

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 **Sessions House, County Hall, Maidstone** on **Thursday, 16th June, 2022, 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 Oliver Richardson	Dover District Council
Councillor Shane Mochrie-Cox	Gravesham Borough Council
Mr Mike Hill	Kent County Council
VACANCY	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 George Kup	Thanet District Council
Councillor Des Keers	Tonbridge and Malling Borough Council
Councillor Andrew Fairweather	Tunbridge Wells Borough Council
Councillor Gary Hackwell	Co-opted member – Medway Council
Mr Mark Hood	Co-opted member – Green Group
Councillor John Burden	Co-opted member – Labour Group
Mr Ian Chittenden	Co-opted member – Liberal Democrat Group
Mrs Elaine Bolton	Independent Member
Mr Gurminder Sandher	Independent Member

UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast Announcement
- 2 Election of Chair
- 3 Election of Vice-Chair
- 4 Apologies and Substitutes
- 5 Declarations of Interests by Members in Items on the Agenda for this Meeting
- 6 Minutes of the Police and Crime Panel held on 2 February 2022 (Pages 1 - 6)

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

- B1 HMICFRS PEEL Inspection 2021/22 (Pages 7 - 16)
- B2 Draft PCC Succession Plan (Pages 17 - 22)
- B3 Update on Fraud (Pages 23 - 26)
- B4 Violence Against Women and Girls Inquiry - update (Pages 27 - 30)

C - Commissioner's Decisions

- C1 Decision OPCC.D.029.22 - Legally Qualified Chairs and other members of Police Misconduct Panels (Pages 31 - 32)

D - Questions to the Commissioner

- D1 Questions to the Commissioner

E - Panel Matters

- E1 Future work programme (Pages 33 - 34)

F - For Information

- F1 Minutes of the Commissioner's Performance and Delivery Board meeting held on 16 March 2022 (Pages 35 - 42)

F2

Future meeting dates

10am Tuesday 27 September 2022
10am Tuesday 6 December 2022
10am Wednesday 1 February 2023
10am Tuesday 14 February 2023
10am Tuesday 18 April 2023
10am Tuesday 27 June 2023

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, 8 June 2022

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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 Council Chamber, Sessions House, Maidstone on Wednesday, 2 February 2022.

PRESENT: Mr P M Hill, OBE (Chairman), Mr Gurvinder Sandher (Vice-Chairman), Cllr L Dyball, Cllr G Hackwell, Cllr Mrs J Hollingsbee, Mr M A J Hood, Cllr D Keers, Cllr S Mochrie-Cox, Cllr R Palmer, Cllr H Tejan and Cllr R Wells

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

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

IN VIRTUAL ATTENDANCE: Mr I Chittenden, Cllr J Purle and Cllr O Richardson

UNRESTRICTED ITEMS

33. Declarations of Interests by Members in Items on the Agenda for this Meeting (Item 3)

No declarations were made.

34. Minutes of the Police and Crime Panel held on 8 December 2021 (Item 4)

RESOLVED that the minutes of the meeting held on 8 December 2021 were an accurate record and that they be signed by the Chairman.

35. Draft April 2022 to March 2025 Police and Crime Plan 'Making Kent Safer' and Precept Proposal for 2022/23 (Item B1)

1. The Chair introduced the item and set out the intention to scrutinise the draft Police and Crime Plan and Precept Proposal in two separate parts.

Police and Crime Plan

2. The Commissioner provided a verbal overview of the draft 'Making Kent Safer' Police and Crime Plan, which included his seven priorities for Kent Police over the next three years. He paid tribute to his staff for their support developing the plan and facilitating public consultation. The Panel were reminded that Police and Crime Plans were a statutory requirement under the Police Reform and Social Responsibility Act 2011. Regarding the public consultation carried out in advance of the Plan's formulation, the Commissioner informed Members that residents and local business owners were asked for their policing priorities and issues of strategic importance. It was noted that the consultation survey ran simultaneously with the Violence against Women and Girls survey. He

confirmed that sexual offences were highlighted by the public as a key priority and stressed the need to tackle the issue. In addition to online responses, which formed the majority of responses, he affirmed that consultation at Police open days and community group meetings had taken place. Concerning delivery, he confirmed that the Chief Constable had been consulted and endorsed the Plan. The Plan's seven priorities were detailed: working with residents, communities and businesses to fight crime and antisocial behaviour; tackling violence against women and girls; protecting people from exploitation and abuse; combating organised crime and county lines; being visible and responsive to the needs of communities; preventing road danger and supporting Vision Zero; and protecting young people and providing opportunities. He emphasised that the priorities were of equal importance.

3. The Commissioner compared the proposed priorities with those of his previous 'Safer in Kent' Plan. The importance of supporting businesses as well as residents was stressed. He verified that tackling violence against women and girls would be its own priority for the first time, having previously formed part of other priorities. In relation to combatting organised crime and county lines, he recognised that whilst the number of county lines gangs operating in Kent had halved, there was further work required. He confirmed that road safety was another new priority and reflected his commitment to support Kent County Council's Vision Zero Road Safety Strategy. The importance of protecting young people, especially from Domestic Abuse, and providing them with opportunities was highlighted, with the work of the Police cadets and mini-cadets programmes mentioned as part of the continued commitment.
4. Members asked a range of questions in relation to the draft Police and Crime Plan. Key issues raised by the Panel and responded to by the Commissioner included the following:
 - a. In relation to crime escalation, a Member asked that anti-social behaviour be tackled in order to prevent future serious crime and threats to community safety. The Commissioner acknowledged the issue and stressed that tackling crime was important regardless of its severity. He recognised the impact of anti-social behaviour on communities and reminded Members that it was an issue requiring a multi-agency response.
 - b. The Commissioner was asked to incorporate a greater focus on crime prevention into his Plan, in order to mitigate against future crime and its impact on community safety.
 - c. A Member asked the Commissioner to increase his efforts to engage with young people, when considering the low level of responses to the consultation survey, 6.7% of all responses. The Commissioner recognised that the issue had been a persistent challenge and committed to expand the use social media for youth engagement purposes.

- d. Members asked that a paragraph be added to the Plan committing to combat hate crime towards people with protected characteristics. Members discussed key hate crime themes and trends in Kent.
- e. A Member asked whether, as part of his commitment to road safety, the Commissioner would ensure that 20mph zones were effectively enforced. The Commissioner noted his support for 20mph zones and set out his expectation that all speed limits were equally and fairly enforced.
- f. The Commissioner's commitment to support businesses was commended by a Member, who encouraged him to collaborate with them further on community safety issues.
- g. In relation to the public consultation, a Member asked if future surveys could be distributed to young people through schools, in order to increase their input. The Commissioner agreed to work with local authorities and schools to further engage with school age children.
- h. The Chair asked what had been done to ensure that speeding in rural areas was tackled and that residents were made aware of Police countermeasures. The Commissioner reassured Members that he had continued to hold the Chief to account on the issue and that his road safety priority would further enhance accountability.
- i. Concerning recent increases in fraud, the Chair asked whether the Commissioner had ensured the appropriate resourcing of Kent Police's counter-fraud capabilities. The Commissioner confirmed that a joint counter-fraud team was funded with Essex Police and reflected what was a national issue. He commented that he had not been satisfied with Action Fraud's outcomes to date.

Precept Proposal

- 5. The Commissioner introduced the precept proposal and thanked his Chief Finance Officer in particular for his excellent work in facilitating the proposal and budget. He summarised the financial challenges faced by Kent Police throughout his term in office, noted that more than £100m savings had been made in that time and reminded Members that previous precept increases had contributed towards an increase in officer numbers, prior to the police uplift programme. He maintained that Kent had one of the lowest government and council tax funded police forces in UK. It was noted that staff costs comprised 83% of the draft revenue budget. Cost pressures linked to Kent's strategic location between London and Europe and the export of crime were highlighted. He recognised the continued financial challenge of Covid-19 and that not all costs related to the pandemic had been covered by government grants. Additional cost pressures related to staff pay awards; National Insurance contribution increases; and rising energy cost were detailed. The Commissioner set out his plan to make £6.8m savings in 2022/23 and made a commitment to consider staff savings as a last resort in the medium term. The importance of utilising Kent Police's purchasing power and assets effectively in

order to maintain a lean budget was acknowledged. Concerning the Office of the Police and Crime Commissioner, he reassured Members that it had operated with the same annual budget since 2016, representing an inflationary decrease in funding. In relation to the capital budget, he drew attention to planned estate investment, which included improvements to multiple police stations across the county. Regarding future commissioning, he confirmed that a digital asset management system would be procured to allow members of the public to upload digital evidence.

6. The Commissioner confirmed his proposed precept increase, an increase for the year of £10 (4.58%) for Council Tax band D. It was noted that a limit of £10 for precept increases had been set by the Home Office. Under the proposal a Band D property would pay £228.15 a year towards policing.
7. Members asked a range of questions in relation to the Precept Proposal. Key issues raised by the Panel and responded to by the Commissioner included the following:
 - a. Members raised their concerns at the lack of long-term financial sustainability and noted the difficulty of making further savings when only 17% of the revenue budget related to non-staffing costs.
 - b. A Member asked whether the growth in officer numbers as a result of the police uplift programme was expected to have a negative financial impact on Kent Police. The Commissioner confirmed that during the programme the Home Office provided funding for newly recruited officers quarterly, which included a one-off grant exceeding the salary and training costs associated. To mitigate the medium-term financial impact, he stressed the importance of efficiently utilising commercial services and cross-force commissioning.
 - c. Members highlighted the recent cost of living pressures faced by Kent residents, as a result of rising energy and goods prices. They asked the Commissioner whether he'd considered this before formulating his precept proposal. The Commissioner acknowledged the pressures and impact that council tax increases would have on residents, he stressed that he would not have considered a precept increase unless it was vital to the operation of the force, Members were reminded of the significant funding challenges faced.
 - d. In response to a question from a Member on the ways staffing costs could be reduced without impacting existing employees, the Commissioner recognised halting recruitment or leaving positions vacant as two possible options.
 - e. A Member stressed the need to make Government and local MPs aware of the savings made by Kent Police over recent years, the high performance of the force and impact of future reductions in funding. The Commissioner committed to ensure that Kent Police was fairly funded

and highlighted the review of the police funding formula as a key opportunity to influence future funding arrangements.

8. Members voted on the precept. The proposed precept increase was approved by majority vote.

RESOLVED that the Proposed Plan and Precept be approved.

36. Questions to the Commissioner

(Item D1)

Question 1

Can the Commissioner provide the numbers of warranted police officers serving in Kent per 100 thousand of Kent's population on the following dates:

31 December 2009

31 December 2021

(Cllr Richard Palmer, Swale Borough Council)

1. The Commissioner advised that the data he had available from the Office of National Statistics related to March and for some years was based on population estimates. He confirmed police officer strength as of March 2010 was 3787, equating to 221 officers per 100,000 population; March 2016 officer strength fell to 3182, or 175 per 100,000 population; and March 2022 officer strength was 3970, or 213 per 100,000 population. He added that the projection for March 2023, following the completion of the police uplift programme, was 4145 officers or approximately 222 per 100,000 based on the current population estimate.

Question 2

The Commissioner will be aware that Kent is a large and diverse County with many localised needs so does he share and agree with me and will he take steps to ensure Kent Police are resourced and structured to support such true, local and equal partnership working based on that meets these local needs as long as it meets statutory requirements and that strategic direction is set as local as possible by those that are able to set strategic direction rather than a one size fits all and wholly County wide approach.

(Cllr Shane Mochrie-Cox, Gravesham Borough Council)

2. The Commissioner reminded the Panel of his responsibilities for countywide policing priorities and the Chief Constable's role in allocating policing resources appropriately in response to the priorities. He explained the local policing structure on a division and district level. A pledge was made to hold the Chief Constable to account on local performance and outcomes.

RESOLVED that the answers provided by the Commissioner be noted.

37. Panel Annual Report - 2021/22

(Item E1)

RESOLVED that the report be approved.

38. Future work programme
(Item E2)

RESOLVED that the work programme be noted.

