

AGENDA

KENT AND MEDWAY POLICE AND CRIME PANEL

Dear Panel Member

Notice is hereby given that a meeting of the **KENT AND MEDWAY POLICE AND CRIME PANEL** will be held in the **Council Chamber, Sessions House, County Hall, Maidstone** on **Thursday, 17th June, 2021, at 10.00 am** when the following business will be transacted

Members of the public who require further information are asked to contact Anna Taylor on 03000 416478

Membership

Councillor Peter Feacey	Ashford Borough Council
Councillor Ashley Clark	Canterbury City Council
Councillor Richard Wells	Dartford Borough Council
Councillor Nigel Collor	Dover District Council
Councillor Shane Mochrie-Cox	Gravesham Borough Council
Mr Mike Hill	Kent County Council
Councillor Fay Gooch	Maidstone Borough Council
Councillor Habib Tejan	Medway Council
Councillor Peter Fleming	Sevenoaks District Council
Councillor Jenny Hollingsbee	Folkestone and Hythe District Council
Councillor Richard Palmer	Swale Borough Council
Councillor Lesley Game	Thanet District Council
Councillor Mark Rhodes	Tonbridge and Malling Borough Council
Councillor Andrew Fairweather	Tunbridge Wells Borough Council
Councillor Gary Hackwell	Co-opted member – Medway Council
Councillor John Burden	Co-opted member – Labour Group
VACANCY	Co-opted member
VACANCY	Co-opted member
Elaine Bolton	Independent Member
Mr Gurvinder Sandher	Independent Member

UNRESTRICTED ITEMS

(During these items the meeting is likely to be open to the public)

- 1 Introduction/Webcast Announcement
- 2 Apologies and Substitutes
- 3 Election of Chair
- 4 Election of Vice-Chair
- 5 Declarations of Interests by Members in Items on the Agenda for this Meeting
- 6 Minutes of the Police and Crime Panel held on 4 February 2021 (Pages 1 - 8)

B - Commissioner's reports requested by the Panel/offered by the Commissioner

- B1 Complaints Process Report - PCC (Pages 9 - 12)
- B2 Overview of the Commissioner's Forward Plan to 2024 – verbal update
- B3 Mental Health Update - verbal update

C - Commissioner's Decisions

- C1 Schemes of Consent (Pages 13 - 14)
- C2 Athena Contract Extension (Pages 15 - 16)
- C3 South East & Eastern Region Police Insurance Consortium (SEERPIC) Section 22A Agreement (Pages 17 - 18)

D - Panel Matters

- D1 Future work programme (Pages 19 - 20)

E - Questions to the Commissioner

- E1 Questions to the Commissioner (Pages 21 - 22)

F - For Information

- F1 Minutes of the Commissioner's Governance Board meeting held on 10 March 2021 (Pages 23 - 28)

EXEMPT ITEMS

(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)

Benjamin Watts
General Counsel
03000 416814

Wednesday, 9 June 2021

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KENT COUNTY COUNCIL

KENT AND MEDWAY POLICE AND CRIME PANEL

MINUTES of a meeting of the Kent and Medway Police and Crime Panel held in the Online on Thursday, 4 February 2021.

PRESENT: Mr P M Hill, OBE (Chairman), Mr Gurvinder Sandher (Vice-Chairman), Cllr L Dyball (Substitute for Cllr P Fleming), Cllr P Feacey, Mrs L Game, Cllr F Gooch, Ms S Hamilton, Cllr Mrs J Hollingsbee, Cllr S Mochrie-Cox, Cllr R Palmer, Cllr M Rhodes, Cllr H Tejan, Cllr R Wells, Cllr G Hackwell, Mrs E Bolton and Cllr J Burden

ALSO PRESENT: Mr M Scott (Kent Police and Crime Commissioner), Mr A Harper (PCC's Chief Executive) and Mr Robert Phillips (PCC's Chief Finance Officer)

IN ATTENDANCE: Mr J Cook (Democratic Services Manager), Mrs A Taylor (Scrutiny Research Officer) and Mr M Dentten (Democratic Services Officer)

UNRESTRICTED ITEMS**368. Declarations of Interests by Members in Items on the Agenda for this Meeting**
(Item 3)

No declarations were made.

369. Minutes of the Police and Crime Panel held on 8 December 2020
(Item 4)

RESOLVED that the minutes of the meeting held on 8 December 2020 were a correct record and that they be signed by the Chairman.

370. Draft Safer in Kent Plan & Precept Proposal 2021/22
(Item A1)

1. The Chairman introduced the item, the intention to scrutinise the proposed draft policing plan and to consider the need for the additional requested precept funds was made. It was confirmed that consideration of the Plan and Precept would be conducted in parts.

Policing Plan

2. The Commissioner provided a verbal overview of the draft Safer in Kent Plan. He informed the Panel that policing through the pandemic had been the overall focus in the past year. It was noted that the October 2020 HMICFRS Covid-19 Inspection of Kent Police was not yet publicly available, initial feedback had cited the force as 'exemplary and high-quality'.
3. The past year's crime trends and developments were detailed by the Commissioner. He confirmed that the total number of crimes had decreased

by 18,000, the impact of the pandemic was acknowledged, though it was stated that it was not the only reason for the reduction. The Commissioner informed Members that the number of county lines in Kent had reduced from 90 to 59 and that two districts had been free of county lines for a period of at least three months. He added that town centre policing teams had become well established and dealt successfully with crime, antisocial behaviour (ASB) and cooperated with local charities. The Commissioner also advised of the newly formed Problem Solving Taskforce consisting of 24 PCSOs tackling persistent crime and ASB and that the road policing team had been expanded and rebranded as the road safety team to better reflect its work. In the Force Control Room, he reported that over 99% of 999 calls had been answered, with an average wait time under 10 seconds and that 101 call attrition had reduced from over 25% in his first year in office to less than 10% with an average wait time of less than 90 seconds. Concerns were raised by the Commissioner regarding the backlog and pace of cases progressing in the courts system.

4. A verbal summary of the Policing Survey responses was provided by the Commissioner. He reminded the Panel that the survey had run for a shorter time than in previous years and had been available in an online format only, which had impacted the volume of responses. It was noted that there had been a decrease in the number of respondents who reported having been a victim of crime, a marginal drop in satisfaction with Kent Police, from those who had been victims of crime was also highlighted. The Commissioner stated that there had been little change in the policing priorities given by survey respondents.
5. The grounds for extending the previous policing plan were outlined by the Commissioner. He confirmed that the policing priorities were to remain unchanged due to a continued high level of public support. It was noted that a deviation from the instituted policing priorities could negatively impact service delivery. The Commissioner asserted that the extension of the plan created consistency for Kent Police, given the postponement of the Police and Crime Commissioner election in 2020 and possible delay of the election scheduled for May 2021. He added that a new policing plan could be considered by the Commissioner following the election.
6. Members asked a range of questions in relation to the draft Safer in Kent Plan. Key issues raised by the Panel and responded to by the Commissioner included the following:
 - a. It was asked whether ASB could be separated from other crime types in future surveys, to provide a greater focus and level of information. The Commissioner stated that he was willing to explore making a greater distinction in future surveys. A suggestion was made that crime and ASB be reported to the Panel separately at future meetings.
 - b. The Commissioner was asked how members of BAME communities and urban demographics could be encouraged to respond to future surveys, given the limits of Covid-19 and social restrictions. He

asserted his commitment to increase cooperation and engagement with minority groups after the pandemic and welcomed suggestions from the Panel regarding collaboration with community groups.

