



# Kent Police Diversity and Inclusion Report 2021



**Kent  
Police**

## Foreword from the Chief Constable

At Kent Police diversity and inclusion means we value and celebrate differences to encourage a workplace and culture where we can all thrive, regardless of age, disability, gender reassignment or gender identity, race, religion or belief, sex, sexual orientation, marriage and civil partnership, pregnancy and maternity or any other relevant attribute.

This means all individuals are supported, respected and engaged; they have a voice and are able to develop skills and talent in line with our values. We have made substantial progress, but we can do more.

I want to build on what we are already doing and my Infinity Principles (see below) will run through everything we do. They are a core part of who we are and what we deliver and build on the Mission, Vision, Values and Priorities of Kent Police. True diversity will enrich our organisation.

Diversity and inclusion should be natural and second nature. If we do it well it shouldn't be noticeable at all. It should just feel right and be business as usual. That is what I want to see in our force. This annual report goes to demonstrate the excellent work already undertaken and shows the positive effect on our communities and staff.

### **Alan Pughsley QPM**

Chief Constable Kent Police



## Infinity Principles

We have no boundaries to inhibit our thinking, creativity and aspirations.

Success will be evidenced by improved service delivery and an enhancement in our outstanding culture here at Kent Police.

To achieve an organisational design that continually evolves and can flex, we need diversity in our workforce to underpin:

- leadership
- personal responsibility
- adaptability
- resilience



# The Equality Act 2010

Like other public bodies, we have a legal responsibility to tackle discrimination and promote equality on the grounds of nine protected characteristics. We have to consider these in everything we do. These responsibilities are referred to as the public sector equality duty.

The general equality duty requires us to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not share it.

In addition to these general duties, the police service and some other public bodies have a number of specific duties which require public bodies to publish information to show their compliance with the Equality Duty, at least annually. This information is published on our website and includes, hate crime, complaints, workforce makeup and stop/search. We are also required to publish equality objectives at least every four years. This report highlights just some of the first-class activity that has been undertaken working towards our objectives.

Kent Police have identified overarching equality objectives to further the aims of the Equality Duty:

- Increase the number of officers with protected characteristics to be more reflective of the economically active population in Kent.
- Ensure the retention and progression of staff across the organisation in specialist roles and management positions in order to achieve representation that is reflective of our diverse communities and a workforce that can meet the needs of our communities.
- Ensure positive action and strong equality monitoring is built into all selection processes for specialist posts reflecting Kent Police's values.
- Identify and engage with diverse and emerging communities in Kent to reduce threat, risk and harm to members of the community and to the most vulnerable in society which will support the delivery of a first-class policing service.
- Offer Develop You to new officers and staff from diverse backgrounds as part of the induction process.
- Increase the number of officers and staff self-declaring their diversity status to identify real and perceived barriers to progression for under-represented groups.



## Introduction by DCC Tony Blaker QPM

Kent Police has a proud history of championing equality and diversity. Incremental gains have been made and in the last couple of years, the force has seen a step-change in its representation, reflecting the communities we serve; establishing the Positive Action Team, talent-spotting leaders and recruiting candidates from minority communities, and the creation of the Diversity and Inclusion Academy. This has operationalised our response to diversity and inclusion; improving our capability and capacity to deliver effective and legitimate policing, by understanding the value that comes from drawing on the widest pool of skills and experience. Embracing this approach has already led Kent Police to having a more effective and cohesive workforce and this momentum will see us achieve our ambition that diversity and inclusion becomes second nature.



The Academy will draw on best practice and current thinking locally, regionally, nationally and internationally, working with partners, advocacy groups, private organisations and others to educate our workforce and raise awareness of barriers that exist to recruitment, retention, progression and cohesion within our organisation. Raising awareness for the often ‘hidden’ nature of neurodiversity and learning from others ‘lived experiences’ will help us support one another and make us an employer of choice. It is our collective duty to help each other thrive with thought and consideration for the challenges they may face because of one or more protected characteristics, or any other reasons. Inclusion is about everyone.

The police have always stood shoulder to shoulder with the community in preventing and detecting crime. To achieve this aim and deliver a first-class service to the people of Kent, we need officers and staff from all of our communities to maintain the trust and confidence of the public.

### The Diversity & Inclusion Academy

In late 2019, a Diversity and Inclusion review was commissioned by the force to think hard about the issues of equality, dig deep into the culture of the organisation and undertake a period of reflection. This review was separate to the Force’s existing Diversity and Inclusion Strategy 2018-2021, however echoes the words of the Chief Constable in the introduction of that strategy which says, ‘we have made substantial progress, but we can do more’.