39. Date of next programmed meeting - 16 June 2022
(Item F1)

RESOLVED that the future meeting date be noted.

To: Kent and Medway Police and Crime Panel

Subject: HMICFRS PEEL Inspection 2021/22

Date: 16 June 2022

Introduction:

1. One of the Police and Crime Commissioner's (PCC's) key duties is to be democratically accountable for the provision of an efficient and effective police force by holding the Chief Constable to account.
2. However, the PCC does not judge progress based on targets as he recognises that they can skew behaviour and that often, despite Kent Police's best efforts, it is not always possible to protect the public or bring offenders to justice. The PCC does though consider other feedback, including Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) reports, other independent publications, anecdotal examples of frontline service delivery and feedback from staff and local communities.
3. HMICFRS independently assesses and reports on the efficiency and effectiveness of police forces and fire & rescue services – in the public interest. HMICFRS asks the questions that it believes the public wish to have answered, and publishes the answers in an accessible form, using expertise to interpret the evidence and make recommendations for improvement.
4. This paper provides an overview of Kent Police's HMICFRS PEEL Inspection 2021/22, and also outlines how the PCC will hold the Chief Constable to account.

Background:

5. PEEL (police effectiveness, efficiency and legitimacy) is HMICFRS' regular assessment of police forces in England and Wales. Using inspection findings, analysis and professional judgement they assess how good forces are in core areas of policing.
6. PEEL significantly changed in 2021 moving from an assessment of three pillars of policing to twelve core areas.
7. A further significant revision saw the gradings move from a four-tier to five-tier approach with the addition of 'adequate' as a judgement [Outstanding; Good; Adequate; Requires Improvement; Inadequate]. This means it is not possible to make direct comparisons between the grades awarded and those in previous PEEL inspections. A reduction in grade, particularly from good to adequate, does not necessarily mean that there has been a reduction in performance.
8. During Kent's PEEL inspection, HMICFRS further revised the methodology removing assessments in two core areas of policing, namely serious and organised crime and counter corruption and vetting.
9. On 28 April 2022, HMICFRS published the Kent PEEL 2021/22 Inspection report.
10. The published report provides an assessment across ten areas of policing with graded judgements on nine. The findings cover a period of assessment between March 2021 and October 2021.
11. The [full report](#) is available on the HMICFRS website, but a copy was also circulated to Members on 29 April.

PEEL Inspection 2021/22:

12. The following is an overview of HMICFRS' graded judgements in the nine areas of policing:

Outstanding	Good	Adequate	Requires improvement	Inadequate
Recording data about crime	Preventing crime	Protecting vulnerable people	Investigating crime	
	Treatment of the public		Responding to the public	
	Developing a positive workplace		Managing offenders	
	Good use of resources			

13. HMICFRS also inspected how effective a service Kent Police gives to victims of crime but did not make a graded judgement in this overall area.

14. Commenting on the report, HM Inspector of Constabulary Roy Wilsher said:

"I am satisfied with some aspects of the performance of Kent Police in keeping people safe and reducing crime, but there are areas where it needs to improve."

"Kent Police is outstanding at recording crime with very effective crime recording processes. The Force is good at both preventing crime and tackling anti-social behaviour and treating people fairly and with respect."

"The Force promotes an ethical and inclusive culture, and generally supports its workforce. The Force is also good at achieving savings and improving productivity."

"I recognise that Kent Police has faced some unique difficulties in relation to Brexit and channel crossings, because of the county's geographical location. But there are some improvements needed, particularly in its service to victims of crime and the way it responds to calls from the public."

"Kent Police needs to improve its ability within local policing to arrest and manage suspects and offenders to protect the public from harm. It also needs to review its policy for people released on bail and while under investigation."

"The Force must ensure that all crimes are allocated promptly to officers who have both the capacity and capability to investigate them properly. Opportunities to achieve positive results for victims are being missed because some investigations are poor, or because officers haven't maximised evidential opportunities. This lets victims down."

"Kent Police's response to domestic abuse is of particular concern. The Force is rightly proud of some of its work protecting vulnerable people. However, domestic abuse investigation teams have not been properly resourced with suitably qualified staff. As a result, some victims have received an unacceptable level of service and have continued to remain at risk. Investigations have often been delayed or are of a poor quality, reducing opportunities to achieve positive outcomes for victims. I am pleased to acknowledge that the Force recognises these concerns and is already taking steps to improve its response."

"I acknowledge the good work Kent Police has already undertaken, and I will monitor the Force's progress towards addressing the areas where it can improve."

15. Attached as Appendix A is a summary of the assessed areas and gradings prepared by Kent Police. This was included in the 'Inspections, Audits & Reviews' paper discussed at the PCC's Performance and Delivery Board on 8 June which both Mr Hill and Mr Sandher attended.

Holding to account:

16. The PCC commends the Force's continued outstanding performance in the recording of crime, and for its work on preventing crime from happening in the first place. However, he also believes that some elements of work, such as the focus on cutting county lines and dealing with burglars were not sufficiently recognised in the report.

17. Of course, the PCC also acknowledges that some findings were disappointing, particularly those in respect of domestic abuse and the investigation of crime. He knows that members of the public will want reassurance they are being given the serious attention they deserve.
18. The Force has already taken some action to address the findings and developed an Improvement Plan. As indicated above, one of the principle ways the PCC will hold the Chief Constable to account is through his quarterly Performance and Delivery Board.
19. Open to Panel Members and the public on a non-participating basis and also live streamed, the meeting is chaired by the PCC and papers are submitted by the Force in advance and published [here](#). The Chief Constable is required to attend the meeting in order to present and discuss the papers and answer questions about delivery of the [Making Kent Safer](#) Plan and policing generally in the county.
20. Although the 'Inspections, Audits & Reviews' paper routinely reports on HMICFRS activity, the PCC has formally requested that in the future it specifically includes an update on the Force's Improvement Plan. As referenced at paragraph 15, this commenced at the June meeting.
21. In addition to this routine reporting, a bespoke and additional Performance and Delivery Board meeting will be held on 3 November; it will focus exclusively on the Inspection report and the Force's progress against its Improvement Plan.
22. The PCC will continue to hold the Chief Constable to account via their regular weekly briefings, and as noted at paragraph 47 of Appendix A, will be represented at the 'Chief Constable's PEEL Oversight Board' by his Chief Executive. He will also routinely receive bespoke briefing notes and updates from the Force.
23. Whilst the PCC recognises that the Force has work to do to ensure it consistently provides a first-class service, he would like to thank the officers, staff and volunteers of Kent Police for their continued diligence and dedication to service which they demonstrate every single day in trying to do their best for local neighbourhoods and victims of crime.

Recommendation:

24. The Kent and Medway Police and Crime Panel is asked to note this report and agree to a further update at their December 2022 meeting.

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HMICFRS PEEL Inspection 2021/22Victim service assessment

(Not Graded)

1. The victim service assessment reviewed the victim's journey from reporting a crime, through to the outcome stage. A review of crime files was undertaken in June 2021 focusing on six areas: call handling; deployment and response; crime recording; crime screening and allocation; investigations; and outcomes.
2. The findings from the crime review informed the wider core questions within the PEEL assessment framework. As a result, the narrative provided under this section is duplicated later, therefore further detail is provided within the relevant sections for the purpose of this summary.

Crime data integrity

(Outstanding)

3. HMICFRS graded the Force outstanding at recording crime for a second consecutive assessment, with a compliance rate of 96.7%.
4. The report praises the work undertaken to accurately record domestic abuse and recognises the importance of identifying and safeguarding potentially vulnerable victims from further abuse, ensuring they are referred to support services. The recording of crime within 24 hours was also referenced and continues to be effective, ensuring investigations commence promptly.
5. The Force was reported to have strong governance and leadership for crime recording with senior officers reviewing compliance and regularly emphasising to staff the importance of recording crimes correctly, creating a culture that recognises its contribution to supporting victims and providing an effective service.
6. The report identifies one area for improvement (AFI) which centres around the collection of victim's protected characteristics. This is a national issue with all forces having a similar recommendation set by HMICFRS as part of thematic reports into both rape and violence against women and girls. As a result, a significant amount of work is being conducted to produce a nationally agreed position on protected characteristics in police systems. The Force is reviewing current working practices and will progress this AFI in line with the national direction.

Engaging with and treating the public with fairness and respect

(Good)

7. Kent was praised for its work with communities and working proactively with other organisations to identify vulnerable victims, taking action to reduce risk and harm and using a range of prevention and enforcement measures.
8. The Problem-Solving Taskforce were highlighted as innovative in the report. This team, funded by the PCC target areas where crime issues have been identified and work within the community increasing engagement and providing reassurance when required.
9. Regular ward surgeries were found to take place with dedicated Community Liaison Officers building relationships with people from diverse and vulnerable communities to better support, prevent and detect crime.
10. In respect of stop and search and use of force, Kent Police were found to treat the public fairly and with respect. The communication programme provided to new recruits was found to be effective, enhancing knowledge, skills and understanding of human interaction including non-verbal communication and how attitude affects behaviour. In addition, the Independent Police Advisory Group (IPAG) were noted as having a diverse membership and providing scrutiny to the stop and search process.
11. The report identifies one AFI in respect of surveying victims of crime and assessing public satisfaction. The Force has effective processes in place to obtain feedback from victims of hate crime, domestic abuse and rape and this is positively referenced in the report. Wider surveys of the public take place more informally such as the Force open days in which thousands of members of the public are surveyed. The Force is considering the implications of this AFI in respect of cost, benefit, and current provision to determine next steps.

Preventing crime and anti-social behaviour

(Good)

12. The Force was assessed as good at preventing and deterring crime. The Force's proactive work with repeat vulnerable callers, known as Op Engage, was highlighted as innovative. The Force ensures through continued oversight by a dedicated PCSO, that appropriate referrals are made to partner agencies to ensure support is provided.
13. The Force prioritisation of prevention, anti-social behaviour and vulnerability was commended. The operating model of the Force was recognised for its ability to identify the most vulnerable and reduce risk and harm. The positive work with young people to identify and prevent harm or criminality through dedicated schools' officers was cited as a positive addition and the introduction of the three multi-agency taskforces which tackle crime, prevent violence, and safeguard those most vulnerable in the community was recognised for the excellent work undertaken.
14. The multi-agency approach taken by the Force, which includes co-located teams with councils, ensures a joint response to anti-social behaviour and was found to be highly effective. The use of volunteers and the Special Constabulary was also favourably referenced.
15. The one AFI set out the need for a structured training programme for neighbourhood policing officers and staff. The Force currently provides a three-tier structure of training for neighbourhood officers dependent on their specific role with an ambition to develop this further. The Force is currently undertaking a review to ensure it can deliver the strategic aims of the recently published Beating Crime Plan, Serious Violence Duty Statutory Guidance and Tackling Violence Against Women and Girls Strategy. The demand, resources, and training of those involved in neighbourhood policing will be reviewed as part of this.

Responding to the public

(Requires Improvement)

16. The Force was assessed as answering calls for service (both emergency and non-emergency calls) promptly and regularly achieving or exceeding the standards set nationally. The specialist support and response to domestic abuse victims through the Vulnerability Hub was also highlighted, enabling the provision of early advice and immediate evidence capture. The working hours of the Vulnerability Hub are being expanded as part of further improvements being made to the investigation of domestic abuse which will provide a greater service to more victims.
17. Officer awareness of vulnerability and knowledge of safeguarding responsibilities when attending incidents was commented on positively. Once a crime is reported, it was found to be allocated to an appropriate department for investigation and HMICFRS reported officers were conscientious in keeping victims updated.
18. The wellbeing provided to those involved with or responding to emergency calls was recognised. Trauma management processes, availability of counselling, internal culture boards and the priority afforded to officer safety were a few of the examples detailed in the report.
19. Four AFIs were identified which focused on identification of vulnerable repeat callers, provision of crime prevention and scene preservation advice, response to incidents and capacity and capability of response officers.
20. Whilst the Force acknowledges the findings from the report, processes, governance, and scrutiny are well established in respect of identifying repeat callers and HMICFRS found positive practice. Further enhancements in respect of quality assurance and professional development have been undertaken since the conclusion of the inspection which has strengthened the position further.
21. The Force complies with the National Contact Management Strategy and National Contact Management Learning Programme. Basic crime prevention and scene preservation advice is provided where appropriate and detailed information is available on the Kent Police website. The recently launched 'My Community Voice' which is a web-based product that people can sign up to at no cost, will also provide crime prevention advice.