- c. Clarification on the definition of antisocial behaviour (ASB) was sought, it was asked how the police could work to make the public feel less ignored, in relation to ASB, and by what means the definition could be disseminated to communities. The Commissioner defined ASB, based on the Anti-social Behaviour, Crime and Policing Act 2014 definition, a) behaviour that is capable of causing nuisance or annoyance to a person in relation to that person's occupation of residential premises and behaviour that has caused, or b) behaviour that is likely to cause, harassment, alarm or distress to any person. He reminded the Panel that tackling ASB was the responsibility of multiple agencies across Kent and relied on public support. The Commissioner reassured Members that he would address their ASB related concerns directly.
- d. A Member raised the low feeling of safety indicated by BAME survey respondents and asked the Commissioner what had been done to analyse the cause of the trend. The Commissioner responded that due to the low number of responses it was difficult to recognise a significant trend.
- e. The Commissioner was asked whether non-online methods of distributing surveys had been considered and what had been done to accommodate older people. The Commissioner recognised the practical challenges presented by Covid-19 social restrictions and cited examples of older people engaging with online platforms.
- f. It was requested that the Commissioner confirm what had been done to work with other mental health service providers and to keep the Panel informed on the date and roll out of mental health hub trials. The Commissioner recognised that mental health remained a policing demand and that collaboration with the Crisis Care Board and Safe Havens had sought to alleviate issues.

Precept

7. The Commissioner introduced the precept proposal and thanked his staff and the Chief Finance Officer in particular for their excellent work, in view of the extraordinary operational and budgetary pressures over the past year.
8. The Commissioner confirmed his proposed precept increase, as an increase for the year of £15 (7.4%) for Council Tax band D, it was noted that a limit of £15 for precept increases had been set by the Home Office. He added that over 75% of respondents to the Annual Policing Survey gave their support for an increase to the precept of £15.
9. The proposed service developments enabled by an increase in the precept were detailed by the Commissioner and included: a £5.3m investment in

equipment and technology; the reestablishment of a Schools Unit; an expansion of the Vulnerabilities Investigation Unit, to tackle domestic abuse, stalking and sexual violence; the establishment of a crime academy tasked with improving investigation and the expansion of teams countering organised crime and county lines. It was acknowledged that the precept increase would also alleviate significant cost pressures.

10. Financial pressures were separated by the Commissioner into Covid and non-Covid categories. He reminded the Panel that Kent Police had to claim Covid-19 related expenses from government in arrears, 80% of costs had been reimbursed at the time of the meeting. Confirmation was given that the only direct Covid-19 grant funding received from government had been for PPE. The Commissioner acknowledged a £6m cost pressure, which had resulted from officers delaying retirement during the pandemic, it was confirmed that the precept increase would cover the pressure.
11. Addressing savings, the Commissioner gave reassurance that future efficiency programmes would analyse savings without reducing officer or front-line staff numbers. He added that Kent Police's continued membership of the Seven Force Strategic Collaboration (7F) had continued to deliver savings.
12. Members asked a range of questions in relation to the 2021/22 Precept Proposal. Key issues raised by the Panel and responded to by the Commissioner included the following:
 - a. It was asked how savings analysis would be conducted, if qualitative data would be considered and whether the precept increase was good value. The Commissioner reassured the Panel that qualitative data would be considered when analysing possible savings. He asserted that the expansion of services justified the precept increase and reinforced the continued uplift programme from central government.
 - b. The Commissioner was asked to clarify whether an increase in police officer numbers would come from the precept increase or central government funding. He informed Members that central government provided the funding for a further increase in officer numbers.
 - c. When asked whether an increase in the officer retirement rate after the pandemic had been predicted, given the lower level throughout the pandemic, the Commissioner confirmed that reinvestment had been planned in the event of a change in retirement rates.
 - d. A Member asked what level of savings had been made as a result of the change in working arrangements for back office staff during the pandemic. The Commissioner confirmed that whilst there had been little opportunity to reduce overtime accounting for the force's extra ordinary pressures, savings had been made and were accounted for in the report.

- e. The Commissioner was asked on what grounds a predicted decrease in the size of the Council Tax base had been determined. He asserted that the possible delayed impact of the pandemic on the jobs market had been considered a risk to the size of the tax base. Mr Phillips, Chief Finance Officer, added that a significant increase in the number of residents claiming Council Tax support would likely decrease Kent's overall tax base in the coming year.
- f. In relation to the Schools Unit, the Commissioner was asked to detail the size and timeline of the rollout. He confirmed that the team would initially number 25 officers, to be expanded to 70 officers in total. It was noted that the team would largely focus on secondary schools and would be supported by existing school PCSOs.
- g. The total cost to Kent Police as a result of incidents at Napier Barracks, Folkestone was requested. The Commissioner informed the Panel that the cost to Kent Police had not yet been finalised, though significant additional staffing costs were anticipated. The Commissioner agreed to discuss the cost of policing Napier Barracks with the Home Secretary.
- h. A Member asked the Commissioner whether he thought the precept proposal represented good value for money and what impact savings in back office costs would have on Kent Police. The Commissioner stated that Kent had the 7th lowest financial settlement and 10th lowest precept, per head in the country, which represented below average costs to taxpayers. He added that agreement had been reached with government, that all costs related to EU Exit would be covered centrally.
- i. It was asked how pandemic policing pressures were anticipated and dealt with. The Commissioner confirmed that the enforcement of Covid regulations would continue until the regulations were changed and that the extent of regulations impacted the anticipated pressures.

13. The Commissioner thanked the Panel for their scrutiny of the policing plan and precept proposal.

14. Members voted on the precept. The proposed precept increase was agreed.

RESOLVED that the Proposed Plan, Precept and Budget be approved.

371. Mental Health - verbal update

(Item B1)

- 1. The Commissioner began his verbal update with an overview of national mental health developments. He reminded Members that the results of the inquiry he had launched to explore the impact of Covid on policing in terms of mental health demand had been published and was circulated to the Panel on 21 January. It was noted that the results had indicated no consistent findings or themes, which confirmed that the impact of the pandemic on police had

been varied. The Commissioner added that in his capacity as the Association of Police and Crime Commissioners' National Lead for Mental Health, he had briefed the Minister for Mental Health on the findings and noted their support. Confirmation was given that further research, into the impact of Covid related mental health demand, had been commissioned. The panel were informed that the Government had launched its consultation White Paper on reforming the Mental Health Act, the Commissioner outlined his role in providing recommendations.

2. Addressing local developments, the Commissioner noted that the Mental Health Crisis Care Board had last met in October 2020 and that due to significant pressures on the NHS, the February meeting had been cancelled. Regarding Kent's 4 Safe Havens, the Commissioner confirmed that he had met with the Kent Community Foundation, Hestia and community partners for a service update, recent attendance had been disappointing, though the impact of restrictions was acknowledged.
3. The Chairman asked whether the low level of Safe Haven use had increased the burden on police in Kent. The Commissioner confirmed that the demand on police resulting from mental health issues and incidents had remained consistent over the past year, whilst the number of Section 136 detentions had decreased.

RESOLVED that the verbal update be noted.

372. Questions to the Commissioner

(Item D1)

Question 1:

Section 61 of the Criminal Justice and Public Order Act 1994 gives the police extensive powers to remove two or more trespassers residing on land where they have been asked to leave and where there is reasonable belief that damage has been committed or threats and abuse offered or there are six or more vehicles. Will the Police and Crime Commissioner call the Chief Constable to account for failure to apply these powers particularly having regard to the costs running into tens of thousands of pounds that District Councils are incurring in terms of clear ups and legal costs, the fact that the land is harmed and local people are denied the amenity of this land where it has been designated for public use and lawful sports and pastimes?

(Ashley Clark – Canterbury City Council)

Due to technical difficulties the Member was unable to participate in this part of the meeting; the Commissioner advised that he was still content to answer the question and invited the Member to make contact outside the meeting if he so wished to facilitate further discussion. He confirmed that at a meeting of Kent Leaders a memorandum of understanding had been drafted and agreed regarding inter-authority cooperation. No concerns were raised on the state of relationships between local authorities.

Question 2:

Can the Commissioner please indicate where the enforcement of illegal drug use sits within his priorities for local policing?

(Mark Rhodes – Tonbridge and Malling Borough Council)

The Commissioner reassured the Panel that a robust approach was taken in tackling both illegal drug use and distribution. He asserted that tackling drug related crime wherever it takes place remained a priority. The work of the Operation Eminent team was highlighted. Related statistics for the past year were shared and included: 3,685 arrests; 511 warrants; 3,421 drug seizures and 1,825 weapon seizures.

