



Kent Police Annual Diversity and Inclusion Report

January 2022



**Kent
Police**

Foreword from the Chief Constable

At Kent Police, we have greatly enhanced our Diversity and Inclusion Strategy to ensure that we continue to be an organisation that values and celebrates differences. This in turn encourages a workplace and culture where everyone can thrive, and where individuals are supported, respected and engaged; they have a voice and are able to develop skills and talent to deliver our Mission, Vision, Values and Priorities.

This report covers the reporting period of January 2021 to December 2022 and over the past year, we have made significant progress against our new Diversity and Inclusion Strategy, in particular with regards to improving representation from our communities through a fantastic recruitment campaign and the ongoing retention and progression of our workforce.

In addition, the introduction of the Kent Police Diversity and Inclusion Command, is innovative and unique. The command includes a new Diversity & Inclusion Academy which will build upon mechanisms already in place, to provide for greater capacity and capability to bring the breadth and depth needed to truly make diversity, inclusion and cohesion, part of the foundations of what we do.

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



Diversity and Inclusion Command

The aim of the Diversity and Inclusion Command is to deliver on the new three-year Diversity and Inclusion Strategy, increasing awareness, engagement and understanding of Diversity and Inclusion and the benefits to the organisation and how we deliver public service. The Command will provide consistent oversight and guidance in this area. The vision for the organisation in relation to diversity and inclusion is:

‘To make Kent Police recognised leaders in relation to diversity and inclusion. Setting the standards and driving innovation. Whilst delivering a first-class service to all the communities of Kent and those passing through, by creating an inclusive organisation where everyone can bring their whole self to work free to express themselves, feel valued and contribute to the success of the organisation irrespective of any protected characteristic, social and or educational background.’

This aligns with the Diversity and Inclusion Command’s responsibility for supporting delivery of the National Police Chiefs’ Council strategy (NPCC), as well as recommendations from the NPCC and Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS). The Command will continue to work closely with other Forces, stakeholders, communities, internal and external stakeholders and partners. The vision for the Diversity and Inclusion Command includes:

The Diversity & Inclusion Academy

The Diversity & Inclusion Academy was launched in May 2021.

The Diversity & Inclusion Academy is the first of its kind nationally and aims to provide guidance, training and continued professional development. By promoting inclusive leadership across all ranks, grades and roles the Academy will ensure consistency of approach and empower all including those in leadership positions to remove barriers and resolve challenges. The four key focus for the

Diversity & Inclusion Academy is the delivery of the Diversity and Inclusion Strategy with other areas of work detailed below.



The core aims of the Academy include:

- supporting and facilitating the embedding of the Force Diversity and Inclusion Strategy and embedding diversity and inclusion into our values and culture
- to become a centre of excellence and require its staff/officer to have enhanced diversity and inclusion training

- to set up and embed a Kent Equalities Network countywide
- to enhance our community contact and engagement in support of our ability to react to community impact, tensions and reassurance
- to embed a Force wide calendar of events recognising or commemorating International / National events, to implement an enhanced and streamlined scrutiny process with a wider scope from a representative community

Diversity and Inclusion Strategy 2021 to 2024

The Diversity and Inclusion Strategy aims to promote a culture where it is okay to ask and have open and honest conversations in relation to diversity and inclusion. By truly understanding our communities and ensuring our services are totally equitable, celebrating difference and making every contact count. Through consultation and community engagement we are working to better understand some of the bespoke issues affecting diverse communities.



This report will now set out our activity under each of our strategy aims (Our equality objectives).

We will be an employer of choice for **all communities** in Kent.

Kent Police is a Disability Confident Employer

'Disability Confident' is creating a movement of change, encouraging employers to think differently about disability and take action to improve how they recruit, retain and develop disabled people. It was developed by employers and disabled people's representatives. The self-assessment is grouped into two themes: getting the right people for your business and keeping and developing your people.



Kent Police has made a commitment to recruit and retain people with disabilities and ensure this is reflected in job adverts which informs potential applicants, at all levels, know Kent Police is an inclusive employer. We support our employees with reasonable adjustments in the workplace to ensure equal opportunity.

Corporate Communications

Corporate Communication have been pivotal in supporting Diversity and Inclusion by disseminating information both internally and externally. We currently publish diversity and equality reports and promote our kite marks including Business Disability Forum and Disability Confident Employer across our site and our recruitment pages. For Black History Month 2021 we had a page dedicated to Black History Month including inspiring staff and officer stories. We link to these stories via our Social Media channels and we have been active with the Positive Action Team in promoting bespoke events for underrepresented groups including those aimed at females and ethnic minorities along with our staff support networks.

The Kent Police website sits on the national Single Online Home (SOH) platform, and they are responsible for the accessibility of the website. We must adhere to The Public Sector Bodies (Website and Mobile Applications) Accessibility Regulations 2018 and conform to internationally recognised digital accessibility standards. At a local level this means we accessibility check all content before it is published on the website. Additionally, as we develop added content, we ask users to test the content to identify any potential issues and develop based on feedback and regular reviews. Where possible we write to Plain English standards. This means aiming to write for the average UK reading age which is age nine. Looking wider this year, when we designed content for the website it was about accessibility and usability. If the site is not accessible it is not usable and the two are very intrinsically linked.

The Office 365 (O365) rollout has also aided the representation of support groups and the Diversity and Inclusion Academy more generally by using several force-wide Yammer communities. In addition, the new SharePoint intranet platform will provide a modern and fully accessible communication channel to all business areas including the Diversity and Inclusion Command and support groups.

Volunteer Police Cadets

The Volunteer Police Cadets programme provides an opportunity for young people aged 13 to 18 to get involved in activities which support community policing and learn about responsible citizenship. As of 1 November 2021, there are 451 cadets across 12 locations in Kent.