22. Of paramount importance when responding to calls is safety of the victims and witnesses, the wider public on the roads of Kent and the officers being sent. HMICFRS found that in the majority of cases attendance times were acceptable and the prioritisation and response to calls for service were appropriate to the circumstances of the caller and incident. The Force will continue to monitor this.
23. The Force recognises the need to review the capacity and capability of response teams and work is underway to review current resources against the allocation model in line with demand and performance. Officers within response teams perform an extraordinary job day in and day out, keeping people safe, supporting victims, and bringing offenders to justice.

Investigating crime

(Requires Improvement)

24. HMICFRS reported that Kent Police understands how to carry out quality investigations on behalf of victims and their families through effective crime investigation policies and governance, which reviews performance against a clear set of standards.
25. Six AFIs are set out within the report focused on resourcing, allocation, investigation plans, evidence led prosecution, victim needs assessment and auditable records when a victim withdraws support from a prosecution. The Force, for some time, have been progressing a variety of initiatives to improve the quality of investigations. A monthly Crime Management and Investigative Quality Board chaired by the Assistant Chief Constable for Crime focuses on raising investigative standards, developing, and supporting the investigative workforce and setting clear standards. The introduction of the Quality Assurance Framework whereby an assessment is made on the quality of over 400 investigations a month is now well established. This offers extensive guidance and support to officers and supervisors to ensure they have the knowledge and skills with which to undertake quality investigations. This has resulted in improved performance.
26. The Force responded promptly to concerns raised by HMICFRS at the conclusion of their inspection in respect of the resourcing of the Vulnerability Investigation Teams (VITs) who investigate domestic abuse. A detailed review of high-risk domestic abuse reports was undertaken to ensure the investigations were effective and safeguarding had taken place. This review concluded that the risk to victims was appropriately managed. Similarly, detective capacity was increased within the VITs with further growth generated by those on the detective pathway.
27. The current time to allocate an investigation is one day. Latest Force data (March 2022) shows in 457 (93.5%) reviews, the assessors determined the crime was allocated in a timely manner. Likewise, investigation plans were created on 403 (82.4%) of the reviews.
28. A significant amount of progress has been made in pursuing opportunities to prosecute an offender when the victim disengages, known as evidence led prosecutions (ELP). The use of ELP is increasing and is tracked through the Crime Management and Investigative Quality Board. Current data highlights a significant step change in performance when reviewed against the 1.2% referenced in the report. The latest data indicates that an ELP was considered and either pursued or deemed not appropriate in 59.4% of domestic abuse, 50.0% of hate crime, 51.0% of stalking and harassment and 73.6% of rape investigations. The Force continues to work on improving this further.
29. Kent Police has undertaken a significant amount of work with regards to enhancing the position in respect of victim needs assessment. A recent review highlighted that whilst officers were conducting victim needs assessments the recording of action taken was not in line with Force policy and remedial action is now taking place through senior leaders. Discussion took place with HMICFRS regarding the recording of victim's wishes when they withdraw support from a prosecution to seek clarity on the evidence required. As a result, the Force has updated the relevant policy and adjusted training.

Protecting vulnerable people

(Adequate)

30. The Force is recognised for the strong governance in place at both a strategic and local level to ensure vulnerability and risk are at the forefront of service delivery. The Force operating model is built with vulnerability at its core with the flex to evolve and continuously improve. As a result, the Force is reported to be able to effectively safeguard and support vulnerable victims.

31. The report highlights many positive areas such as the introduction of a new risk assessment tool for victims of domestic abuse known as DARA (Domestic Abuse Risk Assessment) which provides the opportunity to identify patterns of behaviours and crimes such as stalking and coercive and controlling behaviour. Kent pioneered the introduction of DARA with many other forces now adopting it.
32. Also highlighted are the multi-agency stalking prevention panels (MASIP) in place; the Force having the highest use of stalking prevention orders; the work of the Missing Child and Exploitation Teams in protecting children and young people; the County Lines and Gangs' Teams; and Op Encompass, the process of notifying schools of domestic abuse incidents affecting a child, which has been nationally recognised.
33. Two AFIs linked to the use of protection orders and wellbeing of staff working with the most vulnerable were highlighted.
34. During the last six months (November 2021 to April 2022) the Force issued 107 domestic violence prevention notices (DVPNs) to offenders across the county with 100 domestic violence protection orders (DVPOs) granted by the court. Work will continue in this area to further increase the number of DVPNs and DVPOs in order to ensure victims continue to be protected.
35. As detailed in the report, a wide range of support is available to staff working with the most vulnerable victims. The Force recognises the role these officers undertake on a daily basis and the impact subject matter can have. Engagement with staff is taking place to understand what more can be done to support them.

Managing offenders and suspects

(Requires Improvement)

36. The Integrated Offender Management (IOM) programme is well established and highlighted in the report as being effective. Concentrating on a cohort of offenders and working with key partners, the programme looks to supervise offenders in the community using rehabilitative interventions and enforcement where necessary.
37. Reference is also made to the well-established governance in place for managing offenders along with predictive analytical data that allows the Force to focus on offenders that cause the most serious harm. The Force has developed substantial capability and capacity through the County Lines and Gangs Teams, the Chief Constable's Crime Squad and Criminal Investigation Departments. The Chief Constable's Crime Squad take on and remove from circulation those hardened criminals who inflict significant harm on local communities by committing serious acquisitive crime offences, most notably residential burglaries, and robberies. Similarly, the County Lines and Gangs Team target those individuals who supply Class A drugs in Kent, often exploiting the most vulnerable members of our communities. These teams are responsible for significant increases in charge rates and therefore management of offenders.
38. Three AFIs focus on use of Bail and released under investigation, the management of registered sex offenders (RSOs) and digital capability and capacity in the area of online child abuse.
39. Kent Police has a comprehensive Bail Management policy and clear governance in place. The management of suspects released under investigation is a concern to all forces and a new Bail legal framework is due at the end of 2022. In line with this legal change, the Force will review processes and make the necessary amendments to ensure improvements continue to be made.
40. The management of RSOs is effective, and the report highlights the Force adherence to authorised professional practice (APP), use of sexual harm prevention orders and good awareness of RSOs by local community teams. In order to ensure the provision is as effective as it can be, a review of the structure, resources and capability is being undertaken. This review will also consider the digital capacity and capability of these teams.

Building, Supporting and Protecting the Workforce

(Good)

41. The understanding of ethical policing amongst officers and staff is described as excellent with positive commentary provided on the Force's Ethics Committee, Culture Boards and the clear mission, vision, values and priorities, all of which contribute to a positive culture.

42. The Force's commitment and approach to both physical and mental wellbeing is highlighted along with the excellent support provided to staff and this is well documented in the report. The development of officers and staff is identified as effective along with the introduction of the Diversity and Inclusion Academy and the work of the well-established support groups.
43. No AFIs were identified.

Strategic Planning, Organisational Management and Value for Money (Good)

44. The findings of how efficiently the Force operates are positive. Reference is made once again to the positive governance, scrutiny and planning in place, aligned to the Force priorities.
45. The Force's Innovation Task Force ensures the infinity principles, which aim to remove boundaries that inhibit innovative thinking, are embraced and alongside evidence based policing techniques seek ways to improve the service provided to the public. In addition, the change management programme known as Zenith, effective collaborative arrangements and use of Microsoft 365 technology means the Force is continually achieving efficiency savings and improving productivity.
46. One AFI is made regarding the allocation of resources to meet demand. This is linked to the AFI within the core question relating to responding to public and therefore activity detailed within this section would apply.

PEEL Governance.

47. In order to ensure a robust and transparent regime of governance against the 19 AFIs identified within the report, there will be the following tiers of scrutiny:
- a) Through the existing Force Improvement Board (FIB), chaired by the DCC, progress against the PEEL Improvement Plan will be routinely discussed, with updates being presented by Business Owners and overseen by a Chief Officer lead;
 - b) Following each FIB, a 'Chief Constable's PEEL Oversight Board' will be held, with representation consisting of both Deputies, ACC Ayling, Mr Harper (OPCC Chief Executive) and the Force Inspectorate Leads. This will allow the Chief Constable to scrutinise the evidence presented and test outcomes against the AFIs;
 - c) At the 6-month point, an extraordinary Chief Constable's Oversight Board will be held whereby all Business Owners and Chief Officers will discuss the PEEL Improvement Plan in detail, allowing for further scrutiny and questioning of the Business Owners directly by the Chief Constable; and
 - d) In addition to the OPCC being represented at the Oversight Boards, the PCC will receive bespoke briefing notes and updates routinely, with a view to an input at a future Performance & Delivery Board as required.
48. The Force remains wholly committed to continuous improvement, utilising the Infinity Principles and its priorities of providing a quality service, putting victims and witnesses at the heart of everything we do, and to always do the right thing, as the guiding principles as it moves forward.

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To: Kent and Medway Police and Crime Panel
Subject: Draft PCC Succession Plan
Date: 16 June 2022

Introduction:

1. Following the announcement from Part One of the Review into the role of Police and Crime Commissioners (PCCs), in a letter dated 9 July 2021, the Minister of State for Crime and Policing advised all PCCs:

“... we committed to legislating.... to mandate that all PCCs must appoint a deputy.

The necessity for a deputy has been brought into sharp focus by the Covid-19 pandemic, which led to an enforced delay to the PCC elections in 2020. The Home Secretary’s statement also highlighted our plans to look at expanding the role of PCCs. Selecting a deputy not only provides the local accountability model with greater resilience in the event of incapacity, for example, but also the ability to effectively carry out the duties and responsibilities of the role by increasing the capacity of the model...

... I expect all PCCs to work with their office to put in place a formal succession plan to be followed in case of vacancy or incapacitation, where one does not already exist. I would also ask that you involve your police and crime panel in these discussions as necessary, given their statutory role in this process...”

2. The PCC has not appointed nor considered it necessary to appoint a deputy but will keep this under review as the Home Secretary’s plans to expand the role of PCCs emerge and are enacted.
3. Please find attached as Appendix A the draft Succession Plan in case the office of PCC becomes vacant, or the PCC is incapacitated.
4. If agreed, the formal adoption of the plan will be noted through a Record of Decision which will be published on the OPCC website and also submitted to September’s Panel meeting.

Recommendation:

5. The Kent and Medway Police and Crime Panel is asked to consider and agree the draft Succession Plan.

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PCC Succession Plan

Introduction

Following the announcement from Part One of the Review into the role of Police and Crime Commissioners (PCCs), in a letter dated 9 July 2021, the Minister of State for Crime and Policing advised all PCCs:

“... we committed to legislating.... to mandate that all PCCs must appoint a deputy.

The necessity for a deputy has been brought into sharp focus by the Covid-19 pandemic, which led to an enforced delay to the PCC elections in 2020. The Home Secretary’s statement also highlighted our plans to look at expanding the role of PCCs. Selecting a deputy not only provides the local accountability model with greater resilience in the event of incapacity, for example, but also the ability to effectively carry out the duties and responsibilities of the role by increasing the capacity of the model...

... I expect all PCCs to work with their office to put in place a formal succession plan to be followed in case of vacancy or incapacitation, where one does not already exist. I would also ask that you involve your police and crime panel in these discussions as necessary, given their statutory role in this process...”

The PCC has not appointed nor considered it necessary to appoint a deputy but will keep this under review as the Home Secretary’s plans to expand the role of PCCs emerge and are enacted.

Should the office of PCC become vacant, or the PCC become incapacitated, this document sets out who would act as Commissioner and the appointment process.