Whilst this review was underway, the death of George Floyd in the US brought back into question how police interact with the black community. Mr Floyd’s death caused international outrage and brought sharper focus into the relationship between the police and the public, especially, the relationship with minority communities. This has brought the Black Lives Matter movement to the fore again and highlights the importance of Kent Police’s review and mandate to challenge itself.

Kent Police have been bold and resilient in challenging diversity issues, for example, the Chief Constable and Deputy Chief Constable ‘took the knee’ in solidarity with members of the black community in the wake of George Floyd’s death, and then the Force flew the Gypsy, Roma and Traveller (GRT) flag in support of our GRT staff and GRT history month. At the National Police Chiefs’ Council, the Chief

Constable raised the idea of a national Diversity Academy, which was warmly received by many of the Chief Constables. The Chief Constable has now directed that a Diversity & Inclusion Academy is established in Kent, that sets the standard for diversity, inclusion, equality and cohesion in support of every individual, being mindful of intersectionality and the complexity that brings to those with more than one protected characteristic.

The role of the new Diversity and Inclusion Academy is to be the centre of excellence that provides leadership within the Force to enhance and develop our capability and service delivery.

**The core aims of the Academy:**

- Support Kent Police in being employer of choice in respect of equality, diversity, cohesion and inclusion.
- Ensure Kent Police consistently deliver a first-class service to all communities in line with the Chief’s Mission, Vision, Values and Priorities.
- Support a unified inclusive and thriving workforce.

All workstreams identified within the Academy will be underpinned by a continual drive for innovation and ongoing engagement with staff and stakeholders to retain our strong ethos around culture and inclusivity, ensuring staff and officers feel valued and supported.

The Academy will deal with all equality and diversity matters focusing on all 9 protected characteristics and the wider consideration of intersectionality. It will have several faculties and work alongside existing structures including the Positive Action Team, Learning and Development, Communities and Partnerships and the existing Diversity and Inclusion Team.

The Academy will provide the essential link with National initiatives to maximise learning, share best practise and establish an understanding and wider picture of challenges and issues nationally.

**9 protected characteristics**

<p><b>Age</b> A person belonging to a particular age (for example 32 year olds) or range of ages (for example 18 to 30 year olds). It's about whatever age you are and the way you are treated.</p>	<p><b>Disability</b> A person has a disability if she or he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities. Substantial and long term means it has lasted at least 12 months, is expected to last at least 12 months or is going to last for the rest of the person's natural life of the person concerned.</p>	<p><b>Gender reassignment</b> The process of transitioning from one gender to another. This is a worldwide recognised condition called gender dysphoria. Remember, you do not have to be under medical supervision to transition.</p>
<p><b>Marriage and civil partnership</b> Marriage is a union between a man and a woman or between a same-sex couple. All couples can also have their relationships legally recognised as 'civil partnerships'. Civil partners must not be treated less favourably than married couples (except where permitted by the Equality Act).</p>	<p><b>Pregnancy and maternity</b> Pregnancy is the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.</p>	<p><b>Race</b> Refers to the protected characteristic of race. It refers to a group of people defined by their race, colour, and nationality (including citizenship) ethnic or national origins. This also includes Gypsy, Roma and Travellers who are defined as a race.</p>
<p><b>Religion or belief</b> Religion refers to any religion, including a lack of religion. Belief refers to any religious or philosophical belief and includes a lack of belief. Generally, a belief should affect your life choices or the way you live for it to be included in the definition.</p>	<p><b>Sex</b> A man or a woman.</p>	<p><b>Sexual orientation</b> Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes. This is about being gay, lesbian and bi-sexual.</p>

# Our People

## Staff engagement sessions for Black Lives Matter

Following recent events in the United States and more recently in the UK, Kent Minority and Ethnic Police Association (KMEPA) were pleased to offer support for anyone who may have been affected.

The engagement sessions were open to any officers or staff who may have had questions or concerns in relation to themselves or family members. This support was in addition to the wellbeing services which had been place in recent months as part of Kent Police's response to COVID 19. **Race Equality Network**

The Kent Minority Ethnic Police Association (KMEPA) relaunched as the Racial Equality Network (REN) in **November** 2020 enabling a wider refresh of training, governance and enabling closer alignment with force priorities and objectives. The relaunch was marked by an event opened by the Chief Constable.

DCC Blaker, Force Diversity Lead, said: 'Kent Police continues to develop and support a diverse and inclusive workforce; working in partnership with all our communities. This year we have also invested in a Diversity and Inclusion Academy that strengthens our approach to this work.