Question 3:

In the last year, Covid-19 has had a significant impact on the delivery of support and diversion activities funded through the PCC's Safer Community Partnership grant. This has further highlighted a challenge that pre-existed the pandemic. The charities and activities the Maidstone CSP seeks to support, often highlight that the delivery of initiatives within a single financial year can be restrictive and does not allow for services to embed themselves within the borough. For example they may build a relationship with a school but would need to withdraw if they can't secure longer term funding. The same issues have been noted in funding opportunities provided by the Kent Violence Reduction Unit. Covid-19 has only exacerbated this as it has restricted access and has extended processes. Has consideration been given to providing funding that spans more than one financial year in order to support the implementation of more sustainable initiatives?

(Fay Gooch – Maidstone Borough Council)

The Commissioner paid tribute to the Community Safety Partnerships (CSPs) across Kent. He reminded the Panel that through his Crime Reduction Grants, CSPs, local authorities, charities, support services and the Kent Criminal Justice Board had received funding. It was confirmed that the grant operated on a yearly basis, due to its reliance on central government funding settlements.

Question 4:

Can the Commissioner update the Panel on any concerns he has regarding the impact Brexit arrangements have had on Kent Police generally, and in particular whether this has impacted on the Police's capacity to maintain core policing services. If he does have concerns, could the Commissioner explain to the Panel what actions he is taking to require or support the Chief Constable in addressing these concerns?

(Mike Hill – Kent County Council)

The Commissioner confirmed that he had received weekly briefings from the Chief Constable on EU Exit. He noted that the Chief Constable had not expressed any significant concerns, though the pressure caused from the management of lorry drivers entering Kent without negative Covid-19 tests

was acknowledged. The Commissioner added that the Kent Resilience Forum continued to monitor developments from a multi-agency perspective.

Question 5:

As Road Safety fits within the priorities for Kent Police in the Commissioner's Safer in Kent Plan, can the Commissioner please update the Panel on what actions he is taking to support effective enforcement in this area, particularly in relation to rural areas where challenges to enforcement have often been cited as barriers to speed limit changes, speech-check cameras and related initiatives?

(Sarah Hamilton – Tunbridge Wells Borough Council)

The Commissioner confirmed that road policing, including enforcement, remained a priority. He acknowledged that enforcement in rural areas was limited by road suitability and safety. Community Safety Units were encouraged to put forward campaigns for his support. The rural operations of the Road Safety Unit were highlighted, it was noted that road policing often prevented other forms of crime.

RESOLVED that the answers provided by the Commissioner be noted.

373. Panel Annual Report - 2020/21

(Item E1)

1. The Commissioner gave his thanks to the Panel members, its officers and the officers within his office for their work over the past year. A tribute was made to Kent Police officers, staff and volunteers for their work, dedication and sacrifice.

RESOLVED that the report be approved.

374. Panel Work Programme

(Item E2)

1. The Chairman reminded the Panel that the Work Programme covered the duration of the Commissioner's term in office.

RESOLVED that the work programme be noted.

375. To note 2021/2022 Kent and Medway Police and Crime Panel meeting dates

(Item E3)

1. The Chairman noted that no further meetings were scheduled before the May 2021, Police and Crime Commissioner election.

RESOLVED that the future meeting dates be noted.



From: Matthew Scott, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: Police complaints - Update
Date: 17 June 2021

Introduction:

1. The [Policing and Crime Act 2017](#) introduced a significant number of changes to the police complaints system, including a range of requirements for Police and Crime Commissioners (PCCs). The overarching aim was to simplify the complaints and misconduct process and introduce more independence and oversight. However, because of the complexity of the legislation and delays within the Home Office due to the EU Exit, the relevant Regulations were not enacted until early 2020.
2. This paper outlines the relevant changes to the legislation, the impact on the PCC and the Office of the PCC (OPCC), as well as the wider effects on those departments responsible for handling complaints. In order to assist the Police and Crime Panel it also includes metrics for both Kent and other areas.

Legislation:

3. The Policing and Crime Act 2017 introduced:
 - changes to the way in which the Independent Police Complaints Commission (as was) operated and saw its transformation into the Independent Office for Police Conduct (IOPC);
 - changes to the police discipline process; and
 - a new 'super complaint' process.
4. The definition of a complaint was also changed to 'any expression of dissatisfaction with the police service', thereby significantly broadening the scope of the police complaints system.
5. The impact for 'Local Policing Bodies' (i.e. PCCs) was significant. Previously, appeals against the outcome of low-level complaints were handled by the Professional Standards Department (PSD) within the police force itself. Understandably, this gave the perception that the police were 'marking their own homework' and amongst the public engendered the feeling that there was not the required degree of independence.
6. The legislation passed this function to PCCs, but as a consequence it has brought them into the operational sphere of policing. There were three options: to take on responsibility for appeals, now termed 'reviews' (which was mandated); to do this, and also take on the role of updating complainants (optional); and to take on all aspects of lower-level complaint management and interaction with complainants, with the exception of any investigations (optional).

Relevant Review Body:

7. In Kent, similar to approximately 90% of PCCs, Mr Scott decided to only take on responsibility for reviews. This was on the grounds that it would be sensible to take on the mandatory aspects and build them into business as usual, before considering whether it was necessary or appropriate to take on further functions. It should be noted that the IOPC consider Kent Police's PSD to be a high performing department with very few concerns; in addition, taking on further functions would require the transfer and/or hiring of a significant number of additional staff.
8. Owing to both the sudden introduction of the Regulations with only a few weeks' notice - the Home Office had indicated that there would be six months' notice - and the vetting requirements, work on conducting reviews was initially absorbed within the OPCC until the newly appointed Independent Reviewer of Complaints started in September 2020.
9. One notable point is the increase in volume – a theme reflected throughout this paper. It was very difficult to assess how many reviews the OPCC would receive as the complaints legislation had changed significantly, including the definition, and it could not be assumed that the number would be similar to that handled by PSD in the previous year.

10. To offer some comparison, PSD handled circa 80 appeals last year and the OPCC has handled 145 reviews this year; this is despite the fact that for the first few months very few reviews were received as any complaints recorded before the change in legislation were handled under the previous system.
11. Currently the average number of reviews each month is increasing and regional colleagues have experienced a similar trend: Surrey 160 since February 2020; Hampshire and Isle of Wight 172; Essex closer to 200, Sussex 234 and TVP around 300. Most areas report a 5-10% upheld rate.
12. Kent is certainly not alone. The Mayor's Office for Policing and Crime built their Review Team on a predicted increase of around 25%; they have in fact seen an increase of over 60%. Regional colleagues in the South East have seen increases in the number of reviews of 50-150%, creating significant backlogs. In Kent however, the OPCC has managed to keep on top of the numbers with most complainants receiving a response within six weeks.

Volume:

13. All organisations and departments involved in complaints have reported a significant increase in correspondence over the past year. This is down to the change in legislation, the pandemic which has led to numerous complaints and also specific issues such as the response to Black Lives Matters.
14. For Kent's PSD, the average number of complaints in the year before the legislative changes was 191 per month; in the past year it has been 314 with some months as high as 449. As highlighted above, in turn this has led to a significant increase in requests for a review.
15. It is a similar picture for the OPCC. The PCC is the 'Appropriate Authority' for complaints about the Chief Constable. In the year before the changes were brought in there were 11 complaints; in the past year there have been 32. There are also two additional complicating factors:
 - Previously, complaints were only 'referred' to the IOPC where there was an indication of misconduct; now, the test for referral is based on the wording alone. Therefore, any mention of corruption, violence, or misconduct means that the matter must be referred to the IOPC, even where the actual matter under consideration is very minor, such as not replying to a letter, or is demonstrably fantastical. The completion of the forms required adds a further layer of bureaucracy.
 - OPCCs are now also required to use the complaints database Centurion, which is used by nearly every force and OPCC in the country to fulfil the new reporting requirements to the IOPC. This is a complex system and adding all Chief Constable complaints and requests for reviews is yet another demand on OPCC resources.
16. The management of repeat, high volume complainants also creates difficulties. For example, one complainant has contacted the OPCC on several hundred occasions over the past year, regularly making extreme allegations about a wide range of public figures, including the Chief Constable. These all have to be assessed and referred to the IOPC. The OPCC has decided to take a pragmatic approach and to combine these into one referral and one complaint, as well as instigating alternative methods for effectively managing the individual.
17. Correspondence to the OPCC has also increased significantly. In the year before the change in legislation, there were around 400 complaints received, which were handled as appropriate. In the year after the legislative change and covering the period of the pandemic, it was around 1,000. These are individual cases and do not reflect the number of contacts or amount of correspondence received; nor do they reflect issues such as Black Lives Matter, or some animal welfare matters where several hundred individual contacts/pieces of correspondence were logged as one case. A lot of these matters are required, by law, to be passed directly to PSD which is another driver for the increase in numbers.
18. To manage the OPCC increase in correspondence two new Caseworkers have been recruited; they will also provide resilience in the handling of complaints and undertake administrative duties within the office.