1. Relevant Legislation

- 1.1) The [Police Reform and Social Responsibility Act 2011](#) sets out the legal provisions that apply regarding the appointment of a deputy and further, the steps required to be taken in the event of a PCC vacancy or incapacitation.
- 1.2) Under section 18 of the Act, it is currently a matter for the discretion of a PCC as to whether they appoint a person as deputy PCC. If appointed, such deputy becomes a member of the PCC’s staff. Under Schedule 1 of the Act, the appointment of a deputy is required to be exposed to scrutiny by the Police and Crime Panel.
- 1.3) By contrast, a PCC must appoint a Chief Executive under Schedule 1 to the Act. It is not an optional matter. It is a requirement. The appointment is statutorily exposed to the scrutiny of the Police and Crime Panel.
- 1.4) The Act at section 51 sets out the statutory steps that are required to be taken in the case of a vacancy in the office of PCC. Where there is a vacancy an election must be held to fill it. If the vacancy occurs within the period of six months before the next ordinary election then no election is to be held in respect of the vacancy, and the office is to be left unfilled until the ordinary election.

- 1.5) Section 59 of the Act provides that, briefly summarised, a vacancy can occur in the case of:
- an election irregularity;
 - a notice of resignation being given;
 - death;
 - declaration by the High Court or appropriate officer.

More detail is found at sections 59-61 of the Act. Note also paragraph 1.10 below.

- 1.6) Section 62 of the Act provides that in a situation where:
- no person holds the office of PCC because it is vacant;
 - the PCC is incapacitated; or
 - the PCC is suspended under section 30 of the Act,

the Police and Crime Panel must appoint a person to act as PCC.

- 1.7) The Panel may appoint a person as acting commissioner but only if the person is a member of the PCC's staff at the time of the appointment. In appointing a person as acting commissioner in a case where the PCC is incapacitated, the Panel must have regard to any representations made by the PCC in relation to the appointment.
- 1.8) All the functions of a PCC are exercisable by an acting commissioner, apart from issuing or varying a police and crime plan.
- 1.9) The appointment of an acting commissioner ceases to have effect upon the earliest of:
- the election of a person as PCC;
 - the termination of the acting commissioner appointment by the Panel;
 - the PCC ceases to be incapacitated;
 - the PCC ceases to be suspended.
- 1.10) Where an acting commissioner is appointed in view of a PCC's incapacitation and such incapacitation lasts for six months from the appointment, the office of PCC becomes vacant (section 63 of the Act).
- 1.11) The above paragraphs are a brief summary of the relevant legislation. Should a case of vacancy or incapacitation occur the legislation will require detailed consideration.

2. Acting PCC in Kent

- 2.1) Where a statutory requirement arises for the appointment of an acting PCC under section 62 of the Act, a member of the PCC's staff will be required to be appointed as such acting PCC.
- 2.2) The PCC has no appointed deputy so a member of his office staff will be required to be appointed.
- 2.3) In the event of an appointment being required, the person holding the statutory role of Chief Executive will be considered for appointment as acting commissioner in accordance with the relevant legislation. A formal appointment decision would be required by the Panel under section 62 in respect of the person to act as PCC if the circumstances necessitate such an appointment being made.
- 2.4) Should there be any need to backfill the Chief Executive role during the period of the appointment as acting PCC, the Chief Executive will decide how that is to be achieved having regard to all the circumstances including the likely length of the acting appointment. In any event, the Scheme of Consent provides for the Chief Executive to authorise other staff to make decisions on their behalf to ensure resilience in the performance of statutory functions.

- 2.5) The Chief Executive is also authorised under the Scheme to discharge the functions of the PCC (apart from those that may not statutorily be delegated to them) and which would enable the day to day functioning of the PCC role in the interim period before an acting appointment is made by the Panel.

3. Review

- 3.1) This succession plan will be regularly reviewed and in particular should a deputy be appointed by the PCC or if there is a change in the person holding the position of Chief Executive.

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To: Kent and Medway Police and Crime Panel
Subject: Update on Fraud
Date: 16 June 2022

Introduction:

1. Fraud is the most commonly experienced crime in the UK. It costs the UK many billions of pounds every year. The impact of fraud and cyber-enabled related offences can be devastating, ranging from unaffordable personal losses suffered by vulnerable victims to impacting the ability of organisations to stay in business.
2. That is why, in the [Making Kent Safer](#) Plan, the Police and Crime Commissioner (PCC) expects the Chief Constable to 'have the right resources with the right skills to investigate all crimes, and where possible, bring to justice those who harm individuals and businesses'. It is also the reason that the PCC commits to 'working with local and national partners, including the Police Digital Service, to ensure policing is able to exploit the advantages that technology can offer to better safeguard and protect communities'.
3. This report provides an overview of how fraud is reported and handled in Kent, local and national activity to safeguard victims and also outlines how the PCC holds the Chief to Constable to account.
4. The PCC is grateful to Kent Police for its assistance with this paper.

Fraud reporting:

5. If a person is scammed, defrauded or experiences a cyber crime in England, Wales or Northern Ireland, they should report it to [Action Fraud](#). Action Fraud is the UK's national reporting centre for fraud and cyber crime and takes crime and information reports on behalf of the police and also provides advice and fraud prevention guidance.
6. Victims can report a fraud or cyber crime and find help and support via the [online reporting service](#) which is available any time of the day or night. Help is also available over the phone through the Action Fraud contact centre by calling 0300 123 2040.
7. Action Fraud does not investigate cases and cannot advise on the progress of a case, but reports taken are passed to the National Fraud Intelligence Bureau (NFIB).
8. The NFIB sits alongside Action Fraud within the City of London Police (CoLP) which is the national policing lead for economic crime. All reports of fraud and cyber crime reported to Action Fraud, whether they are identified as a crime report or an information report, are received into the NFIB and assessed to determine the most appropriate action.
9. Experienced reviewers assess each report to determine whether there is enough information to send to a police force in order to progress an investigation. Not all crime reports received by the NFIB are sent to forces; for instance, some will be circulated as intelligence only, while others will be sent to their Prevention and Disruption Team to allow for the fraud enabler (such as telephone number, website address) to be blocked to prevent others from becoming victims.
10. The allocation of an investigation is based on where an offender lives with the same force responsible for supporting the victims wherever they may reside. Therefore, the level of support provided to Kent victims is often outside the control of the Force and locally commissioned services. It should also be noted that police forces are not compelled to accept a crime report sent to them by the NFIB for investigation; they will review the report themselves and decide on a course of action.

11. In addition to reports from individuals and small businesses (either direct or via a police force) made to Action Fraud, the NFIB also receives data from industry and the public sector and a variety of intelligence sources including, but not limited to, national and international police crime/intelligence systems.
12. Whilst not every report results in an investigation, every report helps to build a clearer picture. This contributes to making the UK a more hostile place for fraudsters to operate and helps to keep other potential victims safe.

Volumes and types of fraud:

13. Action Fraud has taken over the recording of fraud offences on behalf of individual police forces. The number of reports recorded in Kent was as follows (please note 2021/22 data has not been published):
- 2016/17 = 7,860
 - 2019/20 = 10,720
 - 2020/21 = 12,509
14. Nationally, 2020/21 saw a 27% increase in reported fraud.
15. In 2020/21, Kent had the highest level of reports regionally and was ranked 7th highest for victim referrals per 1,000/population nationally, with an estimated reported loss of £56.3 million.
16. Of the 12,509 frauds recorded, the NFIB disseminated 738 to Kent for further investigation – a 22% increase on the previous year.
17. Positive outcomes are lower than other crime types. However it is important to understand that unlike other crimes, where it is the same crime type and suspect it will be recorded on one report. An example being an investment fraud involving over 2,000 investors with 500+ reporting to Kent as victims. This would be recorded as one investigation with one positive outcome overall.
18. The NFIB only record judicial outcomes for NFIB referrals. Alternative outcomes such as Cease and Desist Notices are not currently recorded as a positive disposal by the CoLP, but are being looked at and will likely feature as a positive outcome going forwards.
19. The pandemic led to offenders diversifying their tactics, exploiting online services and committing particularly cruel 'romance' frauds. For example, in December 2020 there were 1,161 reports across the region compared to 700 in December 2019.
20. Nationally there has been a rise in consumer based fraud and this is replicated in Kent with it being the highest reported fraud type.
21. The top 3 reported fraud types nationally are investment fraud; cheques, online banking and plastic card fraud; and boiler room fraud. Kent's Serious Fraud Team is currently investigating in excess of £80m of losses within these crime types.
22. The highest harm threats are identified as courier, romance, investment, payment diversion and online banking.
23. Nationally, evidence suggests that repeat victims account for approximately 21% of overall losses and will on average suffer losses more than 4 times that of single incident victims.

Tackling fraud:

24. In Kent, the Serious Economic Crime Unit (SECU) within the Serious Crime Directorate is made up of several teams that work together to tackle and prevent fraud:
- Fraud Triage Team - review and carry out initial investigations of all NFIB fraud referrals into the Force to assess if there are viable lines of enquiry prior to allocating to the relevant team/department.
 - Financial Intelligence Team - support the Force in relation to financial enquiries and financial intelligence for investigations.
 - Economic Crime Team - manage NFIB referrals that have been reviewed by the Fraud Triage Team and have clear lines of enquiry which will either lead to safeguarding of victims, recovery of losses or prosecution of suspects.

- Serious Fraud Team - investigate complicated high value frauds with multiple victims or cases which are sensitive in nature involving bribery or politics.
 - Proceeds of Crime Team - manage asset recovery through different methods such as POCA, confiscation orders, account freezing orders and financial Investigative orders. They also deal with cash seizures made under POCA and provide advice relating to any type of asset or cash seizure.
 - Cyber Crime Unit - manage cyber dependant crime and provide assistance with all cyber enabled crime, including those connected to crypto currencies.
25. Nationally, the CoLP own the fraud portfolio. Crimes reported through Action Fraud are owned by the CoLP and allocated to forces for investigation. Therefore, crimes where the offender lives in Kent are investigated by the Force on behalf of the CoLP.
26. As the lead force for fraud and cyber crime, the CoLP provides direction on national initiatives that tend to focus on high harm fraud offences, such as:
- Courier fraud
 - Rogue traders
 - Romance fraud
 - Investment fraud
 - Mandate fraud
27. They also run intensification periods during which forces are required to target specific offence types, increasing pursue and prevent activities and prioritising the arrest of offenders where identified. A recent example of this was an investigation into courier fraud in East Kent.
28. The Eastern Region Special Operations Unit (ERSOU) also works with regional forces to ensure a united approach to tackling fraud. A regional action plan is managed by ERSOU, but requires forces to coordinate their activities to ensure a consistent regional approach

Safeguarding victims:

29. The National Economic Crime Victim Care Unit (NECVCU) is a team of specialist advocates working within the CoLP that supports vulnerable people who have fallen victim to fraud and cyber crime, with the aim being to make them feel safer and reduce the possibility of them becoming a repeat victim.
30. The NECVCU assesses each reported fraud and offers a three-tiered response. Every force receives Tier 3, but forces assesses the service level they wish to sign up to in terms of Tier 1 or 2:
- Tier 3 – extremely vulnerable; victims are referred immediately to the appropriate force for bespoke contact. In Kent, contact is made directly with the Force Control Room (FCR) for patrol attendance. The NECVCU operator remains on the line with the victim until the FCR takes ownership. SECU will also receive a notification so they can follow up on relevant safeguarding.
 - Tier 2 – vulnerable; victims are contacted by telephone by the NECVCU team.
 - Tier 1 – non-vulnerable; victims are sent a letter by the NECVCU team.
31. Kent also receives a weekly victim data list from the NFIB; upon receipt, a Victim Care letter is sent to all those who have provided an email address.
32. Of note, the NECVCU are developing a two-week bespoke victim justice training programme to deal specifically with vulnerability and victims of fraud which they hope to roll out to forces to support staff in safeguarding who have no previous fraud or victim care background.
33. Under Operation Signature - a national initiative aimed at reducing fraud within communities and providing additional support to vulnerable victims of fraud - the NFIB data is also separated into the three Kent Divisions and sent to the divisional Fraud Prevention Co-ordinators. The Co-ordinators review every report and assess whether additional support is necessary. A telephone call or face to face visit is conducted and consideration is given as to whether further support (e.g. social services referral) or signposting is required.
34. Forming part of a wider Prevent and Protect Team, Kent Police also has a Fraud Prevent and Protect Officer who ensures that both national campaigns (e.g. Take 5) and local fraud protect messages are shared across Kent. The officer also develops contacts and intelligence sharing between the police and external agencies/charities/organisations, as well as providing bespoke presentations to a diverse range of victims,

groups and businesses on how to protect against fraud. They support the Fraud Co-ordinators by delivering fraud protect messaging in direct response to issues identified.