'The issue of racial equality has been a longstanding challenge for policing and wider society; recently being brought back into sharp focus through the Black Lives Matter movement and wider international events. In Kent Police, we have worked hard to become a fair and representative workplace, whilst recognising there is always more we can do, and KMEPA has been an integral part of that progress. We will continue to support our officers and staff and by working closely with the Race Equality Network as it evolves.'

## 'Shaping Inclusion Together'

The innovative work being done to shape the way forward for the force was highlighted at this year's Diversity and Inclusion Conference. 'Shaping Inclusion Together' in January was attended by 165 people, including partner agencies and 35 members of the Independent Police Advisory Group (IPAG) – with presentations highlighting work done over the past year. Deputy Chief Constable Tony Blaker outlined achievements around Diversity and Inclusion in the last 12 months, followed by an engagement session, which would contribute to the way forward.

The valued work of staff groups was highlighted and Deputy Chief Officer, Ian Drysdale was able to provide a funding increase to help their important work to continue and develop. Mr Blaker said: 'The conference brought together Kent Police staff along with members of Kent IPAGs and involved personal testimony, as well as inputs on hate crime in relation to different protected characteristics.

The point of this day was to understand the work of the IPAG, increase our awareness and enrich everyone's understanding of diversity while encouraging every member of staff to be an ambassador for recruitment.' Force Diversity and Inclusion Manager Chris Collins said: 'This event allowed IPAG to showcase their work as a critical friend of Kent Police, with some powerful presentations. The afternoon session allowed attendees to hear and contribute to all of the excellent work that has so far been achieved against the Diversity and Inclusion Strategy. As a force we are never complacent and always strive to evolve.'



## Black History Month

The Positive Action Team in partnership with Diversity & Inclusion Team put together an event during this year's Black History Month to help inspire, encourage and support our workforce in taking those important steps in achieving their career ambitions and reaching their potential.

The event was opened by Chief Constable Mr Pughsley and Deputy Chief Constable Mr Blaker, followed by a diverse panel (Supt Hine, Supt McDermott, PSE Khattak), of colleagues who talked about their career highs and lows, the challenges they faced and how each step of the way they overcame them and succeeded.



This was a well-received event and gave the opportunity to ask questions from the panel, to take time to reflect upon their goals, become inspired, and take the next steps to seek the support and encouragement to move forward in career ambitions.

## Virtual online wellbeing sessions

Director of HR and L&D Richard Leicester was pleased to announce that the Health and Wellbeing team had developed a programme of virtual online wellbeing sessions that were available for officers and staff to participate in over several weeks in response to the challenges of COVID 19. The themes had been captured by the Wellbeing Steering Group which was implemented to explore the merging and evolving concerns relating to wellbeing for the workforce during the Covid-19 pandemic.

The interactive online sessions incorporated material from the popular 'Feel Well Live Well' courses to ensure Health and Wellbeing Services were still able to provide such an important wellbeing provision, albeit in a different format, adapting to the current climate.

These sessions demonstrated the innovative approach taken to support staff wellbeing utilising the focus from the Steering Group and the force's continued commitment to wellbeing.

The series of interactive online sessions covered a range of wellbeing themes, including wellbeing whilst working from home, health anxiety, combatting anxiety amongst others.

## Face Masks

With the ongoing COVID-19 pandemic the National Sikh Police Association had experienced an increasing number of queries regarding face masks for Sikh officers with uncut beards. We consulted at length with our Sikh Police Officers and staff and followed the guidance that was issued by the Sikh Police Association which was: 'In the eventuality where this is unavoidable and a bearded Sikh Officer must or needs to attend an incident or location, we encourage all Forces to be prepared and supply an approved version of face mask with elongated elasticated ear loops or with longer tie backs to accommodate Sikh Officers and staff wearing turbans. However, where a surgical face mask requires a tight seal and there is a likelihood of increased risk for someone with a beard, managers should adjust duties to avoid the potential health and safety risk.'

Additionally, there was national concerns about people who use lip reading to aid communication. We invested in a supply of clear face shields to enable communication should it be needed.

## Disability Confident Employer

In 2017, the Department for Work and Pensions (DWP) created the Disability Confident scheme which has three levels. Kent Police are currently level 2 'Employer Status'. Whilst delayed due to COVID 19 we continue working with partner agencies to achieve level 1 'Disability Confident Leader', which will tangibly demonstrate our commitment to the employment and development of people with disabilities.