Holding to account, training and future plans:

19. There are a number of ways that the Chief Constable/Force are held to account, and more will be developed in the future.
20. A monthly meeting is held between the Head of PSD and the OPCC Head of Standards and Regulation. These are based on the wide range of high level, confidential documentation produced for the Head of PSD, which cover all aspects of the department, from complaints, to vetting, misconduct and counter corruption. They include data on numbers, timeliness and staffing. The fact that these documents are shared with the OPCC demonstrates the openness and transparency of PSD and the strong working relationship that exists.
21. A number of meetings are held with representatives of the IOPC. At the operational level, the Oversight Liaison Manager for the South East attends the bi-monthly Regional OPCCs meeting. This allows the various OPCC Heads of Department to discuss current cases and any matters of concern, both with each other and with the IOPC. The Oversight Liaison Manager also attends a regular meeting in Kent - and in all South East Region areas - with representatives from PSD and the OPCC. At the strategic level, the Regional Director attends a meeting twice a year with the PCC and senior members of staff. This provides the opportunity to discuss issues affecting the OPCC and also the performance of Kent Police's PSD. All these meetings enable the OPCC to get the broadest external assurance as to the Force's performance.
22. There is also an Annual Report on complaints performance - as well as counter corruption, whistleblowing and fraud - to the Joint Kent Police and PCC Audit Committee. This provides further examination and external assurance of performance. In addition, a senior member of OPCC staff continues to attend the Home Office Working Group on complaints, which provides an overview of national performance; allows issues with the complaints system to be explored; and ensures that the OPCC is kept up to date on all new or proposed developments.
23. Further new legislative measures also put in place a framework for performance monitoring and holding the Force to account. Both PSD and the IOPC are required to send formal letters to the PCC when any of their cases reach the 12-month mark. This was instigated to ensure a focus on timeliness; the fact that some cases have taken years to complete has been an issue for many parties involved in complaints and misconduct matters, and the letters enable PCCs to have an effective overview of this issue.
24. The Policing Protocol Order 2011 was amended some years ago to formally state that PCCs have 'the legal power and duty to...monitor all complaints made against officers and staff'. In addition to this, an amendment was made to The Elected Local Policing Bodies (Specified Information) Order ([The Elected Local Policing Bodies \(Specified Information\) \(Amendment\) Order 2021](#)) which was enacted on the 31 May 2021. This states that the PCC must publish:
 - '7C. In relation to complaints
 - a) the most recent-
 - i) quarterly data in relation to that police force;
 - ii) annual statistics report, published by the Independent Office for Police Conduct;
 - b) a report setting out-
 - i) details of how the elected local policing body has fulfilled its duty under—
 - aa) in the case of police and crime commissioners, section 1(8)(ca) of the 2011 Act (police and crime commissioners) to hold the chief constable to account for the exercise of the chief constable's functions under Part 2 of the Police Reform Act 2002(5) in relation to the handling of complaints;
 - ii) an assessment by the elected local policing body of its performance in exercising its functions under paragraph 30(1)(b) of Schedule 3 to the Police Reform Act 2002 (reviews: the relevant review body)'
 25. As this has only just been enacted, and the relevant guidance published on the 31 May, the OPCC is currently considering how best to fulfil this requirement.

26. Looking to the future, a range of other processes are being actively considered to enhance the analysis and hold to account role of the PCC. These include:

- Formal reporting to the PCC's Performance and Delivery Board.
- Re-establishing the monthly audit of complaints and misconduct files (currently suspended due to Covid-19). This would include a focus on complaints relating to discrimination, as per the IOPC's long-standing focus and recently re-iterated in a letter to PCCs.
- Six-monthly analysis of review outcomes, to identify common themes.
- Regular meetings between the Independent Reviewer of Complaints and PSD to track actions in response to OPCC recommendations.
- Analysis of complaints and correspondence received to better inform the PCC of the public's key issues.
- Re-establishing the internal working group, covering the Chief Constable's Office, Legal Services, Mental Health Team, Disclosure Department and the OPCC to better manage shared, repeat complainants.

Recommendation:

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



Record of Decision

ORIGINATOR: Head of Policy
Coordination & Research

REFERENCE: OPCC.D.028.21

TITLE: Schemes of Consent

OPEN **CONFIDENTIAL**

Reason if Confidential:

EXECUTIVE SUMMARY

The Police Reform and Social Responsibility Act 2011 together with other legislation and regulations defines the roles and responsibilities of the Commissioner together with statutory functions. Section 18 of the Act permits the Commissioner to delegate certain functions.

Whilst a large number of formal powers to make decisions rest with the Commissioner, in practice their Chief Executive, Chief Finance Officer and the Chief Constable need to make decisions if they are to do their jobs effectively.

The Schemes of Consent detail the key responsibilities of the Commissioner, and recognising certain decisions cannot be delegated by law, provide clarity to the Chief Executive, Chief Finance Officer and the Chief Constable about the extent to which they can make decisions and the extent to which they must seek the Commissioner's views. Until such Schemes are in place, they effectively have no powers to make decisions (except the Chief Constable's ability to take operational decisions).

Following the Police and Crime Commissioner's re-election in May 2021, the Schemes of Consent have been reviewed and updated. They are supported by other key elements of governance including the Financial Regulations and Standing Orders.

The Schemes do not identify all the statutory duties contained in specific laws and regulations, nor do they attempt to list all matters which form part of everyday management responsibilities.

RECOMMENDATION

The Commissioner is recommended to adopt the proposed Schemes of Consent.

DECISION

To endorse and sign the Schemes of Consent for:

- the Chief Executive and Chief Finance Officer; and
- the Chief Constable.

Chief Finance Officer:

Comments: I am content that the Schemes of Consent have been reviewed and reflect the current governance arrangements; they allow appropriate decisions to be made.

Signature: 

Date: ... 14 May 2021

Chief Executive:

Comments: Commissioner, as with your previous term. These Schemes of Consent allow us to discharge our responsibilities lawfully, efficiently and effectively. All significant matters will continue to be brought to your personal attention for your direct authority and support.

Signature: 

Date: ... 14 May 2021

POLICE AND CRIME COMMISSIONER FOR KENT

Comments: Supports the continuation of the strong working relationship between the OPCC and Kent Police and sets out the distinct roles of the two organisations.

Signature: 

Date: ... 14 May 2021

BACKGROUND DOCUMENTS:

Schemes of Consent for:

- the Chief Executive and Chief Finance Officer
- the Chief Constable

IMPACT ASSESSMENT:

Police and Crime Plan
(please indicate which objectives decision/recommendation supports)

Supports delivery of the Commissioner's priorities through effective and efficient governance arrangements. Ensures a balance between giving the Chief Constable, Chief Executive and Chief Finance Officer reasonable managerial freedom and retaining the Commissioner's ability both to hold the Force to account and to give direction to the Office of the Police and Crime Commissioner.

Has an Equality Impact Assessment been completed?