35. Kent Police aims to improve knowledge and therefore strengthen protection against fraud. It provides advice and awareness to the public through a multitude of methods, including:
- Kent Fraud Alert System (KFAS) which provides members with regular alerts on current scams and threats, together with Protect advice and signposting as to where/who to contact. It is open to individuals, organisations and groups and is free of charge.
 - Bespoke fraud protect and prevent advice for victims of crime.
 - Training awareness for individuals / organisations and internal team training.
 - Presentations and public speaking at events.
 - Through information published on the [Kent Police website](#).
36. The Force also has a Cyber Prevent and Protect Officer; their role is to:
- Provide advice to businesses and the public on how to change their cyber behaviours.
 - Offer bespoke cyber protect advice and support for victims of cyber dependant crimes.
 - Deliver training and awareness packages for individuals and businesses.
 - Train police officers and staff so they have the knowledge and are equipped to share cyber crime prevention advice.
 - Work closely with partners, to help develop capabilities and enhance reach.
 - Regularly deliver presentations at business events.
 - Promote National Programmes (i.e. Police Cyber Alarm, Cyber Digttools).
 - Support national campaigns via the @KentPoliceCyber Twitter pages.

Holding to account:

37. One of the principle ways the PCC holds the Chief Constable to account is through the quarterly Performance and Delivery Board.
38. Open to Panel Members and the public on a non-participating basis and also live streamed, the meeting is chaired by the PCC and papers are submitted by the Force in advance and published [here](#). The Chief Constable is required to attend the meeting in order to present and discuss the papers and answer questions about delivery of the [Making Kent Safer](#) Plan and policing generally in the county.
39. The PCC will continue to also hold the Chief Constable to account via their regular weekly briefings which allow discussion of a wide variety of subjects.
40. Supplementing the above:
- the Association of PCCs (APCC) regularly circulates data primarily focused on matching disseminations from the NFIB to outcomes returned by each force to inform discussions with Chief Constables; and
 - on a quarterly basis the Chief Executive attends the Force Performance Management Committee where the Deputy Chief Constable rigorously challenges performance internally.
41. Whilst many forces have reduced or withdrawn their specialist fraud teams in favour of a regional response, the PCC believes Kent Police are in a good position in terms of dedicated skilled investigators, the SECU and its Prevent and Protect Team.
42. However, the PCC also believes the policing response across the UK in recent years, not because of the efforts of individual officers and staff, but in terms of process and management has been disappointing. Unfortunately, the process itself lets victims down – it is not sufficiently joined up at a national and local level and victims receive a service based on where an offender lives. This means it can be a postcode lottery based on the resources allocated by the local police force tasked with investigating it.

Recommendation:

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

To: Kent and Medway Police and Crime Panel

Subject: Violence Against Women and Girls Inquiry - update

Date: 16 June 2022

Introduction:

1. On 10 December 2020, the Government launched a 10 week call for evidence on violence against women and girls (VAWG) to inform a new national strategy. Following the tragic murder of Sarah Everard, the national call for evidence was re-opened for a further two weeks.
2. Building on the 2016-2020 strategy, the Government's refreshed '[Tackling violence against women and girls](#)' strategy was published on 21 July 2021 with specific policy commitments.
3. The Police and Crime Commissioner (PCC) launched his own inquiry on Wednesday 4 August, with the aim of understanding the extent to which such crimes are being committed and what more can be done to prevent and tackle them.
4. The PCC's Inquiry focuses on four overarching themes:
 - Prevention
 - Engagement
 - The Victim's Journey
 - RehabilitationAnd the following sub-themes:
 - What victims tell us
 - What the data tells us on crime
 - Criminal Justice outcomes
 - Support for victims (commissioned services)
 - Learning and best practice recommendations
5. Further to the report presented at the December 2021 Panel meeting, this paper provides an update on the PCC's VAWG Inquiry.

Activity:

VAWG Survey

6. From 31 August to 19 November 2021, the PCC ran a survey to:
 - find out the extent of violence and abuse being perpetrated against women and girls in Kent, including online; and
 - understand how safe women and girls felt in different aspects of their lives.
7. In total, 8,263 responses were received, an unprecedented number for a survey launched by the PCC and evidence of the strength of public feeling. The survey was open to anyone over the age of 16 and just over 93% of responses were from women and 3.5% from men.
8. The data has been analysed and the [full survey report](#) can be found on the OPCC website; a copy was also circulated to Members at the beginning of February.
9. The survey asked about feelings of safety in different private and public areas. By way of example, the charts labelled A and B at the end of this report show feelings of safety at night and during the day 'in the street you live' and 'in your local town centre' by age group.

10. Radar charts were also created to help identify those districts where people felt the safest and least safe; an example is labelled C at the end of this report.
11. The survey data has also been used to help the OPCC identify those Districts to approach in terms of submitting bids into the Home Office's VAWG focused Safer Streets Fund. To date, funded activity has included street scene and physical interventions to improve feelings of safety, CCTV and lighting, signposting events, establishment of safe spaces and active bystander training.

Offender data

12. Ten years of Kent Police VAWG offender data has been analysed and presented to the PCC and Chief Officers to provide insight into the perpetrators of such offences and inform local strategies.

Victim data

13. Whilst there were some initial delays to ensure data protection safeguards were in place, ten years of VAWG victim data has also been collected and will be analysed imminently. The findings will be shared with Kent Police to offer further insight into how the Force and the OPCC can better support victims.

Roundtables

14. To understand the great work being done by all Districts, the PCC has hosted a number of stakeholder roundtable events. Notable examples of activity captured at the events include Community Safety Partnerships creating safe spaces in town centres; the utilisation of technology, such as the Holly Guard app; providing safety training for women and girls; and improving CCTV.
15. The roundtables have also included representation from the British Transport Police to gain a better understanding of how residents and visitors are being kept safe on the railways.

Victim Panel focus group

16. On 24 May, the PCC hosted the initial Victim Panel focus group for those with lived experience of VAWG.
17. The OPCC worked with relevant charities to identify victims who were agreeable to taking part, and also developed the Terms of Reference in collaboration to ensure their needs and preferences were reflected in its organisation.
18. The aim of the focus group is to create a feedback loop in how support services and Kent Police can improve, but equally to identify where they are getting it right.
19. The initial focus group was a great success, with each victim speaking forcefully about their experiences. Some of the issues raised included a lack of communication from both the police and the CPS (if they were lucky enough for their case to proceed); a perception that the burden of proof fell on them; and a feeling of almost being as traumatised by the criminal justice system as by the events themselves.
20. Valuable feedback will be provided to Kent Police and the wider criminal justice system through the PCC's role as Chair of the Kent Criminal Justice Board. The PCC will also consider what further action his office can take to support victims and ensure they receive the best possible service.
21. In the future the PCC will consult the focus group on new proposals to tackle VAWG, commissioning strategies, education programmes and to further explore the service provided by criminal justice agencies.

Impact:

22. The PCC has been encouraged by the number of written statements of support from various councils in Kent to his Inquiry. He would like to express his thanks as the Inquiry will only succeed with multi-agency support.

23. Whilst tackling offences against women and girls has been a Kent Police priority for a number of years, as a direct response to the launch of the PCC's Inquiry, the Force has introduced a new VAWG Strategy. The strategy has five key strands:
- Holding offenders to account – criminal justice, offender management, training and development
 - Supporting victims – service provision, practice review, engagement and safeguarding
 - Keeping people safe – education, early intervention, problem solving and crime prevention
 - Our culture – educating, encouraging, empowering
 - Strengthening the system – governance, scrutiny, technology and partnerships
24. As a result of the PCC's survey findings and feedback from their own series of public engagement events, Kent Police has reviewed where police patrols are carried out to increase visibility in those areas where women and girls feel unsafe, and not just where crimes were previously recorded.
25. A meeting has been held between the OPCC and the Kent Police strategic lead for VAWG to understand how the PCC's Inquiry can complement the work of the Force and to prevent any duplication.

Next steps:

26. The Inquiry Report will be published in the next few weeks. As well as a Foreword by the PCC, it will explain the context of the Inquiry and governance, provide highlights from the PCC's survey and 'big data' exercises, and outline the actions already taken, recommendations and next steps. It will be widely publicised and the PCC will ensure that Panel members receive a copy.
27. It is the intention of the PCC for the report to be a living document; a platform to work from in order to improve women and girls' physical safety and feelings of safety.
28. The coordination of all activity under the VAWG umbrella will be managed by a coordinator within the OPCC to promote closer working between Kent Police, charities and criminal justice agencies.
29. As Members will be aware, VAWG is a priority in the PCC's new [Making Kent Safer](#) Plan. As such, the Chief Constable will be required to provide regular updates on Force activity and outcomes at the PCC's quarterly [Performance and Delivery Board](#).
30. The PCC acknowledges that VAWG is one of the challenges of our time and that as a society, there is a need to come together to address it. He wants to ensure offenders are brought to justice and improve the journey for victims and survivors. That is why the PCC will continue to update the Police and Crime Panel on his Inquiry work even after the report has been published to lay out how Kent Police and the OPCC are working towards tackling VAWG in all its guises.
31. In Kent there is already a lot of good work going on, from Kent Police to that provided by partners and commissioned charitable services, but the PCC recognises that there is a continued need to pull together in order to make a difference and make things better.

Recommendation:

32. The Kent and Medway Police and Crime Panel is asked to note this report and agree to a further update at their December 2022 meeting.