## Intersectionality

The Forces 'Intersectionality Working Group' continued to explore and begin to embed intersectionality across the Force. 'Intersectionality' was coined in 1989 by professor Kimberlé Crenshaw to describe how race, class, gender, and other individual characteristics 'intersect' with one another and overlap. We must recognise that all unique experiences of identity, and particularly ones that involve multiple overlapping identities, are valid. Intersectionality is an analysis of identity, not an identity in itself. Work continues to encourage staff to confidently record their protected characteristics, with the baseline and understanding in place the force can undergo a process of embedding intersectionality as a natural process. Training and inputs to managers at all levels will be essential that they look at their staff and teams through and intersectional lens to pre-empt or highlight where a person may have the potential to experience multiple disadvantages in their policing career.

## KNOW

Following an extremely successful conference 'Inspire You' at the end of 2019, the Kent Network of Women (KNOW) have collaborated with the Positive Action Team, throughout the year to develop a series of events to continue to inspire female development – under the banner 'Together we can - Inspire, encourage, support'.



Despite the challenges of lockdown, they maximised the technology available and the first event took place in May 2020, with over 60 participants dialling in to hear the inspirational career journeys of three female officers and staff.

The feedback was excellent and three further events have since been held reaching over 200 staff during challenging times, with a new panel on each occasion, to ensure a wide range of experiences are shared.

KNOW have also launched the 'a day in the life of' series to enhance knowledge and attraction to roles in different departments across the force. Special Branch and Victim Justice Unit have produced a series of profiles so far, involving officers and staff from a variety of different roles, ranks and grades. The series has been well received with plans to continue showcasing opportunities across the force.

In addition, the KNOW have provided a wide range of support to members particularly during the early stages of lockdown. General feedback from members has been one of overwhelming support from the organisation during the challenging times of lockdown and beyond.



## Dyslexia Buddies

The Diversity and Inclusion Team in conjunction with Crystal Clear were pleased to invite officers and staff to become part of the Kent Police Dyslexia Buddies scheme.

The force has officers and staff who have dyslexia or have a greater understanding of dyslexia issues to become a buddy to support our colleagues in the workplace.

Being a dyslexia buddy, enables staff to support colleagues on a one to one basis ensuring they can overcome disadvantage in the workplace.

Chris Collins, Force Diversity and Inclusion Manager, said: 'This bespoke and unique buddy scheme will support the wider buddy scheme already in place. More and more of our colleagues both Police Officers and Staff are joining the organisation either having already being diagnosed with dyslexia or have been identified as dyslexic through our screening process. It is right that we should put all reasonable adjustments in place and support individuals. Being a buddy will ensure there is an individual that someone can turn to for that extra support, help and guidance.'

DCI Angie Chapman said: 'I am so pleased Crystal Clear and The Diversity and Inclusion Team are working together to support our staff and colleagues to ensure we can help them realise their full potential and have access to the support they need at work. This is a great opportunity to build a strong network of people who can offer advice, guidance and tips to manage their dyslexia successfully.'

## LGBT+ Training

The Kent Police LGBT+ Network was able to provide training this year to new starters in the Force Control Room around LGBT+ Terminology.

The training allows staff to be more confident when discussing sexual orientation or gender identity with the public and identifying if someone has been a victim of hate crime or domestic abuse.

Additionally, the force Vetting Team received training around gender identity to ensure that a person's gender identity is kept secure, dealt with sensitively and in line with legislation.



## Christian Police Association (CPA)

December 2019 the CPA held a Christmas Carol Service with Kent Police Male Voice Choir and the Kent Police Brass Band at the front of our Sutton Road building. The event was a thank you to staff for their efforts during the year.

The CPA actively engage with Kent based churches to aid the diversity recruitment drive and during the COVID 19 pandemic they have continued to stay in touch with members. Supporting those who have relative experiencing ill health and those bereaved.

The CPA recognise that their members missed their places of worship during the pandemic and the sense of fellowship, so continued support has been essential to their members.



## Gypsy Roma Traveller Police Association

For a second year running the GRTPA was nominated for Community Organisation for Race, Religion and Faith at the National Diversity Awards. The GRTPA's main project of 2020, to instigate a national review. This is a substantial piece of work and all 43 forces within the UK have been asked to participate.



The purpose of the review is to ensure equality and diversity is afforded to all our community and that Gypsy, Roma or Traveller is not used as a risk factor, whether consciously or unconsciously, within the police environment. This review will be instrumental to the progress of equality, inclusion and fairness for all the GRT community.

Our community members will be at the heart of our review and will be participating in research to pave the best way forward. Kent are one of the leading forces who have agreed to undertake the review proposal and again paving the way for equality for our Gypsy, Roma and Traveller communities.

## Crystal Clear

In October The Positive Action Team and Crystal Clear undertook a virtual event on the subject of Neurodiversity to help inspire, encourage and support officers and staff taking important steps to achieving their career ambitions and reaching potential. The virtual event gave our officers and staff an opportunity to talk, share, engage and ask questions. A panel of three senior officers in the organisation formed a panel and they talked through their career highs and lows, challenges they faced and how they overcame them.