Yes No *(If yes, please include within background documents)*

Will the decision have a differential/adverse impact on any particular diversity strand?
(e.g. age, disability, gender reassignment, race, religion/belief, sex, sexual orientation, marriage/civil partnership, pregnancy/maternity)

Yes No
The Schemes of Consent support effective governance and are administrative in nature. Therefore, they do not have a differential/adverse impact on any particular strand of diversity.



Record of Decision

ORIGINATOR: Chief Executive

REFERENCE: OPCC.D.026.21

TITLE: Athena Contract Extension

OPEN **CONFIDENTIAL**

Reason if Confidential:

EXECUTIVE SUMMARY

Athena is an integrated, web-based information and communications technology solution designed to manage core policing business including crime recording, intelligence, investigation, custody and case preparation. It is a fully managed service, centrally hosted by Northgate Public Services (UK) Ltd.

In December 2011, via the Athena Management Organisation consortium, seven forces and the then local Police Authorities (superseded by Police and Crime Commissioners in 2012) awarded Northgate contracts – Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk, Suffolk, Kent and Essex. In 2015, Warwickshire and West Mercia also contracted the solution.

Whilst similar, the contracts have different end dates and there is a strong desire to move forward as a consortium by extending for a further 5 years and having coterminous end dates to leverage the best commercial proposition possible in line with the strategic intent of convergence.

Athena provides a single, borderless system across the nine collaborative forces and migration to an alternative solution would come with major business and organisational change implications. Market assessment strongly suggests that the principal competitor product offers little, if any, benefits. Consortium forces have made significant investment in training, business processes and integration of Athena, and an extension will provide an opportunity to make the most of that investment.

The desire to extend is both commercial and operational – there is no compelling reason not to, and it supports wider alignment and convergence on three fronts: contract, software and future direction.

Detailed contract negotiations have concluded with the preferred outcome being agreed with the provider. The full details are Commercially Sensitive.

RECOMMENDATION

The Commissioner is recommended to approve the Athena contract changes and extension.

DECISION

To approve the Athena contract changes and five-year extension.

Chief Finance Officer:

Comments: I am satisfied that the contract extension for Athena provides the best value for money option for Kent Police and enables the strategic intent for convergence and alignment with our partners.

Signature: 

Date: ...8 March 2021

Chief Executive:

Comments: Commissioner, as your representative on the Strategic Athena Management Board, this is the most cost effective and appropriate solution for the future system. There has been significant investment to date across all those forces involved. The replacement of the system would cause significant cost and disruption in terms of training and efficiency whilst being adopted by all staff concerned. This extension of contract will ensure we maximise value for money on the asset for the foreseeable future. I fully support the extension of contract as agreed by all Athena forces.

Signature: 

Date: ...8 March 2021

POLICE AND CRIME COMMISSIONER FOR KENT

Comments: Enables continuity following significant work and development to roll the system out.

Signature: 

Date: ...8 March 2021

BACKGROUND DOCUMENTS:

[Record of Decision: OPCC.D.015.17](#)
Business Coordination Board 16 March 2021 (Commercial in Confidence)

IMPACT ASSESSMENT:

Police and Crime Plan
(please indicate which objectives decision/recommendation supports)

Supports delivery of the Commissioner's priorities by ensuring Kent Police has an effective and efficient integrated system that is an 'enabler' in the fight against crime and supports officers and staff in delivering a 1st class service to the communities of Kent and Medway.

Has an Equality Impact Assessment been completed?

Yes No *(If yes, please include within background documents)*

Will the decision have a differential/adverse impact on any particular diversity strand?
(e.g. age, disability, gender reassignment, race, religion/belief, sex, sexual orientation, marriage/civil partnership, pregnancy/maternity)

Yes No
The decision is administrative in nature. Therefore, it does not have a differential/adverse impact on any particular strand of diversity.



Record of Decision

ORIGINATOR: Chief Executive

REFERENCE: OPCC.D.027.21

TITLE: South East & Eastern Region Police Insurance Consortium (SEERPIC)

OPEN **CONFIDENTIAL**

Reason if Confidential:

EXECUTIVE SUMMARY

The South East and Eastern Region Police Insurance Consortium (SEERPIC) has been in existence for 20 years. Through the exploitation of knowledge and experience it operates as an insurance purchasing consortium and also as a vehicle to lever improvements in managing risk across the 10 participating forces and 20 corporations soles with the aim of securing best value in insurance and related services.

Whilst SEERPIC has operated successfully, it has not had a Section 22A (S22A)¹ agreement signed by all 20 corporations sole to underpin the arrangement.

A S22A was drafted in 2015 and signed by a number of corporations' sole, but not all, due to a breakdown in the signing process. The 2015 document has therefore been used as a guide to help frame an approach for resolving difficult and often complex decisions.

However, it is important for an arrangement as significant and complex as SEERPIC to have the safety net of a formal S22A agreement fully signed by all parties.

As SEERPIC has been in existence for so long, and is a mature "business as usual" model, the signing of the S22A is merely formalising the arrangements, but does give Commissioners and Chief Constables the assurance and protection of the conditions as set out in the agreement.

¹ S22A of the Police Act 1996 (as amended) enables chief officers of police and local policing bodies to make an agreement about the discharge of functions by officers and staff where it is in the interests of the efficiency or effectiveness of their own and other police force areas.

RECOMMENDATION

The Commissioner is recommended to sign the SEERPIC S22A to formalise the existing and long-standing arrangements.

DECISION

To endorse and sign the SEERPIC S22A agreement.

Chief Finance Officer:

Comments: The S22A formalises an otherwise existing consortium that has been in place and has worked effectively for a number of years in securing best value in insurance. I am content that this agreement reflects the current operating conditions and therefore can be agreed.

Signature: 

Date: ... 10 May 2021

Chief Executive:

Comments: Commissioner, I fully support the formal signing of a S22A for the provision of insurance through the SEERPIC consortium. This is an established provision of insurance for the consortium members; it does not alter this in any way but places the agreement on a formal footing.

Signature: 

Date: ... 10 May 2021

POLICE AND CRIME COMMISSIONER FOR KENT

Comments: Puts the existing arrangements on a more formal footing.

Signature: 

Date: ... 10 May 2021

BACKGROUND DOCUMENTS:

Report to Commissioners and Chief Constables from Chair of SEERPIC

IMPACT ASSESSMENT:

Police and Crime Plan
(please indicate which objectives decision/recommendation supports)

Supports delivery of the Commissioner's priorities by maximising collaborative opportunities, securing value for money and ensuring the maintenance of an efficient and effective service to the public of Kent and Medway.

Has an Equality Impact Assessment been completed?

Yes No *(If yes, please include within background documents)*

Will the decision have a differential/adverse impact on any particular diversity strand?
(e.g. age, disability, gender reassignment, race, religion/belief, sex, sexual orientation, marriage/civil partnership, pregnancy/maternity)

Yes No
The decision is administrative in nature. Therefore, it does not have a differential/adverse impact on any particular strand of diversity.

Police and Crime Panel Forward work programme (June 2021)**7 September 2021**

Commissioner's Annual Report	Statutory requirement	PCC
Mental health – verbal update	Proposed by PCC	PCC
Commissioner's Expenditure over £500	Requested by Panel	PCC
Complaints against the Commissioner	Statutory requirement	Panel Officers

7 December 2021

Victim Satisfaction Update	Requested by Panel	PCC
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Standard item at each meeting

Questions to the Commissioner

Items to note at each meeting

Commissioner's decisions

Performance and Delivery Board minutes (if available)

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KENT AND MEDWAY POLICE & CRIME PANEL

By: Joel Cook & Anna Taylor – Panel Officers
To: Kent and Medway Police & Crime Panel
Subject: Questions to the Commissioner
Classification: Unrestricted

Introduction

1. The Questions to the Commissioner item provides an opportunity for Members to submit questions to the Commissioner in writing in advance of each meeting, which may not be related to other planned items from the work programme.

Recommendation:

To note the answers provided by the Commissioner to the questions submitted by Panel Member.