Please note: 1 = very unsafe / 10 = very safe

Chart A

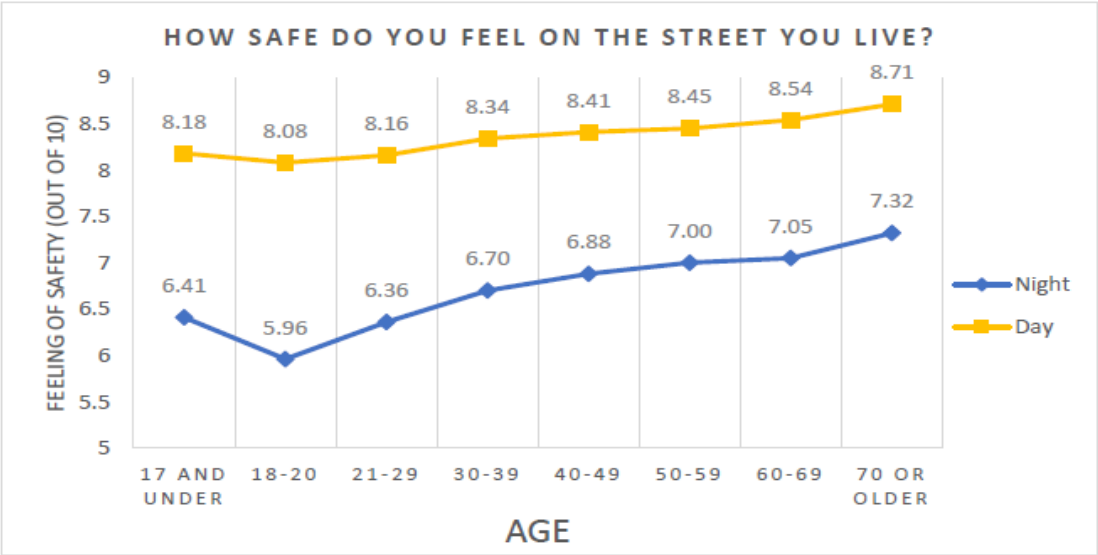


Chart B

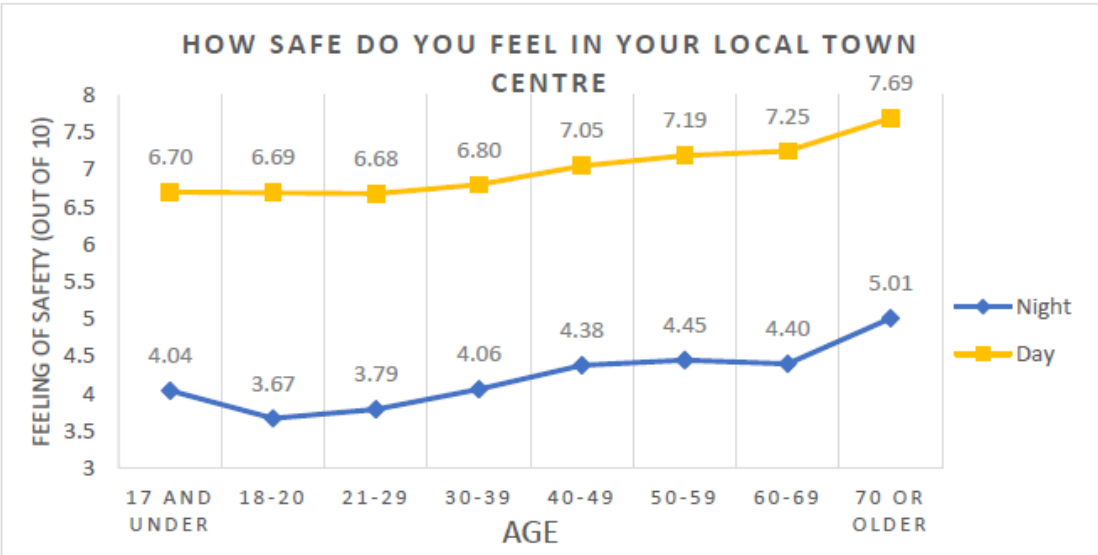
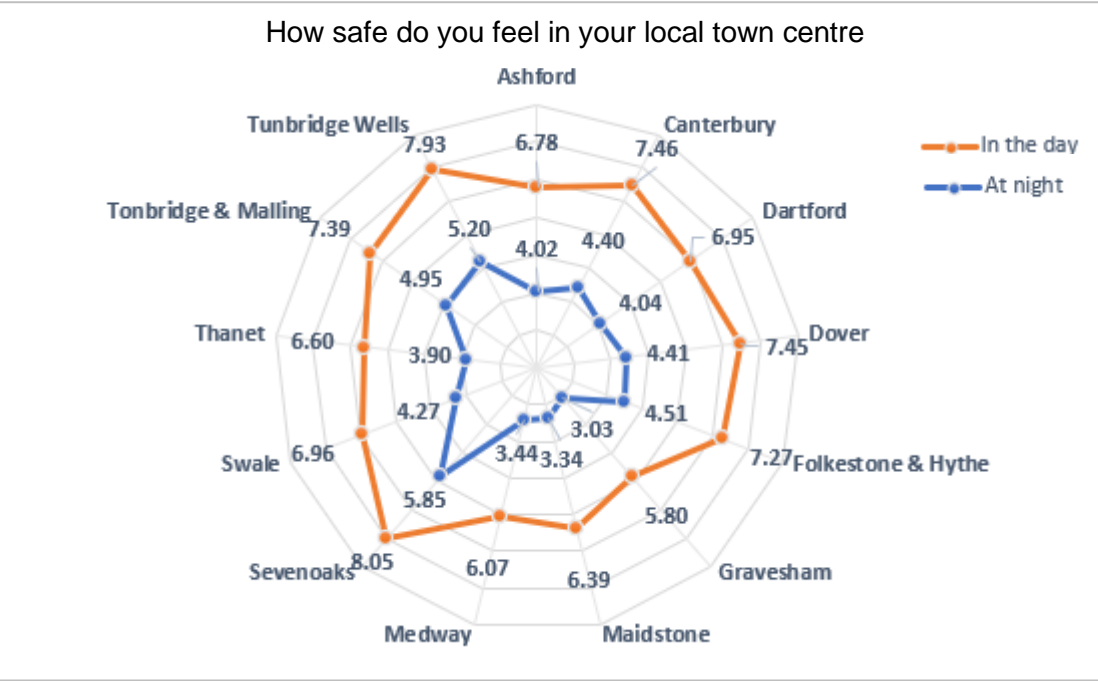


Chart C





Record of Decision

ORIGINATOR: Chief Executive

REFERENCE: OPCC.D.029.22

TITLE: Legally Qualified Chairs and other members of Police Misconduct Panels indemnity

OPEN ☒ **CONFIDENTIAL** ☐

Reason if Confidential:

EXECUTIVE SUMMARY

Legally Qualified Chairs (LQCs) sit on Kent Police Gross Misconduct hearings. However, they are recruited, maintained and paid for by OPCCs.

Following a case in Avon and Somerset last year, where the determination was challenged by Judicial Review, LQCs requested that they be formally indemnified against any liabilities arising from the discharge of their functions.

The Home Office believes that this will require Primary Legislation. However, as yet there is no date for when this will be introduced.

Nationally, LQCs are refusing to Chair hearings until this is in place. Without the ability to take gross misconduct matters to a hearing, the system will grind to a halt. This would negatively impact on the officers, staff, complainants and witnesses involved; create an unmanageable workload and backlog for Kent Police's Professional Standards Department; and present a significant reputational risk.

Therefore, to mitigate this risk, it is proposed that PCCs offer an indemnity, in line with LQCs' wishes, to ensure that hearings can continue to take place. The APCC working with APACE, the Home Office and the National Association of LQCs has suggested the following wording: *'I (in my role as Police and Crime Commissioner) agree to indemnify you as the Legally Qualified Chair in respect of any liabilities arising (including reasonable costs in connection with responding to legal proceedings) for anything done or omitted to be done by you in the discharge of your functions unless, having received representations or submissions by or on your behalf, you are proved in a court of law or other tribunal with appropriate jurisdiction to have acted in bad faith. Furthermore, in the event of your being held to have any liability for anything done or omitted to be done by another member of the Panel of which you are part, I agree to indemnify you in full in respect of any such liability.'*

Whilst it is believed the risk in Kent is low, as there have been no Judicial Reviews of cases since the inception of LQCs' in 2015, this is outweighed by the definite, significant issues which would be caused by there being no ability to progress Gross Misconduct hearings.

RECOMMENDATION

The PCC is recommended to provide indemnity until such time as the Home Office finds a national solution.

DECISION

To approve the APCC wording and provide indemnity for LQCs and other members of Police Misconduct Panels until such time as a national solution is found.

Chief Finance Officer:

Comments: This indemnity is required to ensure that the disciplinary system can continue to operate. Our insurers have confirmed that this is covered through our current insurance policies which mitigates the risk.

Signature:

Date: 31 May 2022

Chief Executive:

Comments: Without LQC's and independent panel members, the discipline system would grind to a halt. It is a critical aspect of transparency and assurance to the public. There is work progressing on a national basis to try and resolve the situation on a permanent/statutory basis. Until then, this is the only option that will maintain the efficient running of the complaints and hearings process. The group insurance scheme have confirmed this is covered within the terms of the overall insurance held by the Force and Commissioner.

Signature:

Date: 24 May 2022

Police and Crime Commissioner for Kent:

Comments: I authorise this indemnity to maintain the efficient and effective running of the complaints and hearings process which is underpinned by the Code of Ethics and integral to trust and confidence in policing.

Signature:

Date: 1 June 2022

BACKGROUND DOCUMENTS:

APCC Circulars: GR 198/2020; GR 200/2020; GR 207/2021; GR 8/2022; GR 21/2022

IMPACT ASSESSMENT:

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

Supports delivery of the Police and Crime Plan by strengthening public trust and confidence in policing through the continued provision of effective, fair and transparent Police Misconduct Panels.

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 2022)

27 September 2022

Complaints against the Commissioner	Statutory Requirement	Panel Officers
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6 December 2022

Update following PEEL inspection report	Requested by the Panel/Offered by the Commissioner	PCC
Update on Violence Against Women and Girls Inquiry	Requested by the Panel/Offered by the Commissioner	PCC

Kent and Medway Violence Reduction Unit – for future meeting (agreed at December 2021 Panel).

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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Meeting Notes

Title: Performance and Delivery Board

Date & time: Wednesday 16 March 2022

Venue: Kent Police Headquarters, North Kent (also broadcast via Microsoft Teams Live)

Attendees: **Office of the Kent Police and Crime Commissioner:**

- Matthew Scott - Police and Crime Commissioner (PCC)
- Virtually: Adrian Harper - Chief Executive (CE)

Kent Police:

- Alan Pughsley - Chief Constable
- Ian Drysdale – Deputy Chief Officer (DCO)

Apologies Rob Phillips – PCC's Chief Finance Officer

1. Welcome & Introduction

- The PCC welcomed and thanked those joining the meeting, as well as the Chief Constable, Mr Drysdale and their team. He also expressed his thanks for the papers which had been produced in advance and would be the last on the current Police and Crime Plan as a new Plan would be published on 1 April.
- He advised that his CE was present but had joined the meeting virtually.

2. Notes of Previous Meeting – 1 December 2021

- The notes were agreed as a true and accurate record and the following action updates provided:
 - Provide an update on the FCR PIR – update to be provided outside of the meeting.
 - Provide an update on borders, migrants and Kent Police's role supporting Border Force – to be provided at meeting in September.

3. Safer in Kent Plan: Delivery and Performance

Putting victims first

- The Chief Constable said the Force ran 3 victim satisfaction surveys, namely hate crime, domestic abuse and rape.
- For the period October 2021 to January 2022:
 - Overall hate crime satisfaction was the highest it had ever been at 87.3%; all four elements tested had increased significantly, and in particular, keeping victims informed.
 - Overall domestic abuse satisfaction had improved to 86.2%, with increases across all elements tested.
 - The rape survey focused on two key elements, whether the victim felt they were:
 - treated with dignity and respect was 93.8%, a slight decrease on 94.6% last year.
 - treated fairly throughout the case was 91.8%, a significant increase from 83.7% last year.
- The PCC said it was very pleasing to see the levels of satisfaction improving and asked about the number of applications received under the Victims Right to Review Scheme. The Chief Constable reported that from June to December 2021, 56 reviews were submitted although 1 did not meet the criteria; in about 60% the initial decision was upheld, in 25% the investigation was re-opened, the remaining 15% were outstanding or pending.
- The PCC asked for an update on the Violence Against Women and Girls Strategy. The Chief Constable reported there had been 40 local engagement sessions involving around 1200 people which had helped shape the strategy. They had enabled the public to be briefed on what the Force was doing, provide feedback on what they wanted the Force to do more of and had also led to the development of a community forum of over 100 people. He said the strategy had also been shaped by the 8,000 responses to the PCC's VAWG survey and would go-live on 31 March. As an example of tactical activity, he explained the Control Strategy had been modified so patrols were being conducted where people felt frightened as opposed to where crimes had actually taken place. The Chief Constable

noted the Force was one of 3 nationally considered an exemplar by the Home Office securing £60,000 funding, adding that following the appointment of 3 substantive Assistant Chief Constables (ACCs), ACC Harman was now the lead.

- The PCC said it was a very helpful update and fantastic to see the partnership between his office and the Chief Constable's on VAWG, with the work of both informing the strategy and way in which such crimes were dealt with.

