal engagement sessions to support and encourage their application to Kent Police.

33. The OTF supported the Corporate Recruitment Team to deliver 4 Investigate First recruitment processes between April and July 2022. The OTF also contacted individuals who were interested in the role and held bespoke workshops for females and ethnic minorities. This supported the overall achievement of 186 applications (114 female and 17 ethnic minority).

34. The Positive Action Engagement Programme for ethnic minorities launched on 18 April 2022. It was developed to attract and encourage applications from ethnic minority individuals and is in addition to existing Positive Action activities. The programme includes a 30-minute pre application 1-2-1 engagement session, access to bespoke skills workshops and a dedicated landing page with guidance/helpful content, and regular engagement. As of 2 August 2022, 10 candidates had enrolled for the Positive Action Engagement Programme. Since the programme began, 37 individuals have been reviewed for membership, having registered their interest. The programme is being advertised through digital and physical information packs and a QR coded leaflet. Distribution to stakeholders includes Recruitment Ambassadors, Support Networks, IPAG's and Community Liaison Officers to maximise awareness and signposting of interested parties.
35. The Defence Employer Recognition Scheme (ERS) Gold status has been awarded to Kent Police and certifies the collaborative efforts to provide excellent support to the Armed Forces community. An awards service will be held in October, but Force communications and the website now reflect the new status as a Gold award holder. The OTF are working closely with the Armed Forces Network and Corporate Communications, continuing to develop initiatives to enhance recruitment outreach, marketing, and the support available to candidates with military experience.

**Holding to account:**

36. One of the principle ways the Commissioner holds the Chief Constable to account is through the quarterly Performance and Delivery Board.
37. 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 [Making Kent Safer](#) Plan and policing generally in the county.
38. 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.
39. 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.
40. The Commissioner also has, and will continue to hold the Chief Constable to account via their regular one-to-one meetings and briefings.
41. Kent Police now has the highest number of police officers in its history. As at 31 March 2022, there were 785 more full-time officers than when the Commissioner came into office in 2016. This is a fantastic achievement, and the Commissioner would like to congratulate the Chief Constable and thank all the officers and staff involved for their dedication and hard work.

**Recommendation:**

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