Contact: Joel Cook / Anna Taylor
Scrutiny.committee@kent.gov.uk
03000 416892 / 416478

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Draft Meeting Notes

- Title:** Performance and Delivery Board
- Date & time:** Wednesday 10 March 2021, 1000hrs
- Venue:** Virtual (due to Covid-19)
- Attendees:** **Office of the Kent Police and Crime Commissioner:** Matthew Scott (Police and Crime Commissioner), Adrian Harper (Chief Executive) and Rob Phillips (Chief Finance Officer)
- Kent Police:** Chief Constable Alan Pughsley and Deputy Chief Officer Ian Drysdale

1. Welcome & Introduction

The Police and Crime Commissioner (PCC) opened the meeting and welcomed those in attendance. In light of the elections scheduled for May, the PCC explained that the Force had been asked to provide a 'end of term report' on delivery against his Safer in Kent plan.

2. Notes of Previous Meeting – 9 December 2020

The notes from the meeting held on 9 December were noted as a true and accurate record.

The actions from the meeting were discharged as follows:

- Force to provide an update on recommendations in HMICFRS report 'Roads Policing: Not optional' outside of meeting – received with thanks.

3. Safer in Kent Plan 2017-2021: End of Term Report

- The Chief Constable introduced the report advising that it covered the last four years, with some exceptions due to data being unavailable.
- He said the Police and Crime Plan complemented the Mission, Vision, Values and Priorities, as well as the Kent Police Control Strategy.
- Setting the context, he highlighted that the Force had made £100 million savings whilst experiencing an increase in overall demand and dealing with the challenges of Covid-19 in the last year.
- Vulnerability, visibility and public contact had remained priorities throughout; resources had been bolstered by council tax precept increases resulting in the delivery of a quality service where victims were at the heart of everything the Force did.

Putting victims first

- Hate crime victim satisfaction had increased from 74% in 2018 to 79.4%. 'Making contact' was up by 4.4% to 94.2%; 'Action taken' by 2.5% to 78.3%; 'Kept informed' and 'Treatment by officers' had remained stable at 70.2% and 85.1% respectively.
- Domestic abuse victim satisfaction had increased from 85.2% in 2019 to 87.7%. 'Initial contact' was down by 2.9% to 91.5%; 'Action taken' was up by 2.9% to 90.1%; and 'Kept informed' by 5.7% to 81.0%. The Chief Constable advised that activity was underway to improve 'keeping victims informed'.
- 97.2% of rape victims felt officers treated them with dignity and respect (up from 97.1% in 2019) and 87.7% were satisfied they had been treated fairly throughout the case (down by 4.9%). The Chief Constable explained that possible responses were 'Yes', 'No' and 'Partly' with the latter being included in the 'No' category which explained some of the decrease.
- In terms of the wider criminal justice system, the Chief Constable reported significant improvements including:
 - 100% of remand cases being transferred to the CPS on time compared to 8% in 2018.
 - Timeliness for guilty and non-guilty files improving from 6% and 0% in 2018 to 92% and 87% respectively.

- A case file quality assurance error rate of 56% in 2018 (worst performing area) to 11.2% in January 2021 (3rd best nationally).
- Kent being ranked 42nd for Transforming Summary Justice in 2018 and now 24th.
- Kent being ranked 42nd in terms of Prosecution Team Performance Management in 2018 and now 12th.
- The Chief Constable said the work of the Witness Care Unit over the last four years, especially during Covid-19 and with the backlog of court cases, had been outstanding. The relationship was stronger than ever between the co-located services and the Force in providing a first-class service to victims and witnesses.
- In relation to Crime Data Integrity, the Chief Constable stated the Force's legitimacy was outstanding with HMICFRS finding a crime recording accuracy rate of 96.6%. Having conducted a more recent audit in May 2020, he said the Force Inspectorate found this had been maintained with an accuracy of around 94.5%.
- Noting the many examples of improvement throughout the update, the PCC paid tribute to the great work of the Force in putting victims and witnesses at the heart of the service, particularly during the pandemic.
- Recognising that improvements in criminal justice performance required the support of many partners, the PCC asked what action the Force had taken to mitigate the impact of court backlogs on victims and witnesses.
- The Chief Constable thanked the PCC for highlighting the important contribution of partners and also his efforts as Chair of the Kent Criminal Justice Board (KCJB) to influence and hold to account. He reported that the Force was treating it as a critical incident and a Gold Group had been set up which was meeting regularly. He added that he was also personally speaking to stakeholders about how to improve the service to victims, including most recently the Regional Coordinator of HM Courts. The Chief Constable said that he believed greater court capacity was needed in the county, but as yet he had not seen a plan as to how and when this would be achieved.
- The Chief Constable explained that the growth in officer numbers would also increase the number of cases going to court in the future. He added that the KCJB was the right forum for conversations and to hold organisations in the criminal justice system to account.
- The PCC shared the Chief Constable's frustrations, ambitions and drive to address the issue and said he would continue to be robust in his approach to ensure victims received the timely justice they deserved. He added that it was also necessary to ensure those brave enough to come forward and report crimes retained confidence in the criminal justice system.

Fighting crime and anti-social behaviour

- The Chief Constable advised that overall there had been a reduction in offences, highlighting the following:
 - Victim-based crime: in 2020 there were 146,958 offences, a decrease of 0.1% (-123) compared to 2017 and 11.6% decrease (-19,241) on 2019.
 - Burglary residential: in 2020 there were 5,660 offences, a decrease of 33.8% (-2,884) compared to 2018 and 28.5% decrease (-2,254) on 2019.
 - Burglary residential dwelling (i.e. excluding sheds and garages): in 2020 there were 3,806 offences, a decrease of 38.0% (-2,330) compared to 2018 and 31.3% decrease (-1,736) on 2019.
 - Burglary Business and Community: in 2020 there were 1,997 offences, a decrease of 39.5% (-1,305) compared to 2018 and 37.3% decrease (-1,189) on 2019.
- He added that the decreases were partly down to more people being at home during the pandemic, but this was not the only reason why the level of offences had fallen.
- The Chief Constable noted the impact of the Crime Squad which investigated linked offences of burglary and robbery. In the last two years they had made 572 arrests, dealt with 829 prisoners, and laid 1,780 charges. The resulting court sentences equated to 836 years in prison.
- In terms of anti-social behaviour (ASB), the Chief Constable reported that over the four-year period 2017 to 2020 incidents had increased by 28.6% (11,501), with 2020 seeing a 50% increase on 2019 (17,200 more incidents). He explained that a third of all incidents in 2020 were Covid-19 related and that three key types accounted for the majority of ASB: Rowdy or nuisance gatherings in public/impeding public access; Neighbour disputes/nuisance, including noise; and Noisy parties/organised events/raves.
- The PCC commended the Force's great work tackling crime and ASB. Recognising that prior to Covid-19 there had been reductions, he asked the Chief Constable if he was hopeful ASB would reduce as normality resumed and what steps were being taken to address ASB in local communities.
- The Chief Constable confirmed it was his expectation and ambition that ASB would reduce as a result of the new Harm Reduction Plan, coupled with the work of Community Safety Partnerships, the Town Centre PCs, the new Schools Unit and the PCSO Problem Solving Taskforce which consisted of 21 PCSOs.
- Noting the increase in dog thefts nationally, the PCC asked about the picture in Kent and what action the Force was taking to address.
- The Chief Constable provided reassurance that the levels nationally had not been seen in the county, advising that it had remained steady at around 120 thefts per year. Acknowledging that dogs were important family members, he stated that the Force was monitoring the issue closely. He said intelligence teams were developing a clearer picture and that police dog handlers worked closely with stakeholders including the Dog's Trust and RSPCA. He added that if the thefts involved organised crime, the Organised Crime Unit would also focus on the issue.