Fighting crime and anti-social behaviour

- Noting the Force had a recording accuracy rate of nearly 97%, the Chief Constable reported on the period October 2021 to January 2022:
 - Victim based crime - increased 12.3% (5,659 offences) compared to 2020/21; compared to pre-covid (2019/20) a decrease of 5.4% (or 2,930 fewer victims).
 - Burglary residential - decreased 7.6% (137 less offences) compared to 2020/21; compared to pre-covid a decrease of 38.6% (or 1,045 fewer victims).
 - Burglary residential dwelling - being watched carefully, particularly by the Crime Squad, as increased marginally by 3.4% (40 offences) compared to 2020/21; equated to 6-8 offences per day. Compared to pre-covid, a decrease of 36.9% (or 708 fewer victims).
 - Burglary business and community - increased by 9.4% (57 offences) compared to 2020/21 and also being watched carefully by the Crime Squad. Compared to pre-covid, a decrease of 27.8% (or 255 fewer victims).
 - ASB - 44.6% reduction compared to 2020/21 (6,814 fewer incidents) with largest reductions in: rowdy or nuisance gathering in public; neighbourhood disputes; noisy party/event/rave; and motor vehicle nuisance.
- Consisting of 32 investigators and complementing the work of Local Policing Teams, the Chief Constable stated that the Crime Squad focused on serious acquisitive crime and was totally funded through recent precept increases. He said he hoped the public were reassured that every penny taken was having a real impact on local policing.
- Congratulating the Crime Squad on its anniversary, the PCC said it had led the way for three years and he welcomed the investment as it was delivering positive outcomes for victims of crime and bringing more offenders to justice.
- Referring to the Government's plan to tag burglars when they come out of prison, the PCC asked if there was an update on the project locally and whether the Force was submitting the required data to the Probation Service. The Chief Constable said the Force was working closely with the Probation Service on the project and the required data was being supplied. He noted that whilst it changed regularly, about 42 tagging orders had been applied for, of which 35 were currently live; he said the remainder were either being arranged or the offenders were non-compliant and required arrest and return to prison. He added the tags were working well.
- Noting the figures reported earlier, the PCC asked if the Force had an overall picture of what crime looked like for the whole of 2021 compared to pre-pandemic levels. The Chief Constable stated the uniqueness of the last couple of years meant pre-pandemic data was the best like for like comparison. In terms of Victim based crime, he reported it was stable with about a 1.5% increase, or 2,000 more crimes. He said in the main the increase was in some Sexual offences and Violence against the person, which was large in volume, but ranged from homicide to without injury offences, such as swearing or shouting in public. In terms of decreases, he highlighted burglary, but advised it would always be a priority for the Force, Robbery and Vehicle Crime. He also noted that overall there were more charges and more solved outcomes with regards to offences investigated.

Tackling Abuse, exploitation and violence

- The Chief Constable said this was at the very heart of the Control Strategy which complemented the current Safer in Kent Police and Crime Plan and indeed the PCC's new plan.
- October 2021 to January 2022:
 - Domestic abuse (DA): increased by 3.4% (or 414 offences) compared to 2020/21. The Chief Constable said that both he and the PCC wanted people to report it and the Force was focused on ensuring the very best investigation and safeguarding. Noting there was a decrease of nearly 200 offences in January 2022, he said the Force was watching carefully adding that within DA, Violence against the person accounted for about 80% of offences.
 - Rape offences: increased by 32.9% (or 206) compared to 2020/21; the Chief Constable noted there were dedicated officers dealing with such crimes and an Inspector working with the CPS on rape and serious sexual offences which was leading to improvements in the charge rate and better prosecutions. He added his concern was the court backlog and when cases would go to trial as a lot of work was going into keeping victims informed.
 - Violent crime: increased by 12.5% (or 3,282 offences) compared to 2020/21; the Chief Constable repeated that it included without injury offences, adding the Force focused heavily on the serious violent crime including homicide.
 - Robbery: slight increase of 35 offences (or 9.0%) compared to 2020/21; noticeable increase in January 2022 of 56.2% or 41 offences which the Force was examining in more detail.
 - Sexual offences: increased by 29.0% (or 502 offences) compared to 2020/21. The Chief Constable commented it was positive victims were prepared to report offences. The arrest and interview rate had also increased in comparison to 2019/20 which was positive.
 - Violence against the person: increased by 11.3% (or 2,745 offences) compared to 2020/21; greatest increase in without injury offences.
- In relation to the County Lines and Gangs Team, the Chief Constable said it was funded through recent precept increases and consisted of 32 investigators. Since September 2021, the number of County Lines had fallen from 44 to 37. Due to the officer uplift program, there were now 4 Intervention Officers; the Force was not only tackling those

committing offences but working with vulnerable children and young people to prevent them becoming involved. He added the Force worked closely with the Metropolitan Police because over 90% of County Line criminality came from London and also the British Transport Police as they often travelled by train.

- Operation Eminent was the Force's response to violent knife crime and it was continuing to yield excellent results.
- The PCC said it was great to see the positive impact of local taxation. With regards to Domestic Violence, he requested an update on the number of disclosures under Claire's Law. The Chief Constable advised there were two elements and in the last 12 months, the Force had received over 600 'right to asks' and just under 200 'right to know' requests.
- Acknowledging the Force's success in securing Stalking Protection Prevention Orders, the PCC asked how many had been secured to date and how it compared to others. The Chief Constable said the Force was probably one of the best in the land being consistently in the top 4 nationally. In terms of numbers, he said the Force had secured 62.

Combatting organised crime and gangs

- The Chief Constable explained the 4 pillars - Prevent, Protect, Prepare and Pursue - and said the Serious Crime Directorate (SCD) led the response to tackling organised criminality. Referring to the figures in the table, he noted that operations were often longer term involving more complex and sophisticated criminality.
- The Chief Constable advised the Force frequently operated hand in glove with other enforcement agencies, such as the Regional Organised Crime Unit and the National Crime Agency.
- Commenting that it was a pleasure to attend the most recent SCD Awards, the PCC said their work was often not seen by the public, but really impactful and commended all those involved in tackling serious crime.
- With regards to drug seizures, he asked about the impact on the local supply network. The Chief Constable reported that in the period October 2021 to January 2022, there were about 120 disruptions, with 68 from Divisional work. He said officers and local drug dealers were reporting that people were unable to find drugs on the street – probably one of the best measures of impact. In terms of potency, he said when high volumes of cocaine and heroin were recovered, it was found to be very high, often 96-98% purity. However it was then 'cut' with other products, so a Kg of cocaine could often become 4-5Kgs by the time it reached street level. He added that potency was based on the case when it went to court; the Force had to show the potency to help with charging and sentencing.

Providing visible neighbourhood policing and effective roads policing

- The Chief Constable said each of the 13 Districts had its own dedicated Local Policing Team, that included response to 999 and 101 calls, and a Community Safety Unit (CSU) which was fundamental to the policing model.
- Public engagement was critical and in October the Force launched My Community Voice. The Chief Constable stated it was a unique tool that allowed officers, staff and the public to interact quickly. He said over 6,000 members of the public were signed up, adding the quality of engagement was receiving 5.45 out of 6 on average.
- In terms of a visible and accessible policing presence, the Chief Constable said the Force did this as much as it could. He highlighted the Town Centre Teams and Schools Unit as growth resulting from precept and uplift which were adding to the Force's visible presence.
- With regards to the Problem Solving Task Force, the Chief Constable said it remained the first of its kind in policing and consisted of 24 PCSOs. He explained it worked closely with CSUs to take enforcement action and provide visible policing where long term embedded problems persisted. Referring to the data in the paper, he said it showed outstanding, excellent work with strong tangible outcomes. Noting the impact on call demand, he stated that less calls to the Force resulted in officers and staff having more time to prevent crime and ASB.
- In terms of Citizens in Policing, the Chief Constable reported:
 - 325 Special Constables delivered over 135,000 hours of policing; the highest committed hours recorded in 8 years.
 - 153 Police Support Volunteers were supporting teams across the county.
 - Speedwatch schemes had provided information on over 35,000 vehicles exceeding the speed limit. The Force had also successfully filled a 'develop you' PC post to provide enforcement support.
 - Following a successful Mini-cadet pilot in Dartford, was continuing to grow with 17 schools joining at the end of October. By April/May will have extended to a further 27 schools and reached more than 540 children.
 - Senior Cadet programme was continuing to grow following Dartford and Folkestone's launch in November 2021. Currently 409 cadets, with a further 390 on waiting list.
 - Community Policing Volunteers remained a popular strand of volunteering; 130 volunteers with opportunities opening up in the Joint Response Unit and Marine Unit. The Force hoped to increase to over 300 by 2023.
- The Chief Constable said it was a priority to try and keep people safe on the roads. He advised the Force focused on the fatal four – tackling speeding, substance misuse, seatbelt offences and mobile phone use.
- In relation to the Problem Solving Task Force, the PCC stated they were a good investment and evidence of what had been delivered by local council tax precept. He congratulated them on their visible impact in local communities.
- Noting there were currently a number PCSO vacancies, the PCC asked how it was being managed in local communities. The Chief Constable stated there was a review of Neighbourhood Policing underway which the PCC was regularly briefed on. He said where there were vacancies the Force looked at the Local Policing Team and CSU to determine whether the service could be delivered by someone else and the onus was on the Local Policing Team and CSU Inspector to ensure it continued.

- With regards to the Community Speedwatch 'develop you' post, the PCC said it had been very well received and asked if it would be made permanent. The Chief Constable confirmed that was the intention due to its tangible impact on the safety of road users, but added it was right and proper to test it as the DCO had to watch the model carefully.
- Referring to recent Highway Code changes and the new hierarchy of road users, the PCC asked if the Force would be seeking to address the behaviours of those who caused the most harm to vulnerable road users. The Chief Constable confirmed it would; he said the Force was reviewing its Roads Policing Strategy in line with the changes, but the focus would remain on the fatal four to protect the most vulnerable road users.

Delivering an efficient and accessible service

- In terms of mental health, the Chief Constable stated it was about ensuring those in crisis received the right and best service. He said the Force had dramatically reduced the number of people detained, but there was more work to do with partners to ensure a first-class service was provided at initial point of contact. Referring to the data in the paper he highlighted the reduction in S136 use, adding that whilst the step change had reduced the burden on frontline officers, when they used S136 they continued to experience protracted waits at Emergency Departments.
- In terms of public contact, for the period October 2021 to January 2022, the Chief Constable reported:
 - 999 volumes remained high compared to previous years with an extremely challenging summer period; attrition rate was about 1.22% and average call queuing time had reduced to 15 seconds.
 - 101 volumes continued to decrease with the shift to digital contact, online crime reporting and Live Chat; attrition rate was 27.03% in December but reduced to 23.62% in January 2022 and was being watched carefully although likely to be direct impact of increasing 999 calls. Whilst apologising for the average call queuing time of about 4 minutes, he said he would not apologise for the decision to prioritise emergency over non-emergency calls.
 - the IMU was incredibly successful and an example of crimes being investigated and solved by dedicated resources through, in effect, tabletop investigation.
- Acknowledging the Force Control Room challenges, the PCC asked if the Post Implementation Review and business model would address concerns around turnover of staff. The Chief Constable stated that over the last 3 years the number of staff leaving was pretty consistent with about 170 in the first 2 years and 155 this year. However in the first 2 years, a large proportion was linked to internal movement and that was not being supported so strongly because the Force wanted people to stay. He said it was down to about 15-16% internal and noted the Force was providing lots of welfare and conducting exit interviews, but there were no particular themes. He said there was lots of work to promote progression within the Control Room and as a direct result of the review, dual skilled staff were now allowed to gain promotion which meant more pay. Pleasingly, the Control Room also had the highest number of staff on the 'develop you' programme. He added it needed to be watched carefully and there was probably more to do.
- The PCC paid tribute to those working in the Control Room because they were on the frontline taking calls from the public and managing a significant amount of risk and harm.