## International Women's Day 2020

Kent Police was proud to support International Women's Day #IWD20 on Sunday 8 March. Across the world there were events and campaigns to celebrate the occasion.

This year the theme was #EachforEquality - a call to action to accelerate equality and change. The IWD organisation promote the essential need for gender equality in order that economies and communities to thrive: 'a gender equal world can be healthier, wealthier and more harmonious'.

In Kent there is strong and ongoing support from the chief officer team and the Police and Crime Commissioner's office. Last year the PCC became the 1000th member of the KNOW and the Chief Constable, Mr Pughsley, was a keynote speaker at the KNOW annual conference 'Inspire You', which was closed by T/ACC Faulconbridge. As a network, the KNOW has been established for over 15 years and achieved a significant amount during that time, remaining committed to further progress.



## Allies

In 2019 we launched our Diversity and Inclusion Allies Programme. Allies are from any level in the force, with or without management responsibilities and can have a significant positive impact on people's behaviour and help to make Kent Police even more welcoming and friendly. We now have over 160 Allies. Being an Ally empowers staff to speak up and do the right thing, uniting all through difference rather than dividing. Becoming an Ally visibly demonstrate staff are there to help and support your colleagues.



## Unison

Over the last 12 months Unison has continued to support members on many issues including equality and inclusion. The Menopause Action Group has run a series of menopause café sessions and live chats to assist individuals and signpost them to various support networks.



The menopause Action Group has further succeeded in enhancing the force Menopause policy to include transgender and hormone related changes providing greater flexibility and support to those who need it.

## National Carers Rights Day

We celebrated National Carers Rights Day, on 26 November 2020 with an MS Teams conference. We focused on 'Know your rights – caring through the pandemic' to ensure that carers, supervisors, in fact all officers/staff get the information and support they need from services and the wider public.

## Positive Action

### Attraction and recruitment

The introduction of the Forces dedicated Positive Action Team has enabled implementation of an enhanced Positive Action programme aimed at supporting attraction and recruitment of underrepresented groups. The team focus activity on three key areas, media and marketing, outreach and candidate support.

In January 2020 the Force launched a new media and marketing recruitment strategy and campaign. The new campaign took '#MoreThanTheBadge' to a new level, with a new action based recruitment video advert, a video advert promoting diversity and inclusion, new action based imagery, use of diverse speakers for voiceovers, radio, TV, intense digital and social media activity and strong out of home marketing on buses and billboards.

Phase 3 in October 2020 saw the launch of a new video advert, diverse imagery and inspirational police officer and staff journey videos to further enhance advertising.

The team have worked closely with the HR Innovation and Recruitment Teams to develop and embed the new Positive Action Programme into attraction and recruitment activities. This included a new Positive Action webpage promoting and signposting individuals towards available support, new on line self-help materials, new bitesize virtual preparation sessions to help candidates prepare for assessment, an enhanced 'recruitment buddy scheme', dedicated feedback and support for Black, Asian and Minority Ethnic candidates who are unsuccessful, and regular engagement from the Positive Action Team to keep candidates warm and supported in the process.



## **Retention and progression**

The team are working closely with staff and police support associations to develop Positive Action activities that will support the progression and retention of our underrepresented workforce.

The team continue to engage with our workforce, and key stakeholders to listen, learn from their experiences and identify ideas to support progression and retention. For example, 8 Focus Groups took place in the summer of 2020 to encourage officers and staff to share their experiences and ideas about how we can support personal development and progression of underrepresented groups, through Positive Action Activity.

This learning is being used to help develop and launch a sustainable Positive Action programme in January 2021. The programme aims to provide support for officers and staff throughout their care, throughout their career progression journey.

The team are really proud to have launched a new events programme that aims to inspire, encourage and support junior officers and staff in realising their potential. The events are promoted under the original Kent Network of Women (KNOW) progression banner 'Together We Can'.

Helping make this happen were a small group of female officers and staff from the KNOW, who together with the Positive Action Team came up with a new concept called, 'Together We Can - Inspire, encourage, support'. In response to Covid-19 the events took place virtually. The group has since run 4 of these events, each one focusing on the experiences of 3 inspirational female speakers, an opportunity to ask questions and how to go about accessing support. Each session reached over 60 individuals and were such a success the team have launched further events with Crystal Clear for disability, and KMEPA for our Black, Asian and minority ethnic officers and staff.

With the support of Heads of Command, we have been able to create a new network of Senior Officer Positive Action Leads across the Force. The leads are working with the Positive Action Team, their SLT and local workforce to support progression and retention of their underrepresented officers and staff. The team are really passionate about Positive Action and will continue to build upon what has been achieved so far.