Our Cadets, they undergo training and take part in voluntary work with the police and in their local community. Our Cadets develop key life skills and enhance their opportunities for further education, training and employment both inside and outside of policing. Promotion opportunities are available to Cadets.



Purple Light Up

Since 2017, #PurpleLightUp has been driving momentum for disability inclusion across hundreds of organisations, reaching thousands of employees in different ways. This includes lighting up iconic buildings purple, holding events, developing workplace policies for disabled employees, and sparking conversations about disability inclusion worldwide.

Kent Police participated in #PurpleLightUp to mark International day for people with disabilities on 3 December 2021 by lighting up Kent Police HQ in purple for the hours of darkness on 3 December.



Race Equality Week

The Race Equality Network supported and promoted Race Equality Week in 2021. It ran from 1 to 7 February 2021. An online event was held to open the campaign week, led by senior leaders from like-minded organisations, who had come together to take tangible action to work towards race equality. There was also a series of webinars and sessions to participate in for the week. The deputy chief constable said 'Kent Police fully supports the work of our officers, staff, volunteers and partners to promote race equality. I hope that many of you can take the time to support events and learn about this important issue.'



IDAHOBiT

On May 17 2021 the Force marked International Day Against Homophobia, Biphobia and Transphobia (IDAHOBiT). The day promotes speaking out against all forms of homophobia, biphobia and transphobia.

The theme of 'Together: resisting, supporting, healing!' was chosen nationally due to the worldwide challenges faced in 2020 and 2021. This included the global pandemic, the death of George Floyd and the continued strive for equality working together.

The day represents a 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 raises the awareness of the LGBT+ community in over 160 countries and recognises there are still challenges and work to be done.



**INTERNATIONAL DAY
AGAINST HOMOPHOBIA,
TRANSPHOBIA & BIPHOBIA**

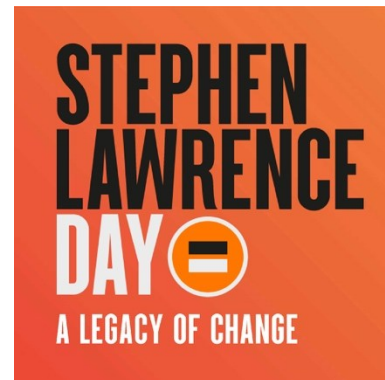
A Worldwide Celebration of
Sexual and Gender Diversities

MAY 17

National Stephen Lawrence Day

The Force marked National Stephen Lawrence Day on 22 April 2021. On that day in 1993, at the age of just 18, Stephen was murdered in an unprovoked racist attack. He didn't know his killers and his killers didn't know him. A public inquiry into the handling of Stephen's case was held in 1998, leading to the publication of the Macpherson Report, which has been called 'one of the most important moments in the modern history of criminal justice in Britain'. The Macpherson Report led to profound cultural changes in attitudes to racism, to the law and to police practice. It also paved the way for a greater understanding of all forms of discrimination and new equalities legislation.

In 2018, the then Prime Minister Theresa May announced that 22 April every year will be Stephen Lawrence Day. Marking this day annually; the day that Stephen died, will help keep the focus on racial inequality and celebrate efforts to remove it.



International events

We recognise that international events can have an impact on our communities and our staff. Daily media scanning takes place by the Diversity and Inclusion Academy to ensure we respond to the impact of event. Events such as the Indian Farmers Protest, Afghanistan withdrawal and the situation in Gaza all required messaging and offers of support to our staff and the public.

We will be and an inclusive workplace that is **bold**, **confident** and **culturally aware** so that everyone has a sense of belonging.

Diversity, Inclusion and Culture Boards

To signify the importance of diversity and inclusion all departments and directorates hold Culture and Diversity and Inclusion Boards. These Boards are attended by all ranks and grades and promote a sense of inclusivity, promotes diversity of through and sense of belonging for all our workforce. Diversity and inclusion and Culture Boards provide all members of the organisation to engage, have open discussion and share lived experiences. They also provide opportunity and engagement with the local community and partners.

Diversity and Inclusion Single Points of Contact (SPOCs)

SPOCs offer advice, support and guidance to all Kent Police officers and staff. They promote a diverse and inclusive workplace, enhancing existing relationships and creating new ones between the police service and the diverse communities within Kent. They act as a conduit between internal policing departments, the Diversity and Inclusion Academy, and facilitate information sharing. This creates a consistent message and enhances the reach of the Diversity and Inclusion Academy team both within policing and also out into the community.



National Inclusion Week

National Inclusion Week is designed to celebrate everyday inclusion in all its forms, something which is strongly reflected in our Diversity and Inclusion Strategy.

This year's theme was 'Unity' and teams and support networks across the Force organised a number of events.

This was an opportunity for us to celebrate our successes, share learning and inspire best practice. It is important inclusivity reaches all aspects of our organisation, including agile and flexible workers, and volunteers.



Staff Support Associations

Staff support associations are a key component of the Force's network of support and provides insight, expertise and feedback vital to delivering this strategy. They are a necessary and fundamental part of this strategy.

All staff support association Chairs, including the Police Federation, Unison and the Kent Police Recreation Association have regular meetings, which provides consistency of approach and the sharing of best practice in relation to the support mechanisms provided to all members of the organisation.

Christian Police Association (CPA)

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 experienced 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.



Kent Network of Women

The KNOW has continued to support progression and positive action for officers at all levels, in conjunction with the Positive Action Team and Diversity and Inclusion Academy. In addition, this year we have focussed on police staff, particularly those identified by their senior leadership teams with future potential. Working with an external training provider a bespoke package was developed to enhance confidence. Over 90 police staff members attended the training, and a follow up session is planned at the 9 to 12 month point to evaluate the benefits. Feedback has been overwhelmingly positive both from a personal and an organisational perspective.