4. Inspections, Audits & Reviews

- In terms of recent HMICFRS publications, the DCO made the following observations:
 - Unannounced inspection visit to police custody suites in Kent: a difficult and robust inspection that concluded the cells were safe and people were not at risk. Made 2 recommendations and 22 areas for improvement. Thanks to PCCs recent decision to invest in a number of buildings, some cell areas would be improved.
 - Value for Money Profiles: a rare opportunity to compare and contrast nationally. In terms of outliers, the Force remained a bottom quartile funded force and employed more people than other forces with a similar budget. Also indicated the Force spent a higher proportion of its operational budget on public protection which was positive.
 - PEEL Inspection: ongoing; the Force was working with HMICFRS in terms of accuracy and content ahead of final publication. The methodology, the grading and themes were all significantly different to previous PEEL processes.
 - Thematic Inspection of Police Capability and Capacity to Vet and Monitor Officers and Staff: Kent was not surprised to be one of seven forces inspected. Conducted in-force testing, but as yet no formal written feedback received.
- Referring to the schedule in the paper, the DCO noted there were 20 different internal audits with 4 completed, 3 in draft and the remainder to be done. Acknowledging the large number, he said the auditors were paid and so they were expected to discharge their responsibilities.
- The final accounts were now published with no ongoing concerns, no material errors and no adjustments to note. The auditors took a degree of reassurance there was an agreed savings plan, it was robust, would meet the structural demands of the cash limits and spend profile of the Force and there were appropriate governance mechanisms.
- Thanking the DCO, the PCC commented that the interaction between the Force and PCC's Office was positive. Noting the Value for Money Profiles, the PCC asked if any opportunities for improvement were apparent. The DCO said there were always some identified, but it was reassuring the Force was normally already aware. He added they were a helpful comparison in terms of investment and also resourcing decisions. In general the Force was not out of kilter with other forces; where it was, a definitive decision had been made by Chief Officers.

5. People

- The DCO advised Year 2 of the Police Uplift programme (PuP) was coming to an end and the Force's establishment was 3,949 officers. He said it would be tight due to applicants dropping out, but there was a buffer to minimise risk.

- The Force had received reassurance from the national programme that it was on course, but not all forces were. The DCO said if it was hard in year 2, it was only going to get more difficult in Year 3 as the figure was much higher – 195 officers recruited by the end of March 2023 – resulting in a year-end establishment figure of 4,145 police officers.
- He said attrition would challenge the Force due to the closure of the pension scheme and deferments during Covid. The challenge was not to recruit 195, but to recruit almost double that to also replace those that left.
- He said there was a very sophisticated plan, but it had become more challenging with the introduction of PEQF and the notice that had to be given to the provider about how many people would be starting on certain dates.
- The DCO stated the diversity of the Force was paramount, adding that the Investigate First programme had proved successful particularly for female and ethnic minority recruits. He said the Force had to generate new initiatives/schemes to attract those from under represented groups.
- Noting the data in the paper, he reported that for the period April 2021 to January 2022, 1,794 applications were received – 154 (8.58%) from ethnic minority candidates and 644 (35.9%) from female candidates.
- Currently, 1,201 applications in process – 81 (6.7%) ethnic minority candidates and 410 (34.1%) female candidates.
- As at 31 January, the Force had 152 (3.9%) ethnic minority officers and 1,318 (33.5%) female officers.
- Of the 230 joiners so far this year, 13 (5.7%) were ethnic minority and 102 (44.4%) were female.
- The DCO said the Force was grateful for the national recruitment push but effectively it was in the background as there was also a lot of local activity. He added the trick was to convert as many engagements with individuals into applications from those with a genuine interest and proper concept of the role.
- Key workstreams included:
 - PEQF - first intake commenced on 7 March. Comprised of 85 new recruits: 45 Police Constable Degree Apprenticeship, 20 Degree Holder Entry Programme (DHEP), and 20 DHEP Investigate First.
 - Work with the military - the Force continued to work with the military locally and nationally to draw candidates from and its ERS Gold status application was actively underway.
 - Recruitment Ambassador Programme - bringing in people from all over the organisation to promote and support key recruitment aims with a strong emphasis on developing a more diverse workforce.
 - Support and Progression activities - mixture of both physical and virtual events so candidates were kept updated and provided extended opportunities around positive action for recruits and those in the pipeline.
 - Diversity and Inclusion assessment panels for promotion processes - now running across all ranks. Promoted the importance of diversity and inclusion and also ensured a strong understanding of the cultural value placed on the diversity of the workforce.
- In terms of attendance and wellbeing, continued strong performance across officers, staff and PCSO's following exceptionally low levels of sickness during the Covid period.
- Absence had increased slightly recently and the Force was looking into; mainly respiratory - as people started taking masks off and being less socially distanced had seen re-emergence of some traditional illnesses.
- The PCC asked about the attrition rate for officers who had joined since 2018 and how many had left within their first 24 – 36 months of service. The DCO reported that from April 2018 to February 2022, about 1,500 officers had been recruited and 1,284 were still in post – 231 had left or just over 15%:
 - 183 in the first 24 months (probationary period);
 - 37 within 24-36 months; and
 - 11 after 36 months.
- The DCO said a large proportion were identified early, or self-identified early that the role wasn't for them and a number had become PCSOs or taken other roles. He added it was higher than the Force would like, but there was an acceptance the role wasn't for everybody and so it was working hard to provide a true concept of what it involved.
- The Chief Constable stated he spoke to young officers and staff and they weren't feeling very loved at the moment. In his opinion the press was being really unfair and unkind. He said it would help if officers and staff felt they were valued and appreciated. The DCO added it was also against a back drop of no pay increase and high inflation; he said there were big challenges, but morale in Kent remained pretty good compared to some forces.
- Agreeing with the Chief Constable, the PCC said stories nationally had an impact because they gave the wrong impression of policing. He added that surveys continued to show trust and confidence in policing remained high, and said he would continue to praise officers and staff where it was due.
- In relation to PEQF, the PCC asked how the Force was managing the impact of the new entry requirements on those who started the process before its introduction. The DCO advised there shouldn't be an impact on existing students because they would continue to be taught in the same way. He added the key issue would be their indoctrination into the values and culture of the organisation.

6. **Finance**

- The DCO reported the Capital Budget was £21.8m and the Force was forecasting an underspend of £5.9m which would roll forward. He said some projects and programmes were experiencing interruptions or delays due to issues outside of its control, with an increasing number linked to the shortage of materials in the supply chain.

- In terms of revenue, the DCO reported that the projected overspend had been reduced to £3.0m. He added that he was optimistic that by year end it would be less than that.
- Very significant savings programme, which whilst painful in terms of holding vacancies across a lot of police staff positions, had been very successful. He said he hoped shortly to take a recommendation to the Chief Constable to reduce the vacancy rate as he didn't think it was right to have both a high vacancy rate and potential business cases.
- By the end of the financial year, the DCO stated he believed the overspend would be around £1.8m. Some of the decrease was due to the new Force CFO working with the PCC's CFO in terms of providing a fresh perspective on the capitalisation of revenue costs. He added it was authorised and approved in writing by the auditors in advance.
- The DCO stated the Force was already experiencing some pressures on its revenue budget for next year: Witness Care where he would like to extend a recommendation for additional resources; increased College of Policing prices; the NPAS bill being higher than anticipated; vetting requiring some attention and some additional resources in the Control Room. Alongside the agreed savings requirement for 2022/23 of £6.8m and £8.2m as a minimum in 2023/24, he said there was a need to find structural savings to address the spending profile once and for all.
- Noting a positive in terms of council tax collection potentially being better than anticipated, he questioned whether the budgeted pay increase of 3.5% may actually be higher than that realised. He said 0.5% was worth £900k and the Medium Term Financial Plan may need to be adjusted based on the pay award.
- The DCO reported that the circa 1,800 suppliers to the Force had been reviewed to ensure none were in Russian ownership. He was assured that was the case but couldn't provide assurance there wasn't any distance ownership or percentage shares. He said the Force had done as much as it needed to and complied with Government expectations but if the situation changed, the decision would be reviewed.
- Acknowledging the work done locally, the PCC said that national work had also showed very minimal or no exposure to Russian ownership or supply chains.
- The PCC sought reassurance that despite the savings requirement, the Force would continue to put quality of service to the public at its heart. The DCO confirmed it would, stating that vulnerability, visibility and contact were the three themes that ran through all considerations, and internally it was consultation and significant engagement.

7. **Collaboration and Partnership Working**

- The DCO provided the following updates:
 - Kent Fire & Rescue Service – excellent continued working relationship, particularly around buildings and capabilities the Force did not have. Due to relationship, much was done informally rather than through contracts.
 - Mental health – reduction in use of S136 and improved collection and use of data to deliver enhanced training and provide better outcomes through the 836 advice line.
 - Public Space Safety – the 'Best Bar None' initiative was an awards and accreditation scheme developed to recognise and reward responsible licensed premises.
 - Heritage Watch – working with English Heritage and Canterbury University to map heritage assets.
 - Business Crime Reduction Partnerships – most managers now embedded in CSUs and work was continuing with the Town Centre Officers and CCTV Control Rooms. Local upgrading of radio systems was greatly assisting.
 - Taskforces – in Medway, Margate and Maidstone; other areas now benefiting significantly from concept trialled so successfully at Margate. Array of initiatives taking place – some grass roots and some nationally led.
 - Protecting Vulnerable People – in due course the Force would brief the PCC on a new DA model that would substantially improve the service. One of top 4 forces for use of Stalking protection Orders and the PCC funded Domestic Abuse and Stalking Perpetrator Programme was being run by Interventions Alliance.
 - Kent and Essex collaboration – both Chief Constables had agreed the next Joint Officer Group would be dedicated to looking at other areas of opportunity to collaborate. Both had some red lines, but in similar places; for example Corp Communications and Legal Services not in scope.
 - Seven Force collaboration – DCO taking over and pledged would be faster, fewer and better; said it could add some great value but wanted to see a reduction in bureaucracy.
 - Procurement – figures contained in report impressive. Next stage was stronger and better working relations with BlueLight Commercial. Had invited representatives to Kent as felt it might be helpful to have a day in policing.
 - National collaboration – fair to say the mobile devices were a good investment and fantastic piece of kit. Helped to keep officers safe and better informed on the roadside.
 - Chief Officer national and regional portfolios – the Chief Constable had a rule that Kent always came first, but where they could, Chief Officers sought to influence the national debate and agenda.
- Thanking the DCO, the PCC said the breadth of collaborative work was testament to the openness with which the Force operated in conjunction with other agencies.
- With regards to the Digital Asset Management System, the PCC asked when it would go-live for public use. The DCO advised he did not have that information and offered to provide an update outside of the meeting; the PCC agreed.

Action

- **Force: Outside the meeting provide an update on when the Digital Asset Management system would go-live.**

8. Topical Issues & Update on Significant Operational Matters

- On behalf of the Force, the Chief Constable said all thoughts were with those in Ukraine who were impacted by what was going on and any family or friends in Kent.
- With regards to the impact on the Force, he reported that 35 members of staff were from the bordering nations and appropriate support was in place should it be required.
- Force intelligence assets were watching the national threat carefully to determine if there were any concerns from a terrorism perspective. The Chief Constable reported there was currently nothing of significance.
- The Force was monitoring intelligence from Russian and Ukraine communities, mainly in the East of the county, but nothing of significant concern.
- The Community Liaison Unit had been in contact with the Gangmasters Licensing Authority to monitor local and national tensions; nothing of concern raised.
- Examples of incidents included dockers at the Isle of Grain refusing to unload LPG from a Russian vessel and a local Folkestone Councillor reporting bullying of some Russians living in the county.
- Community Liaison Officers (CLOs) were directly involved with local communities and had reported some incidents of note including: concerns about bullying type behaviour against Russian speaking families in some schools; reports of pro-Putin and anti-NATO graffiti in Canterbury, anti-Putin posters being put on dog waste bins; and general concerns about the media reporting in local communities.
- Despite having lecturers and students from Russia and Ukraine there were no reported tensions at the Universities.
- The Chief Constable said the Force was watching the situation very carefully and actively involved in all communities. He added that any officer or member of staff impacted would receive all the support they needed.

In closing the PCC thanked the Chief Constable and DCO for the papers and their presentations and said he looked forward to the next meeting in June and reporting on the new Police and Crime Plan.

	Status	Owner	Due date
Outside the meeting provide an update on when the Digital Asset Management system would go-live.	Open	Force	08/06/2022

Date of next Performance and Delivery Board: 8 June 2022

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