Tackling abuse, exploitation and violence

- The Chief Constable reported that on average the Force recorded 33 modern slavery offences each month. He highlighted the great work the Modern Slavery and Human Trafficking Team was doing with partners to tackle the range of offences including forced labour, sexual exploitation and domestic servitude.
- Encouraging all victims of domestic abuse to come forward, the Chief Constable reported that in 2020 there were 38,147 offences – an increase of 47.3% (12,254) compared to 2017. In contextualising this, he explained that during the period there had been changes to how crimes were recorded and new crime types such as coercive and controlling behaviour and stalking and harassment introduced. He said the Force continued to robustly tackle domestic abuse in order to safeguard victims, referencing in particular the work to visit 200 vulnerable couples during the pandemic.
- Referring to the murder of Sarah Wellgreen, one of the most renowned cases in Kent over the last 4 years, the Chief Constable highlighted the skill, dedication and tenacity of the investigative team in bringing her murderer, Ben Lacomba, to justice despite not finding her body to date.
- The Chief Constable reported that rape offences had decreased by 14.7% (-345) over the last four years with 2020 seeing the lowest recorded volume in 5 years. Investment had included the creation of specific Rape Investigation (Phoenix) Teams and the introduction of Sexual Offences Liaison Officers to ensure victims received the highest standards of care. He said both had positively impacted on arrests and charges.
- The Chief Constable reported the following:
 - Total violent crime (covering a spectrum from non-injury reports to murder): in 2020 there were 83,766 offences, an increase of 21.7% (14,939) compared to 2017 and 1.7% decrease (-1,421) on 2019.
 - Robbery: in 2020 there were 1,419 offences, a decrease of 4.1% (-60) compared to 2017 and 27.2% decrease (-530) on 2019.
 - Sexual offences: in 2020 there were 5,809 offences, a decrease of 3.2% (-193) compared to 2017 and 11.3% decrease (-740) on 2019.
 - Violence against the person: in 2020 there were 76,538 offences, an increase of 24.8% (15,192) compared to 2017 and 0.2% decrease (-151) on 2019. Reflective of the growth in domestic abuse over the four-year period, but assaults on emergency workers also increased by 42.8% (394 offences) between March and December 2020 compared with 2019.
- In relation to knife crime the Chief Constable reported that in the last financial year there had been a 12.8% decrease (436 less victims). Amongst other positive results, he said the enforcement activity under Op Eminent had resulted in 3,685 arrests, 419 cash seizures and 1,825 weapon seizures.
- The PCC acknowledged the work of the Force and noted that whilst domestic abuse offences had increased, it was partly down to victims having the confidence to come forward which was positive.
- He asked for reassurance around the levels of reduction in sexual offences and rape. The Chief Constable explained that it was the result of the alignment in priorities between the Force and PCC office and the uplift in resources in terms of the Rape Investigation Teams and Sexual Offences Liaison Officers. He added it would remain a priority because of the impact on victims which stayed with them forever.
- The PCC reiterated his commitment to doing all he could to support the Force in tackling such serious offences and providing appropriate support for victims.

Combating organised crime and gangs

- The Chief Constable highlighted the significance of Kent's geographic location in terms of Europe and London, advising that 85% of known county lines came from the capital. He said there were 59 county lines operating in Kent, which was a reduction from 82.
- With regards to the dedicated County Lines and Gangs Team created in April 2020, he reported that they had made 256 arrests, laid 305 charges and seized more than £150,000 in cash. He added that as a result of sustained and targeted proactive activity, two districts - Swale and Tonbridge and Malling – had been declared county lines free for 3 consecutive months and that there were no current established gangs in Kent.
- In relation to organised crime groups, the Chief Constable stated that over the past four years they had been relentlessly targeted. Since 2019, the Serious and Organised Crime Team had recovered millions of pounds in drugs and cash, made 255 arrests with 191 offenders being charged and remanded, resulting in court sentences equating to 821 years imprisonment. The Chief Constable gave some examples of the team's work, including the conviction and sentence of 3 males running a drugs line into Medway, an investigation into vulnerable Czech nationals being exploited in Dover, £6.5 million of assets being seized through the Proceeds of Crime Act, and over £5m being seized in counterfeit currency (largest seizure ever recorded).
- He said the Violence Reduction Unit had been instrumental in tackling violence through multi-agency, preventative work and reaching out to vulnerable young people who might otherwise be drawn into crime.
- Echoing the Chief Constables praise and thanks for the hard work of officers, staff and volunteers, the PCC stated that Kent's good performance had been acknowledged by both the Home Secretary and Policing Minister, particularly with regards to tackling county lines.
- Believing that the Force had a higher rate of positive outcomes from stop and searches than most forces, the PCC asked how this was being achieved. The Chief Constable confirmed that the conversion rate was higher

than other areas and stated that he welcomed scrutiny and transparency in how they were conducted. He said the training given to student constables was of a high standard and there was also a scrutiny panel attended by members of the Independent Police Advisory Group which reviewed body worn video footage of stop searches to identify any learning. He noted that supervisors had access to stop and search information, so relevant support or guidance could be provided to officers, but explained that it was important to look at the issue through a wider lens than just the numbers. He added that stop and searches which were intelligence-led and conducted professionally would always be supported by chief officers.

- Endorsing the Chief Constable's comments, the PCC stated that with appropriate training and scrutiny stop and search was a useful policing tool to help keep the public safe.

Providing visible neighbourhood policing and effective roads policing

- The Chief Constable noted the importance of PCSOs and the investment in specialist roles, such as the Domestic Abuse PCSO and Youth Engagement PCSO, as well as the newly created Problem Solving Taskforce. He also highlighted some of the teams that complemented them, including the Town Centre PCs and the newly created School PCs.
- He said the number of volunteers had increased by 1,000 over the last four years, including over 350 Cadets, 106 Community Police Volunteers and 349 Special Constables who could now join specialist units. He extended his thanks to all those who gave up their own time to support policing.
- Focusing on the Cadet programme, he said since its inception in October 2016, the number of active units had increased from 3 to 10 and Cadets from approximately 75 to 367. Additionally, opportunities were growing through the launch of the Mini Cadet programme for 8-11 year olds, as well as a new transition pathway for Cadets aged 16+ to support their aspirations for future employment, either inside or outside of the Force.
- The Chief Constable thanked the 179 registered volunteers who supported various police teams and acknowledged the extraordinary work of South East 4x4 Response and Kent Search and Rescue. He also referred to the growing success of Community Police Volunteers which had diversified into a plethora of strands, such as Equine, Aviation, Canine and Coastal.
- Highlighting the positive impact of the three multi-agency Task Force initiatives in Margate, Medway and Maidstone, the Chief Constable advised that they were focused on reducing crime and ASB, reducing vulnerability and building resilient communities.
- In terms of roads policing, the Chief Constable advised that the Road Safety Unit was formed in 2018 and provided a visible, high profile presence delivering enforcement and education relating to the 'fatal four' (Mobile Phones, Seatbelts, Drink/Drug Driving and Speeding). He said since its inception the team had contributed to the falling number of fatal, serious and slight injury collisions on the roads, as well as increased levels of enforcement.
- The PCC asked whether large-scale operations, including Napier Barracks and the EU Exit had impacted on local policing and what plans were in place to return to some form of normality. The Chief Constable provided assurance that there had been very limited impact due to the Force's resilience and provision of Mutual Aid from other forces. He added that the operation surrounding the EU Exit would soon be stood down and become business as usual.
- Acknowledging the good work of the Force, the PCC paid tribute to the efforts of all those involved in policing more recent challenges which had come on top of keeping the county safe.

Delivering an efficient and accessible service

- The Chief Constable advised that the Mental Health Team were continuing to work with partners to help those experiencing mental ill-health receive the right care from the most relevant agency. He reported that Section 136 detentions had decreased compared to 2019, although mental health-tagged incidents had increased. He said partnership work had been pivotal in reducing detentions, including improvements to the 836-advice line for officers, creation of Safe Havens and improved training for call handlers, adding that there was also better signposting and risk management.
- In terms of call handling, the Chief Constable reported that over the four-year period:
 - the average queuing time for 999 calls decreased from 13 to 9 seconds and the percentage of calls not answered from 1.4% to 0.7%;
 - the average queuing time for 101 calls decreased from 3 minutes to 55 seconds and the percentage of calls not answered from 18.4% to 5.3%;
 - there was a shift to alternative channels for non-emergency matters – namely Online Reporting which increased from 4,255 in 2017 to 29,865 in 2020; and Live Chat which increased from 1,162 in 2018 to 44,292 in 2020.
- Noting developments in technology, the Chief Constable advised that front line officers were now able to access relevant applications via mobile devices, meaning they spent less time at the station and more time being visible within communities. In 2018, the Force also migrated to Athena, an investigation, intelligence, custody and case system shared with nine other forces which enables authorised users to access information from across the region, saving time and reducing unnecessary bureaucracy.