From a health and wellbeing perspective this year has seen the development of a migraine support network and the launch of the Endometriosis support group, working with Endometriosis UK to achieve 'Endometriosis friendly employer' status. The Menopause Action group has moved forwards and continues to support the national Menopause Action group, as well as advising other Forces on how to develop or enhance their own networks. A training package is in development for all staff to enhance awareness and understanding of the impact of menopause and how to get help and advice.

Looking more widely at health and wellbeing, the KNOW hosted a 'Women's Health Awareness Week' in October, supported by Health Services, Enable, Men's Forum and LGBT+ network. The sessions covered topics such as breast cancer, healthy relationships, fitness and nutrition, migraine support, coping with stress and anxiety, and ending with the annual menopause conference. During the week over 600 members of staff attended the sessions, which were also open to our regional colleagues in both South East and Eastern regions. Finally following a pause due to Covid restrictions we have been able to relaunch our weekly fitness and yoga sessions to support our members.

Our wider corporate level integration has continued this year and focussed on cultural enhancement. We are supporting the Force with work regarding the Violence Against Women and Girls Action Plan, playing an active role in wider cultural work regarding terminology, and have also worked with Professional Standards Department to support the Sexual Harassment Policy.

Enable

January 2021 saw the re-launch and re-branding of the staff support association from 'Crystal Clear' to 'Enable'. The name change has been deliberately considered to ensure we can support and empower staff to be the best they can be – and to change perceptions that disabilities create barriers. The launch was opened by the chief constable and supported by multiple personal stories intended to break down barriers and encourage conversations.



Since November 2019 to November 2021 Enable have almost doubled their membership to almost 350. Enable also joined together with the KNOW for Women's Health week – raising awareness of mental health with a personal story from a Senior officer to help reduce stigma and increase understanding. As a result, several individuals took the first step to engage with welfare services to ask for help.

November also saw Enable support staff on National Carer's right's day with an engagement event where staff could share experiences, seek help and information as to how to help them or family members.

December saw Enable hold their second Annual Conference titled 'Enable not Disable'. The conference was aimed at empowering staff to be the best they can be, to show them that they can progress and develop in spite of their diverse ability, disability or caring commitment. The event was opened by the deputy chief officer and was supported by Deputy Chief Constable Amanda Blakeman, the NPCC Lead for disability, and the Metropolitan Police Service Disability Support Association Chair.

LGBT+ Network

The LGBT+ network have been monitoring the Stephen Port enquiry and the inquest into the murder of four gay men. The network intends to look at any impact on the confidence in policing from the LGBT+ community and how confidence can be improved, and our communities supported. We have been working with divisions around support for officers who have been repeated victims of LGBT+ hate crime and continue our routine work of support and advice for staff plus training for teams who request it.



The network has been working with the Diversity & Inclusion Academy and legal services to clarify policy in relation to the Gender Recognition Act offences to ensure protection of officers and staff and provide clear education and guidance. Members attended the National LGBT+ conference (virtual) with key themes from the conference being around 'inclusive policing'. Two members attended regional LGBT+ networks conference in Brighton to strengthen cross border and collaborative working. Importantly we have attended Pride events in Kent showing you can be LGBT+ as an officer or member of staff, be authentic in the workplace and have a successful career.

Police Care UK

Police Care UK is an independent police support charity whose aim is to reduce the impact of harm on police and families and rebuilding lives for a brighter future. As an independent charity all volunteers are recruited and to date Kent Police is represented by two officers.



Police Care UK supports the overarching aims of the Diversity & Inclusion Academy and diversity and inclusion activity within Kent Police via its support of colleagues who have sustained physical or mental harm during their operational policing duty and therefore colleagues who may identify as having a disability due to this.

During the last 12 months colleagues within Kent Police who have sustained injury/harm have been briefed about the support that is available and with their consent registered as a beneficiary with the charity. Further activity is to be undertaken to raise the profile of the charity within Kent Police.

Police Care UK has been represented at a number of internal events, including the staff open day and D&I week, and continues to work alongside the staff support associations as part of the suite of services for colleagues.

Race Equality Network

The Race Equality Network (REN) continues to support and promote the wider organisation in understanding issues affecting ethnic minorities as well as supporting members who are facing challenging times. The REN has promoted a number of events in 2021, such as National Inclusion Week. The Race Equality Network visited each district holding cakes and conversation events. These were designed at raising awareness of the lived experience of ethnic minorities and encourage officers and staff to engage in open and honest conversations regarding some of the challenges and barriers. 'The race debate' was an online event aimed at promoting open conversation and debate for those who were unable to attend the workplace.



For Black History Month (BHM) in October 2021, the Race Equality Network had a series of events which spanned the whole month. The events started with the Black History Month book club. The aim was to raise awareness of Black and Asian authors, fact and fiction stories as well as historical accounts depicting Black British experiences. During this month there was also a celebration of Black British firsts commemorating and celebrating Black British achievement. BHM conclude with a week of one hour 'Lunch and learn' events aimed at educating and providing opportunity for increased understanding, awareness and open conversations. This event was in partnership with Kent County Council and Kent Fire and Rescue Service. Celebrating Guru Nanak is another example of raising awareness of the Sikh faith, customs and history. Going forward the Race Equality Network will continue to raise awareness of matters impacted by ethnicity, race, religion, and belief to continue to support the Diversity and Inclusion Strategy.

Armed Forces Network

The Armed Forces Network now has 66 service champions within the Force. These are people trained by the NHS to be able to identify veterans and offer support and signposting to the relevant charities/support groups. At least ten champions will be attending the annual seminar in Brighton at the Amex stadium in January. They are working with welfare and counselling to arrange an input available to all staff in relation to the support available for those veterans, family members and carers of veterans who are suffering with PTSD.



The network has a system in place for identifying veterans through the Force Control Room, where once consent is obtained, call takers add the veterans' 'tag'. It is then reviewed, and the calls are allocated across the county to the Service Champions for a follow up visit.