# Our communities

## Community Liaison Officers

The core function of the Community Liaison Officer remains to develop, maintain and improve positive relationships between Kent Police and diverse communities. The CLOs engage with a significant number of groups and individuals from all protected characteristics across Kent. In 2020 there have been challenges to usual face to face contact with much of the CLO functions becoming online to keep communities up to date. CLOs are also key to identifying and managing community tensions and providing reassurance where appropriate. In 2020 we have again increased the number of CLOs in Kent as our communities become more diverse.

## Independent Police Advisory Group

The aim of the IPAG is to advise and work with the police as a genuine partner in driving service improvement. Members are critical friends to the force, challenging conventional thinking and giving an independent perspective

There is a County IPAG that consists of a County IPAG chair, vice chair and twelve County IPAG District representatives. There are twelve District IPAGs, chaired by the County IPAG District representative.

The County Chair and Vice Chair are not affiliated to any particular district in order that they maintain a broad countywide perspective, whilst offering particular support to individual districts as required. Members of the IPAG sit on many of our strategic boards to provide their insight and guidance. As part of Hate Crime Awareness Week 2020 each District IPAG independently reviewed and scrutinised a hate crime investigation to provide feedback on how service improvement could be made.



## IPAG Stop Search Scrutiny Panel

The IPAG, with the support of Protecting Vulnerable Peoples Command run a Stop Search Scrutiny panel which oversees stop and search powers, scrutinises proportionality and use of powers. Utilising analytical data, written accounts and viewing body worn video the panel report back to Chief Officers with findings allowing for total transparency. The quarterly meetings are held across the county to ensure IPAG members from all districts can fully participate.

## Use of Force Scrutiny Panel

Members of our IPAG attend the Use of Force Scrutiny Panel to improve the trust and confidence of the community in the way police use force and by being sensitive to the impact on individuals and the wider community. They are able to monitor and scrutinise the proportionality of force used in Kent and Medway and provide justification where required. In doing so this panel provides the opportunity to raise issues regarding and Equality and Diversity that are broadly associated with use of force but may need on-going management and oversight through the Kent Police Diversity & Inclusion Board.

## Independent Critical Incident Advisors (ICIAs)

Independent Critical Incident Advisors are another key method of consultation. They are members of the public with specialist knowledge of Communities of Interest. The ICIAs advise Kent Police on how to communicate effectively with their communities. Maintain transparency of decision-making, keeping processes open promoting honesty and fairness. They provide the police with the community perspective on how the incident, investigation are likely to be perceived by communities whilst providing an individual perception, as a person who is connected to a particular community, on how particular police activities are likely to be perceived by communities. The ICIAs this year provided key insight into our initial response by

attending the Force Control Centre. As our ICIA's are vetted they have been undertaking a listen live to our calls from the public and providing us with feedback on how to improve our responses.

## IDAHOBIT

Kent Police and the LGBT+ Network voiced its strong support for the International Day Against Homophobia, BiPhobia and Transphobia (IDAHOBIT) on **17 May** and spoke out against all forms of homophobia, biphobia and transphobia.

The day represents an historic 30 years since the decision to remove homosexuality from the World Health Organisation's list of diseases and related health problems.



Although times have changed since 1990, IDAHOBIT is all about raising the awareness of the LGBT+ community in over 100 countries and recognising that there are still challenges we face and there is work to be done.

This year's theme was entitled 'Breaking the Silence'. For some of our staff's friends, family and colleagues, who they are, and their gender identity could sometimes be something that they feel needs to be hidden. Many have gone through life being made to feel ashamed of who they are. No one should be ashamed of who they are, and Kent Police are committed to supporting all officers and staff no matter how they identify.

## Police Cadets

The Volunteer Police Cadets programme provides an opportunity for young people aged 13-17 to get involved in activities which support community policing and learn about responsible citizenship. As a Cadet, they undergo training and take part in voluntary work with the police in their local community. Our Cadets develop key life skills and enhance their opportunities for further education, training and employment – whether this is within the police service or another profession.



We have 10 locations across the county and currently have 377 cadets. During the COVID pandemic the Cadet units have continued to function in a virtual form.

## Medway Faith & Communities

In Medway the COVID 19 pandemic led to a familiar method of working with communities. Faith & Community dial in meetings started taking place weekly at the beginning of lockdown. The forums, conducted via Zoom, with representatives from faith, charities, police and other charity organisations discussing how they could help or signpost the community during lockdown.