- Referring to the Force's estate, the Chief Constable explained the priority had been to save and reinvest money back into frontline policing whilst maintaining a visible and accessible footprint in all the main towns. He said a prime example was the public enquiry counter at Deal which was on the periphery of town and only open for limited hours; working with the Town Council, the Force had been able to create a new Police Office at the Town Hall in the heart of the town with extended opening hours. He added that the Force had also commenced a project to rationalise the estate, which included a decision to sell Sutton Road.
- Through the use of telematics technology, the Chief Constable advised that the Force had been able to review vehicle usage and as a result, make capital investment with the benefit of increased operational response capability. He added that another financial and logistical challenge would be to move the current 857 vehicles to electric by 2030.
- In conclusion, the Chief Constable stated that following a recent inspection HMICFRS concluded that Kent Police had provided an "exemplary and high-quality policing response to the pandemic". He said it was a fitting accolade to all officers, staff and volunteers who had remained professional, dedicated and worked so hard to achieve the Police and Crime Plan priorities. He added that they should all feel incredibly proud.
- The PCC agreed and paid tribute to all officers, staff and volunteers, as well as the Force's leaders who had been so instrumental over the last four years, adding that HMICFRS' comments summed up the amazing achievements of Kent Police.
- Focusing on 101 call handling performance, the PCC asked whether the improvements were sustainable. The Chief Constable confirmed they were, particularly with the agility of the Force Control Room (FCR) staff to address emerging issues, continued investment in the FCR and alternative channels open to the public. He added the Force would continue to look for improvements to maintain the high level of service.
- The Chief Executive thanked all partners involved in the local criminal justice system, including the Witness Care Service for providing a first-class service to vulnerable victims. He said partners within the KCJB enjoyed effective relationships and worked incredibly hard to drive improvements.
- He asked the Chief Constable whether the joint Serious Crime Directorate (SCD) was still effective and benefitting Kent residents. The Chief Constable confirmed it was advising that it provided investigative capacity to address criminal behaviour affecting two counties as opposed to a whole region. He said SCD staff were highly motivated and specialists, working in teams to tackle the priorities within the Police and Crime Plan. Referring to the possible uplift in numbers of Kent officers into regional teams, he said he hoped to receive the same level of investment from those officers as he did from those in SCD.
- The PCC expressed his thanks to the Chief Constable for presenting the report and to everyone involved in pulling it together.

4. People update

- DCO Drysdale highlighted the most recent HMICFRS 'Value for Money profile'. He explained that Kent remained a bottom quartile force in terms of how much funding it received, but was efficient in how it was spent.
- Between 1 April 2020 and 31 January 2021, 261 new officers were recruited via all entry routes, of which 24 were BAME representing 9.2%. That included 183 via the normal process; 55 through the Investigate First Scheme and 23 through other routes. 50 officers joined the Force on 18 January and would be on the streets by March, consisting of 30 via the normal process and 20 through the Investigate First Scheme. He added that it was anticipated 33 female officers would also join the Force by March 2021.
- DCO Drysdale reported that there were now 149 BAME officers in the Force, equating to 3.84% and an improvement on 3.42% last year. He advised this was the highest percentage of BAME officers in Kent Police for 11 years and there was representation at Chief Superintendent, Superintendent and Chief Inspector ranks, whereas some forces had no senior officer representation.
- DCO Drysdale confirmed the Force was on track to reach the establishment figure of 3,825 officers by the end of March 2021. He said the March 2022 figure was 3,970 and that if Kent received its share of the national uplift and all went to plan, there would be 4,145 officers by the March 2023 - an increase of 933 officers from 2012.
- DCO Drysdale advised that attrition had reduced during the pandemic. He said on average 18 officers had retired per month compared to the projected 25, but this was beneficial in terms of retaining experience. April 2020 to January 2021, 184 officers had left, giving the Force a turnover rate of 4.7% (usually 6.7%).
- In terms of staff absence, he reported that it was less than half of other forces during the pandemic and that:
 - For officers the average days lost per person decreased to 5.4 from 7.2.
 - For Police staff, excluding PCSOs, the average days lost per person decreased to 4.5 from 7.1.
 - For PCSOs the average day's lost per person decreased to 2.4 from 4.3.
- DCO Drysdale noted the Force's approach to health and wellbeing encompassed a hybrid of health screening and health promotion with support from the Chief Constable and the PCC by retaining resources within Health Services.
- In addition to Occupational Health and Wellbeing Services, the Force had adopted an Employee Assistance Programme (EAP) which provided a 24-hour service for staff and immediate family. The EAP had received over 1,000 calls since its inception, 59 referrals for counselling and 3,274 portal hits for guidance.
- In relation to training, DCO Drysdale said the Learning and Development Team had been innovative in the development of digital platforms for packages, converting 37 traditional training packages to online.

- The Police Education Qualification Framework would be delivered in conjunction with Anglia Ruskin University and balance the improved officer induction period with maintaining visibility on Kent's streets.
- Develop Me/Develop You had been rejuvenated and re-launched to support the workforce to be the best they can.
- DCO Drysdale advised that Leadership Development training was continuing, with Kent officers achieving good results in the National Police Promotions Framework and many considered as outstanding in their class.
- Opening investigator roles to police staff 18 months ago had proved beneficial, with a member of staff recently winning the best investigator award and beating warranted police officers.
- Personal safety, including Taser and first aid training had continued with a 90% authorisation rate for use of the kit provided.
- DCO Drysdale reported that Operation Zenith continued at pace, with the aim of developing a hybrid between traditional methods of working and new methods introduced as a result of the pandemic.
- In terms of the officer uplift, DCO Drysdale advised that 47 officers would be going into the County Lines and Gangs Team; 77 into the Schools Unit; 47 into the Vulnerability hubs; 20 into Victim Justice Units; 8 into Prison Investigation; and 4 into Driver Training. He added that all 7 custody suites would also receive investment and the Force was currently modelling the mental health requirement.
- Whilst pleased to hear about the 90% authorisation rate, the PCC asked for clarification on how the Taser roll-out to frontline officers was progressing. Although DCO Drysdale did not have the details, he said the process had not been curtailed by the pandemic and there was still the opportunity for any officer to undertake the training and carry a Taser if successful. He added that the opportunity had been positively received. The PCC said it was good news and he was pleased the offer had been well-received by officers.
- The PCC thanked DCO Drysdale for the report and expressed admiration for way officers, staff and volunteers had been working, and also leading the way on many national issues.

5. Topical issues / Update on Significant Operational Matters

- The Chief Constable said he was proud of the way the Force had policed through Covid-19, not just policed it.
- In relation to HMICFRS' recent inspection on the response to Covid-19, he reported that they made the following comments about Kent Police:
 - Strong evidence of policing through Covid-19 via proactive, investigative capability
 - Strong evidence of looking after staff
 - Quick, timely, correct use of personal protective equipment
 - An exemplary and high-quality response to the pandemic
- He said officers, staff and volunteers had worked in a challenging environment where assaults on emergency workers had increased by 40%, including threats to give them Covid-19. As such, the word 'exemplary' was the correct term considering all members of Kent Police continued to perform brilliantly despite such challenges.
- The PCC endorsed the Chief Constable's comments and said he hoped HMICFRS would publish the report so residents could see how well the Force had performed. He also stated that he welcomed the increased sentence for assaulting emergency workers proposed in the Police, Crime Sentencing and Courts Bill.
- The PCC thanked the Chief Constable and chief officers for their leadership, support and professional exchanges over the last five years. He said he was proud to have worked alongside excellent officers, staff and volunteers in some of the most challenging circumstances, particularly during the unprecedented last year.

Date of next Performance and Delivery Board: 30 June 2021