Across the county the network had representatives at Armed Forces Day flag raising, the Royal British legion 100-year anniversary in Dover and Remembrance Sunday parades, where in Maidstone a contingent of officers marched in the parade for the first time. The network was also successful in obtaining the silver award in the Defence Employment Recognition awards and are working with the HR Innovation Team in pursuing Gold.

The network is now also linked in with 28 other Forces nationwide to share best practice and offer support and guidance..

Protecting Vulnerable People (PVP) Command

The PVP Command joined forces with the Crime Command to support National Inclusion Week. The week included guest speakers on a daily basis to include several subjects including neurodiversity, race within the police services and perinatal mental health in policing.

The PVP Command also has a forum which was contributed every day from a member of the senior leadership team. The subjects included loneliness, infertility, mentoring and the new Men's Forum. Officers and staff were encouraged to review a number of online training resources to expand their knowledge and understanding.

During the National Inclusion week, PVP launched their Diversity and Inclusion Plan, and the Diversity and Inclusion engagement board will launch early in 2022. The Command continues to work closely with the Diversity and Inclusion Command to ensure this is a meaningful meeting which has separate aims and objectives to the PVP Culture Board.

PVP are often in attendance at the county IPAG meetings where community concerns can be addressed. PVP Command were heavily involved in the Force open day where there is the opportunity to engage with members of the public and explain the role of the command and seek feedback and ideas. Staff working in PVP can be exposed to distressing material. By working closely with the Wellbeing team a bespoke welfare package has been designed. This ensures staff are supported and signposted where necessary to relevant services.

Holocaust Memorial Day (HMD)

Holocaust Memorial Day takes place on 27 January each year. It's a time for everyone to pause to remember the millions of people who have been murdered or whose lives have been changed beyond recognition during the Holocaust, Nazi persecution and in subsequent genocides in Cambodia, Rwanda, Bosnia and Darfur. On HMD we can honour the survivors of these regimes and challenge ourselves to use the lessons of their experience to inform our lives today. The 27 January marks the liberation of Auschwitz-Birkenau, the largest Nazi death camp. Kent Police are engaged in several activities each year to mark HMD.



The theme for HMD 2021 was "Be the light in the darkness" and this was captured within a video message to the Force by Deputy Chief Constable Tony Blaker and a display at the Kent Police College.

International Women's Day 2021

International Women's Day is recognised every year through a series of different events, both internally within Kent and nationally. This year an intranet article raised awareness of the day, its history and Force activities. The KNOW supported a series of 'lunch and learn' style events across the Force, celebrating the achievements of women within the policing areas. In addition, during March, recognising our focus on wellbeing, we supported the 'walk over cancer' 10,000 steps challenge and encouraged colleagues throughout the month. A series of 'I am remarkable' inputs were held, in response to the positive feedback about this uplifting experience. A bespoke Circle of Parents session was held as well as an awareness session 'Let's talk Menopause' delivered by the Menopause Action Group. Colleagues also had the opportunity to engage with other virtual events hosted by Forces in the region and ERSOU in order to share the experience, support, and network.

World Suicide Prevention Day

World Suicide Prevention Day (WSPD) is an annual global awareness day, with organisations and communities, from around the world, coming together to continue the conversation and highlight that we all have a role to play in preventing suicide. This year's theme was 'Creating hope through action,' the day focused on people sharing their actions that make them feel more hopeful during challenging times. Following on from the Suicide Prevention Fortnight in May 2021, the Counselling and Wellbeing team along with a guest speaker delivered a virtual wellbeing session in recognition of World Suicide Prevention Day.



Force Control Room charity fundraising

Numerous fundraising events were held within the command throughout the year with the charities being suggested from the operational teams. These events have included a month-long of dress down weekends to raise money for Stop Hate UK during October 2021 in recognition of Black History Month. This month raised £745 which was highlighted on the Stop Hate UK website.

World Autism Day

In April 2021, our staff group 'Enable' highlighted World Autism day and shared information and guidance to all our staff to ensure we adapt our style to suit the needs of individuals, this is especially relevant when dealing with victims, witnesses and those suspected of committing a crime.

At Kent Police we continue to highlight and support staff and line managers in relation to neurodiversity.



Unison

2021 has been another difficult year due to the impact of the pandemic. Whilst much of our work has been conducted virtually, we have continued to represent members on a wide spectrum of issues including equality and inclusion. We have been actively involved in reviewing policies to ensure they are fit for purpose and do not contain any unintentional discriminatory elements. We are a member of the Diversity and Inclusion Board and continue to support the diversity and inclusion agenda.



Throughout the year we have been actively involved with Kent Police's response to the pandemic, working with colleagues in the Op Iowa team. In tandem with this we have worked with the Op Zenith team as Kent Police moves to a more flexible style of working not based solely on police premises but allowing for home-based working. It is vital to ensure that staff working from their homes remain connected, visible, represented and that assumptions are not made about any benefits, especially in relation to people with disabilities.

In April, our Branch Secretary devoted his monthly blog to his view on the issue of "white privilege" linking it to people's different lived experiences and widening its meaning to include all the protected characteristics. Our deputy branch secretary is a member of the KNOW Executive and Chair of the Menopause Action Group. She has also been advising other branches of UNISON on the issue of menopause, highlighting what has been achieved in Kent. In October, the MAG held a conference which was a mixture of both physical and virtual attendance. Our team of volunteer stewards are active in the workplace across a variety of disciplines. It is a role they perform on top of their day job and are on the "frontline" of service delivery to our members.