## Swale BAME Forums

Swale community contacts and partners have set up BAME female and male forum groups during the COVID 19 Pandemic via virtual meetings. The Community Liaison Officer linked into the forum to offer support and this has been opened up county wide not just for Swale.

## Pride

All physical pride events were cancelled in Kent this year. Medway and Gravesham held a hugely successful virtual Pride. A significant article entitled 'Police with Pride' was produced for the Pride Blog incorporating some historical information, statement by Supt Tillotson, IPAG and recruitment. As a result of BLM movement, a national call for 'No Police at Pride' gained momentum resulting in some forces being banned from participating in pride. Our strong relationship with the community meant we did not face that challenge. The Chief Constable filmed a video shown on the virtual pride and it acknowledged the failing of the past but the strength of where we are now. The overarching message was Pride is the opposite of shame and we will not have our staff or the public feeling shame for being LGBT+. On the Pride pages we also undertook a virtual marketplace stand including recruitment materials, hate crime and information about the Staff Networks.



## Ashford Cadets

Ashford Cadets have been attending IPAGs and taking an active part in discussions, they also visited Ashford Mosque in March where members of the Mosque gave them a tour. As well as being shown around they received an explanation and demonstration of what goes on there, including a call to prayer. The cadets have also been involved in recruitment and crime prevention events and it is intended for their participation in the IPAG to continue.

## Chinese New Year

Gravesend CLOs and PCSOs attended the colourful Chinese New Year celebrations at the Community Square.

It was an excellent day of dancing singing, the awakening of the lion and a fantastic day of community engagement for Kent Police with the lovely and very welcoming Chinese community.



## Deaf Community

Work is underway in Margate creating an offences survey affecting members of the Deaf community in partnership with KCC Deaf and Sensory Service. The Community Liaison Officer in Margate planned a series of Crime Prevention Workshops with the community. In another community led project, community members raised concerns that when stopped by police there could be initial communication challenges when the driver uses British Sign Language. Together with the community a Deaf Drivers Card was produced to enable simple communication at the roadside covering assistance needed by the driver or basic driving offences.

## Roma Awareness

In Margate the Community Liaison Officer, in partnership with Red Zebra charity provided Cultural Awareness Workshops to better educate partners on the Roma community and they also attended the community 'Family/Roma in the Lead' group at St Pauls Community Centre.

## Roma Genocide Memorial Day

On Sunday 2 August Kent Police remembered Roma Genocide Memorial Day – a day which commemorates many years of Nazi persecution of people from Roma and Sinti backgrounds, culminating in the death of nearly 3,000 men, women and children in the Auschwitz-Birkenau Concentration Camp in 1944. This day is recognised by Roma communities nationwide.

Deputy Chief Officer Tony Blaker, force lead for diversity and inclusion, said: 'Kent has a diverse population and we have a duty to serve all communities and those who visit the county. Our work force is equally diverse, and we must ensure any racism and discrimination is not tolerated and dealt with robustly. Roma Memorial Day reminds us all how important this duty is.'

## Romani Flag Raising

June 2020 marked the beginning of Gypsy Roma Traveller History Month and GRTPA raised the Romani Flag alongside Deputy Chief Constable Blaker. Kent was one of only two forces in the country to mark the occasion and this was celebrated by the Gypsy Roma and Traveller community for recognising the event.

The GRTPA has had a vital role to play in recruitment campaigns aimed at attracting more of our community members into a Policing role. We have worked alongside the Home Office to advise on potential barriers to recruitment and how these can be overcome.



Our plans to attend Appleby, Wickham and Horsmonden Fairs to further progress our recruitment drive have been postponed due to the current Covid-19 restrictions, but this is something we plan to progress once the restrictions imposed are lifted. The GRTPA has also created a community consultation group to support the GRTPA Committee so that our members can be actively involved and give opinions, guidance and advice around any of our current work and projects. This ensures that our community are involved in all of our work and together we can strive for the best possible equality and diversity outcomes for our community.

## National hate crime awareness week

National Hate Crime Awareness Week in October saw a week of action to encourage local authorities, key partners and communities to tackle hate crime. There has never been a more crucial time for us to all work together to tackle hate crime.

On each of the weekdays, there was a focus on one of the monitored strands of hate crime and additional activities, these included live surgeries for officers and staff around investigations, Hate Crime Awareness for Emergency workers and the launch of the Hate Crime Business Guide.





## One Day, One Cop, One Community Project

Sevenoaks District have been looking at a 'One Day, One Cop, One Community' project. The purpose is to strengthen relationships with their diverse communities and are seeking volunteers to spend some time with their police officers and staff. The placements would be one day in duration and buddy up a police officer with a volunteer from the community. The officer would join their 'buddy' and experience a 'day in the life' of that person.