We will take Positive Action where appropriate to support everyone's career development

Positive Action:

The Force's commitment to Positive Action forms a key component within the People and Learning Strategy 2021-25, in terms of its work to identify, attract, develop, support, and retain its people. The Force's Positive Action activity supports key areas of the workforce lifecycle namely:

- attraction, recruitment, and selection
- progression
- retention
- engagement



The Force continues to develop its culture that values difference and diversity. In 2021 we have undertaken significant activity that will attract, develop, and retain a workforce that reflect our communities by delivering #MoreThanTheBadge phase III recruitment campaign with Corporate Communications. We developed a targeted outreach plan to attract higher volumes of applications from underrepresented groups. To include University Engagement Plan, community social groups and charities. It was essential to deliver a focussed PEQF (Police Education Qualification Framework) outreach and marketing program to inform our diverse communities. To ensure ongoing support through individual's careers we have put in place the 'recruitment buddies' scheme and have provided enhanced engagement and support for any candidate who identifies as requiring support in their application process.

In providing a programme of bespoke workshops, engagement, and support sessions for underrepresented groups we have enabled those who may not have considered a career in policing to apply to join us and introduced 'recruitment toolkits' to maximise the offering/support of all employees to the recruitment ambition. At a local level we have been able to develop new innovative positive action 'toolkits'.

In 2021 we delivered a programme of regular engagement events and support events with the support associations along with introducing a career progression tool to equip individuals and managers to self-reflect and explore their career requirements.

Monitoring progression is vital within Positive Action so we have introduced a tracking system to track exam/promotion boards take-up and success along with systematic regular management information product(s) for local managers. We have reviewed and now signpost and promote the mentoring scheme to enhance proportion of mentors with protected characteristics.

Dyslexia

We have invested in training 14 staff to be Pico Education System testers for Dyslexia. The training has been completed and we are almost ready to be able to undertake the testing of all new recruits, officers and staff, and any existing member of staff who may present a consideration for testing. The PICO test is recognised by the College of Policing for future police promotion exams.

Succession planning

Succession planning is a process designed to help define talent and ensure individuals are developed in a proactive way in the best interests of the Force. The process identifies individuals into appropriate 'matrix' criteria to help ensure our workforce have clear development pathways.

The succession planning framework effectively helps managers to identify internal talent and how best to support and develop officers and staff, prepare them for promotion and/or provide lateral support in line with career preferences. Officers in the 'ready now (for promotion)' category will be invited to apply for the next promotion board. The succession planning framework is also used to identify 'high potential' talent to ensure development for future senior leadership roles and the identification of talent pools to enable planning for future promotions processes.

In 2021 succession planning has been delivered for 350 constables who have qualified for sergeants promotion process, 522 sergeants, 181 inspectors, 49 chief inspectors, 29 superintendents, 204 senior Police Staff Employees (PSEs) and 2,716 police staff employees. To promote inclusivity and fairness the HR People Development team continue to work jointly with the Positive Action Team and Learning and Development to focus on the importance of the career conversations and how to encourage and support all staff whilst ensuring correct application of the grading.

We will develop our own culture of **continual professional development** in relation to diversity and inclusion

Intersectionality

The policing landscape is ever changing, and it is essential as a Force we continually evolve and press forward, with new thinking and new ways of working. Whilst there are nine protected characteristics set out in the Equality Act, it is essential we all understand what they are, but we need to understand and acknowledge the diversity within. Under the Diversity & Inclusion Academy we aim to support our workforce by enhancing and building their knowledge, awareness, and push this thinking forward. It is a simple fact that every person is unique, made up of numerous elements which define their identity. In certain social systems people face discrimination and disadvantage based on these identities and many people face multiple forms of such discrimination simultaneously. We believe that to put people into one of nine boxes is an oversimplification of a person. We are all members of many different groups, so intersectionality is looking at a person as a whole and all the elements of their identity that make them wonderfully unique, then, tackling any barriers that the person may face.

Develop You

Continuing professional development is recognised as an important area for motivating, developing, supporting and retaining a diverse and talented workforce. Develop You is the Forces flagship system for continuing professional development, providing a centralised framework where a range of opportunities are available for everybody, equally and inclusively.

Develop You aims to enhance both individual and Force performance by encouraging personal responsibility for learning and continuing professional development with a broad range of opportunities to help people develop in their current role, explore other departments, gain wider experience as well as develop for promotion.

Develop You supports and facilitates the continual growth and development of individuals in line with their individual PDR (Professional Development Review) objectives through opportunities such as training, mentoring, shadowing, attachments, and projects that support our traditional development toolbox.

Develop You continues to be focussed on inclusivity, with progress made in 2021 to streamline processes, reduce bureaucracy and progress applications quickly and efficiently for the benefit of all participants. Mentoring has been a specific focus of activity in 2021 to encourage inclusivity for both mentors and mentees. Advertising mentoring collaboratively with the Force support networks helped increase the number of mentees in the Force by almost 30% to 135 in the period September to November 2021 and 54% of all mentees are now female.

Continuous improvement of the Develop You programme will continue in 2022 with the whole system moving to the collaborative Learning Hub, where improved functionality and access to opportunities alongside other learning products provides a single home for officers and staff development products.



Men's Forum

The Men's Forum launched on 20 August 2021 with a virtual live event. The event included presentations on mental health, prostate cancer awareness, managing stress and anxiety in the workplace, maintaining healthy relationships, working in partnership with the Kent Network of Women and making command decision under stress.



The event was well attended and provided an opportunity for the Men's Forum to state the aims of the support group. Men's health awareness month was held in November and the Men's Forum participated in several virtual sessions covering men's health, when things just do not feel right, maternity, paternity, and adoption. International Men's Day (19 November 2021) was marked with a special session attended by a panel of men to discuss issues disproportionately affecting men.

Through the work of the Men's Forum male officers and staff have been able to share their lived experiences of depression, prostate cancer and caring. Feedback has been overwhelmingly positive with personalised messages of thanks for discussing issues traditionally difficult for men to raise. Following the launch event, the Men's Forum received a message from a member of staff who directly attributed their early diagnosis and treatment for prostate cancer to the prostate cancer awareness presentation and stated it had undoubtedly saved their life.

Student officer training

The Kent Police Enhanced Initial Police Learning and Development Programme (EIPLDP) commenced at Kent Police on 16 August 2020. The EIPLDP provides an enriched learning experience for our student police officers, making sure they exhibit the knowledge, understanding, skills, attitudes and behaviours to be an effective and efficient police officer for the 21st century, thereby equipping them to provide a first-class service to the public in Kent. During 2020-2021 we have trained 375 new officers on the EIPLDP. The overarching learning outcomes cover areas of understand and applying core principles of ethics, equality, diversity and human rights in professional policing. Additionally, officers are trained to challenge bias, prejudice, discrimination and stereotyping when performing the role of police constable and critically evaluate the impact upon policing of differing values, ethics and norms within diverse communities.

Within the EIPLDP student officers undertake a two-day 'diversity and inclusion' course which draws on the personal experiences of both the student officers and guest speakers, with a focus on valuing difference within policing. Relevant diversity and inclusion learning outcomes are specifically re-enforced throughout the programme, especially in lessons such as personal safety training, communication skills, decision making, stop and search, vulnerability, hate crime, mental health and victim focused subjects. Within the EIPLDP student officers undertake a mental health lesson which raises mental health awareness, in addition to covering policing powers, policy and procedure. At various stages, EIPLDP reinforces that unconscious bias can affect us all in relation to all situations, so we need to be aware and ensure that our decision making is objective, has a clear evidence base and utilises the National Decision Model to reduce the impact of subjectivity, prejudice or bias. The stop search training explores how stop search can impact community confidence in policing by exploring themes such as procedural justice and the lived experience of members of the public.

Knowledge Hub

The Diversity & Inclusion Academy have designed and implemented a knowledge hub for all staff. This 'self-serve' hub encourages staff to be educated and developed in diversity and inclusion knowledge. Lived experiences, pod casts, library lists, guidance documents and new articles are some of the ways our officers and staff can learn within the hub.

Remembrance Day Event: Black poppies

In honour of Remembrance Day, the Race Equality Network (REN) held an event to raise awareness of the Black contribution in WW1 and WW2 entitled 'Black Poppies'. The longest serving Metropolitan Police Voluntary Independent Advisor and author Stephen Bourne gave a presentation about his work on 'Black Poppies'; focussing mainly on the positive stories of comradeship between Black and white service members but also stories of heroism, tragedy on the battlefields and the lives of the wider Black community in Britain.

This was followed by the laying of a Black Poppy Rose wreath. This is a first for Kent Police and a great opportunity to demonstrate the great strides the organisation is taking in relation to diversity and inclusion.



Leadership training

The leadership training team have embedded information on intersectionality into the core leadership training programme and police staff induction. It complements the session that is already delivered around diversity, equality, inclusion and unconscious bias and is intended to raise awareness and provoke discussion around these areas. All Leadership training courses are designed to promote inclusive practice and help delegates achieve this in their roles.

LGBT+ History Month

February was LGBT+ history month. The idea originated from School's Out!, a campaigning organisation of LGBT+ people involved in education who wanted greater recognition of the role of LGBT+ individuals in shaping our history. Kent Police have celebrated the month for the past 15 years. This year's theme was "Body, mind, spirit". The Kent Police LGBT+ Network selected 12 key LGBT+ people complementing the theme who have made a difference to the community worldwide and represent the amazing diversity within the LGBT+ community. The displays were placed at Force Headquarters and the Kent Police College, being very well received. In Kent Police we celebrate the fact that the LGBT+ community intersects with all our diverse communities.



Black History Month (BHM)

Black History Month started on 1 October with this year's focus 'Proud to be – celebrating and recognising the black contribution.'

A joint online event with Kent Police, Kent County Council and the Kent Fire and Rescue Service was hosted by the Race Equality Network on 22 October. Other events included a BHM video and a BHM Book Club, highlighting authors, books and educational links around culture, history and issues affecting the black community.



This was followed by a Microsoft Teams lunch and learn discussion session dedicated to BHM Book Club reviews. Kent Police is a diverse organisation which aims to be representative of the communities it serves and continues to encourage more applicants from a Black, Asian and minority ethnic background into the Force with its Positive Action Programme. Black History Month 2021 was marked by asking officers and staff to share – in their own words – the inspirational stories behind their careers, which were available on the Kent Police website under recruitment.

We will work with all Kent Communities, partners and stakeholders to provide an accessible and inclusive first-class service that meets their needs

Open day

The Force open day this year had diversity and inclusion at the heart of the event, to ensure an accessible, inclusive, and learning event, both for our staff and for our guests. Throughout the planning there was engagement with support groups, the Diversity & Inclusion Academy and the county IPAG to ensure the necessary scrutiny and guidance required to enhance the experience for all.

The addition of the Mobi-Loo, feeding and faith rooms, as well as accessible viewing areas ensured the experience catered for wider communities.



In addition, the communications for the event covered aspects such as lip reading and ear defender availability for those with neurodiverse needs. The enhancements enabled several schools and families to attend who had not previously been able to do so. The feedback was overwhelmingly positive and will be built upon for future events.

Community Liaison Officer Team (CLO)

The community liaison officers support our engagement with diverse communities. The team comprises of 13 CLOs who are based within community safety units at district level. They are now managed by the newly formed Diversity & Inclusion Academy to provide a consistent quality approach to activity and examples of their work are seen throughout this report.

The core function of the CLO role is to proactively seek out new communities and to develop, maintain and improve positive relationships between Kent Police and its communities.



The CLO's engage with a significant number of groups and individuals from all protected characteristics across Kent. The function also allows specialist tactical advice to officers and staff in relation to customs, cultures and diverse communities. CLO's are also key to identifying and managing community tensions and providing reassurance where appropriate. This is achieved through specialised community knowledge and use of local contacts to ensure that Kent Police take a measured and understanding approach to dealing with sensitive issues.