The objective is to give the officers an insight into some of the challenges and joys of being a member of that community. How it feels, the highs and the lows, both in a policing context and wider.

## Migration protests

Officers worked with partner agencies to minimise disruption during two separate protests in Dover relating to migration. The two events were held in the town in September. Officers maintained a safe distance between them to reduce disruption for local residents and businesses.

Chief Superintendent Nigel Brookes said: 'Kent Police was clear that we would facilitate peaceful protest but would not tolerate violence or disorder. Our experienced officers sought to keep transport routes moving and balance the rights of those taking part in the protests with those living and working in Dover.'



Ten people were arrested on suspicion of offences including violent disorder, assaulting an emergency worker and a racially aggravated public order offence. Ch Supt Brookes said: 'We always urge organisers to work with us beforehand to ensure their actions are not undermined by anyone who may seek to attend such an event simply as an excuse to commit acts of violence and disorder.' Six people have been charged and bailed to appear in court at a later date.

## Kent autism charity supported by police fund

As an ambassador for Autism within the workplace Detective Chief Inspector Tristan Kluibenschadl knows how important getting the right support can be. So, he was delighted to secure a donation of £500 from the Kent Police Property Fund – which he recently presented to Wendy Boorman, a partner with Kent Autistic Trust (KAT). Each year the force auctions off lost and found property which hasn't been claimed. Officers can apply to a property fund panel to bid for a donation to a chosen charity. The Kent Autistic Trust, based in Brompton but covering the whole county, supports children and families as well as adults who have Autistic spectrum disorders.



DCI Kluibenschadl said: 'The property fund is an excellent way for the force to support local charities. For officers to be able to secure funds for charities close to their hearts makes it even more worthwhile. 'Autism affects approximately 1 in 59 people (Autism Research Centre), so that is around 120 people within Kent Police who have the condition. It can bring some real strengths and skills to our organisation and help in making us the diverse workforce we wish to be. It can also bring some challenges for officers and staff with the condition, and for their managers. However, with the right support in place and in the right role, traits found within Autism can add tremendous value to any workforce.' DCI Kluibenschadl is workforce Autism ambassador for Crystal Clear, the force's disability and carers support group. He is also the Kent Police co-ordinator for The National Police Autism Association (NPAA).

# Leadership

In Kent Police we have an overarching Leadership strategy that seeks to:

- Defining the expectations of good leadership
- Identifying our current leadership capability at all levels
- Understanding our future leadership requirements
- Supporting and developing staff to be the best that they can be

## Leadership Events

We have continued to develop all our staff, recognising that every employee is a leader. We continue to run our junior and senior leadership events throughout the year all be it virtually. The Chief Constable said of the events: 'These events are not about senior management engagement. They are designed to develop officers and staff to become the best possible leaders and providing them with unique learning experiences. Each event will break down leadership to a critical theme supporting effective and ethical decision making.'

The purpose of the events is to provide leaders with a set of unique learning experiences that allow them to develop, flourish and realise their ambitions. Staff gain a different perspective on leadership matters such as management of cultural change, critical decision making and understanding the role of police scrutineers. They also allow staff to understand and recognise that in challenging times for the police service, the most important attribute to success is leadership. The events aim to inspire everyone to be a leader and to work as one team, no matter what rank or grade they may be.



# Development and Progression

## Develop You

Not everybody wants to be promoted in order to develop. As such, the force believes opportunities should be available for people to develop laterally as well as promotionally. This may be in order to learn new skills, keep themselves up to date or to remain motivated.

Continuing to develop officers and staff from all ranks and grades is key to how force evolves. There has always been lateral development in the force, ranging from formal mentoring programmes to informal day attachments. All these processes are centralised in one portal called 'Develop You'.

Since Develop You launched hundreds of successful developmental opportunities have taken place.

The most popular development tools have been mentoring, shadowing and attachments and Develop You is pleased to be able to add numerous external attachments to its catalogue of opportunities to help staff and officers explore other ways of doing business. Within this framework there are a range of development tools available and all staff are encouraged to see what's on offer. The opportunities are designed to fit into our staff's PDR and one-to-one process.



## Succession Planning

Succession Planning has been imbedded in force since 2017 and has been used to streamline our promotions process and identify ways to develop our officers and staff to reach their full potential.

Supervisors assess an individual's performance and potential in the immediate, short or longer term to provide support which allows the force to ensure an appropriate classification for all officers and staff. At present all officer ranks and most staff grades have been assessed and the ePDR system is currently being developed to ensure that every assessment review includes a career conversation.

There is a robust moderation process in place to ensure that all succession planning grades are fair and transparent.

# Social media engagement