Diversity, Equality and Inclusion Partners Network

The new Kent Diversity, Equality and Inclusion Partners Network is a body of Diversity, Equality and Inclusion (DEI) practitioners, which draws its membership from Kent and Medway public sector organisations. This group uses their shared expertise, experiences, and insight to inform discussion, approaches and decision making in relation to key DEI issues within their organisations.

Independent Police Advisory Group (IPAG)

Scrutiny is key to Kent Police in order to fulfil our general equality duty of eliminating unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act. The primary role of an Independent Police Advisory Group (IPAG) is to act as a 'critical friend' to Kent Police. 2021 marked a new tenure for IPAG Chairs and a process was undertaken whereby a new County Chair and Vice Chair were appointed.



The role of IPAG members is not to provide 'specialist advice' on policing issues. Rather, they are designed to provide advice on how policing services may be, or are being, perceived by, or impact on communities. IPAG members are not independent scrutinisers, as this function is carried out via existing established mechanisms. Specific tasks might involve a critical assessment of an operation, policy or incident. The aim should always be to identify ways to add value to policing services for all of Kent's communities.

IPAGs are not the voice of the community, instead a collection of individual community voices. IPAGs form one part of Kent Police's wide community consultation engagement. As critical friends, IPAG members constructively advise and challenge Kent Police on their policies, procedures and practices and advise the Force on how to enhance these key areas, so that policing performance is improved whilst trust and confidence is maintained. By becoming independent advisors, members are involved in constantly improving service delivery to all Kent's communities ensuring Kent Police service delivery is outstanding.

IPAGs were created to challenge conventional thinking, to give an independent perspective on issues and to work as genuine partners with the police to inform improvements in service delivery with particular focus on diversity, equality and inclusion and the protected characteristics as covered by the Equality Act 2010. Members of the IPAG are not asked to speak on behalf of a community but provide their own independent advice based on their lived experiences.

IPAG Stop and Search Scrutiny Panel

We recognise the importance of public scrutiny in these policing powers for legitimacy and community trust and confidence. There is a quarterly County Stop and Search Scrutiny Panel attended by approximately 50 independent members of communities of place or interest across Kent and Medway. These members include Independent Custody Visitors (ICVs), Independent Critical Incident Advisors (ICIAs) and members of Independent Police Advisory Group (IPAG). This panel is provided refresher training for best use of stop and search and what their rights are before they scrutinise the performance and proportionality of these powers including procedural justice. Utilising analytical data packs and a dashboard, viewing body worn video and reviewing the learning from complaints, the panel have an opportunity to provide feedback to the Force allowing for total transparency. At a district level, the IPAG meetings undertake local scrutiny of stop and search.

The current structure of this panel is under review and the intention is to enhance the structure of this format by introducing a separate independent Chair to the panel to that of the IPAG to reduce any bias and give added focus. We will create an Agile Working Group, comprising of police officers from the Academy that will engage with the affected communities. They will provide education, support and work with communities on a deeper level to understand themes and trends, feeding back into the Force to improve our stop and search interactions.

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. The Panel 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 equality and diversity that are broadly associated with use of force but may need on-going management and oversight through the Kent Police Diversity and Inclusion Board.

The current structure of this panel is under review and the intention is to enhance the structure of this format by introducing a separate independent Chair to the panel to that of the IPAG to reduce any bias and give added focus. We intend to create an Agile Working Group, comprising of police officers from the Academy that will engage with the affected communities. They will provide education, support and work with communities on a deeper level to understand themes and trends, feeding back into the Force to improve our interactions with the public.

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. As our ICIAs 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.

Hate crime

Our focus of hate crime being everyone's responsibility, working in partnership, trigger events (such as Covid, terror attacks) and continued awareness has encouraged increased reporting in an area where there is significant underreporting in line with national trends.

A number of national and local reporting mechanisms are promoted and included in a newly funded leaflet in various languages and formats. In Kent we chair a quarterly multiagency forum and hate crime remains as a standing agenda item at the County and District IPAG meetings which is one of many platforms for community engagement. A monthly performance meeting allows us to monitor trends and place interventions where appropriate. Supporting and signposting victims of hate crime is key and tailored to victim needs with close working with Victim Support and the Hate Crime Advocate.



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Mandated hate crime training for officers has assisted in the upskilling of our Force. Recognising the correlation between hate crime and extremism, training in partnership with Kent County Council Prevent Team has been provided to various groups including cadets, special constabulary, schools officers, students at University of Canterbury, Business Advisory Group. This will continue to evolve to include the taxi industry and NHS workers.

As part of National Hate Crime Awareness Week in October which is a week of action encouraging local authorities, key partners and communities to tackle hate crime, we hosted an online conference 'Tackling Hate crime and extremism in partnership for stronger and safer communities' as well as a number of other local events with partners and communities supported by our community safety units and community liaison officers. There was also a roundtable exercise including the Community Security Trust (CST) and Tell MAMA events including the sharing of lived experiences, independent scrutiny of redacted investigations as we recognise openness and transparency is key to community trust and confidence.

Custody

The welfare of detainees and staff who work in our custody suites is of paramount importance to us. This year we have seen the introduction of distraction boxes which can aid people who are neurodivergent in feeling more at ease if in custody as well as an on-going project with Christchurch University in relation to autism and considerations needed for detainees who may be neurodivergent. We have a workstream currently underway to brighten up custody with the school's team and Diversity & Inclusion Academy by the use of artwork and we are currently working with the Youth Justice Team who are going to attend the custody suites and assess on how we can improve things within the cells/suites from a youth perspective. In relation to meals offered in custody, every four years Kent Police run a procurement process involving as many other Forces as possible. This is a series of meetings to address the diverse needs of detainees in relation to food and drinks provided. Each suite has a dedicated folder which holds items for the hearing and sight impaired – relating to rights and entitlements. Each folder has a copy of rights and entitlements in braille along with a DVD which can be played to Deaf detainees who use British Sign Language. Each custody suite is equipped with articles of faith to ensure that those who wish to practice their religion whilst in custody can do so.

Diversity and inclusion training is being implemented onto the custody sergeants and detention officers training courses starting in 2022. In the meantime, all custody staff have undertaken training on searching transgender detainees.

Our Tonbridge suite now has a fully accessible cell so if a detainee has a disability and required this facility it is available as a county wide resource. Understanding the different needs of detainees is critical to us so a female point of contact is assigned to all female detainees to assist and support them in custody with sanitary needs as well as creating the opportunity to disclosure circumstances where the detainees may be victims of domestic abuse.

Pride events

Kent Police have continued to support the counties Pride events in 2021. This year saw the most local Pride events to date and working with our LGBT+ Network and the Community Liaison Team we were able to attend the events in Canterbury, Folkestone, Margate, Faversham, Gravesham, and Medway. All of these events were well attended by the community and significant positive engagement took place. Attendance and participation at Pride is important to us as it demonstrates we will support the LGBT+ community, that LGBT+ officers and staff are welcomed, encouraged, and supported, and we encourage reporting of hate crime to ensure all our communities are safe.



Bespoke disability forums

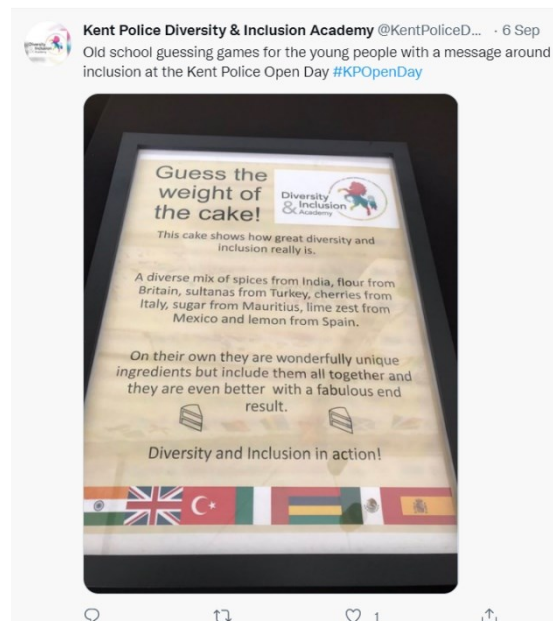
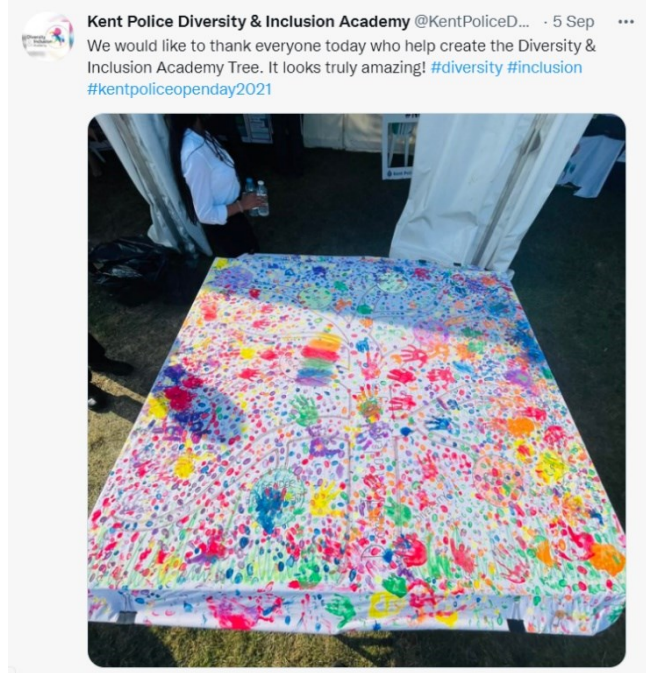
Local community liaison officers have been speaking to people with disabilities about any issues of concern as they start going out and about post-Covid. In Maidstone discussions were had around barriers and perceived barriers and lots of positive actions were raised going forward. They also discussed the ongoing concerns following lifting of lockdown and the genuine fears of those who have been shielding for a long period of time and now worry about mask wearing, abuse or hate crime. Significant positive links were made and moving forward police representation will attend various forums held by partners.

When the outbreak of Covid-19 meant the Dover area's Disability Partnership Group couldn't meet in person Dover's Community Liaison Officer stepped in to help. She is among representatives from agencies offering advice to the group, which normally meets at East Kent venues so those with a wide range of disabilities can speak to organisations offering support. Due to Covid-19 these became weekly virtual events. The CLO has been attending since early 2020 and contributed to an advice video organised by East Kent Mencap around staying safe during lockdown and beyond. She said: 'I hope the online meetings and guidance video have helped members of the group deal with the uncertainty caused by Covid-19. The guidance has clarified rules set by the government and I believe it's allowed those dialling in to feel less isolated and more in touch with what is going on in the community.'

Force Control Room community engagement

Work is currently ongoing with the new IPAG chair in order to create a new Engagement Focus Group within the Force Control Room which will be similar in format to the IPAG meetings on district. This is to ensure that there is a consultative community engagement process within the command to assist in service delivery and setting of policy to best service the various communities of Kent. This is in progress and will hopefully be up and running in early 2022. One of the diversity and inclusion single points of contact and Race Equality Network executive members has supported a number of Positive Action events and recruitment events highlighting their journey and the support she has received from the Force and promoting diversity including focus groups on religion and in particular she took part in an event focused on increasing understanding and awareness of Islam and how Kent Police could make their website more appealing to the Muslim community and encourage them to join Kent Police.

Social media engagement





Kent Police Diversity & Inclusion Academy Retweeted

Mobiloo @MobilooUK

Mobiloo @kent_police opens days this weekend & Monday. Thank you for the support from @kent_police in pulling together all the accessibility facilities & a big thank you to @SUEG46 for helping get Mobiloo here today. 😊

