

AGENDA

KENT AND MEDWAY POLICE AND CRIME PANEL

Dear Panel Member

Notice is hereby given that a meeting of the **KENT AND MEDWAY POLICE AND CRIME PANEL** will be held in the **Council Chamber, Sessions House, County Hall, Maidstone** on **Tuesday, 6th December, 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
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 Lottie Parfitt-Reid	Maidstone Borough Council
Councillor George Kup	Thanet District Council
Councillor Des Keers	Tonbridge and Malling Borough Council
Councillor Nancy Warne	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 Gurvinder Sandher	Independent Member

UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast Announcement
- 2 Apologies and Substitutes
- 3 Declarations of Interests by Members in Items on the Agenda for this Meeting
- 4 Minutes of the Police and Crime Panel held on 27 September 2022 (Pages 1 - 10)

A - Items for consideration under Statutory Obligation

- A1 Chief Constable Confirmation Hearing (Pages 11 - 56)

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

- B1 Update following HMICFRS PEEL Inspection 2021/22 (Pages 57 - 84)
- B2 Update on the Violence Against Women and Girls Inquiry (Pages 85 - 92)
- B3 Update on the Violence Reduction Unit (Pages 93 - 96)

C - Commissioner's Decisions

None for this meeting.

D - Questions to the Commissioner

- D1 Questions to the Commissioner

E - Panel Matters

- E1 Future work programme (Pages 97 - 98)

F - For Information

- F1 Minutes of the Commissioner's Performance and Delivery Board meeting held on 31 October 2022 (Pages 99 - 108)

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

Monday, 28 November 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, County Hall, Maidstone on Tuesday, 27 September 2022.

PRESENT: Mr P M Hill, OBE (Chairman), Mr G Sandher (Vice-Chairman), Mr I S Chittenden, Cllr A Clark, Cllr P Feacey, Cllr G Hackwell, Cllr Mrs J Hollingsbee, Cllr S Mochrie-Cox, Mrs L Parfitt-Reid, Cllr H Tejan, Cllr N Warne 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)

UNRESTRICTED ITEMS**52. Declarations of Interests by Members in Items on the Agenda for this Meeting**
(Item 3)

Cllr Clark declared, in relation to Item B1 'Commissioner's Annual Report 2021/22' and the financial information contained within the report, that he was in receipt of a Kent Police pension.

53. Presentation to Chief Constable Alan Pughsley QPM
(Item)

Alan Pughsley QPM (Chief Constable, Kent Police) was in attendance for this item.

The Chair expressed the Panel's appreciation to Chief Constable, Alan Pughsley QPM, on his departure from Kent Police after 13 years' service with the force, including 9 as Chief Constable. He commended the force's strong performance under his leadership, which included the response to the challenges of the Covid-19 pandemic, EU Exit and English Channel small boat crossings. The Vice Chair thanked the Chief Constable for his support and engagement with communities across Kent. The Chair presented the Chief Constable with a gift as a sign of the Panel's appreciation for his service.

54. Minutes of the Police and Crime Panel held on 16 June 2022
(Item 4)

RESOLVED that the minutes of the meeting held on 16 June 2022 were an accurate record and that they be signed by the Chairman.

55. Commissioner's Annual Report 2021/22
(Item B1)

1. The Commissioner presented his Annual Report for 2021/22. He began by giving thanks to his Office and Kent Police for their support and work progressing his Police and Crime priorities over the previous year. He recognised that 2021/22 had been a particularly challenging period for the police and public. He highlighted three key operational areas where significant progress had been made: prevention, which included the impact of the countywide PCSO problem solving task force; neighbourhood policing, which included the work of the rural task force and town centre teams reducing crime and anti-social behaviour; and combating county lines, through the work of the drugs and organised crime teams which had halved the number of active county lines in Kent over the period. It was noted that there had been a reduction in crime by over 19,000 offenses, when compared to pre-pandemic levels. He addressed future risks, which included a less experienced police force, with a higher proportion of officer with under 5 years' service as well as 999 and 101 line underperformance. He confirmed that he had received reassurance from the Temporary Chief Constable that a plan would be put in place to strengthen performance. In relation to victim satisfaction, he explained that there had been an overall improvement and that, as part of the retendering of victims' services, an all-encompassing survey would be commissioned. The success of the Dads Unlimited male victim domestic abuse support service which he had commissioned was highlighted, along with its Save Dave (Domestic Abuse Victim Empowerment) service which could be accessed through 01233 680160 or www.SaveDAVE.org.uk. The Commissioner invited the Panel's views on drugs enforcement, the force control room performance and public engagement, including the measurement of victim satisfaction.
2. Following a question from the Chair on how rising costs had impacted Kent Police's finances, the Commissioner replied that Chief Financial Officers had produced a report on the anticipated cost increases and pressures. He noted that construction costs, in particular, had increased rapidly which directly impact the capital programme. He recognised that the government's three-year settlement had set expectations straight and allowed for more accurate medium term financial planning.
3. Members raised concerns regarding the poor performance of the 101 non-emergency enquiry line and requested a report from the Commissioner explaining what he had done to ensure that measures are put in place to improve call response times. Specific concerns highlighted by Members regarding the poor performance included: that poor response times would transfer crime reporting onto other authorities, including district community safety teams; that poor performance would lead to congestion of the 999 line with non-emergency enquiries, impacting the reporting of emergencies; and that as the main point of contact with the public, poor response times would negatively impact the public perception of Kent Police and reduce the feeling of community safety. In response to the concerns raised by the Panel, the Commissioner committed to improve 101 response times, noting that current performance was unsatisfactory. He explained that protection of 999 which

had experienced an increase in call volume of over 300 calls per day, as well as a considerable number of vacancies had been the main causes of the poor 101 response times. He agreed to report back to the Panel on the progress made to improve performance.

4. Following a question from a Member on when it was appropriate to use 999 or 101, the Commissioner clarified that 999 should be used for emergencies, when lives were in danger or crime was in progress, whereas 101 should be used to report non-emergencies or incidents that had already taken place.
5. The Vice Chair commended the cadet scheme's positive impact on young people and asked what had been done to enlarge the scheme. The Commissioner stated that current access to the scheme was broad, with units across the county, and that a pathway to leadership programme connected to the scheme had yielded positive results. He paid tribute to the volunteers and officers involved in the cadets and mini-cadets schemes. The Panel were assured that ways of increasing capacity were being investigated.
6. A Member asked whether the reduction in the rate of burglary had been solely a result of the pandemic. Whilst the Commissioner acknowledged that burglary had reduced during the pandemic, he noted that the rate had continued to decline following the lifting of social restrictions, which was coupled with an increase in the charge rate, with more than 2,500 charges issued.
7. The Commissioner was asked what was in place to ensure that victims of stalking had continuity of service and a single point of contact with Kent Police. He confirmed that there were dedicated liaison officers for victims of domestic abuse and recognised that continuity of service could be improved in other areas.
8. In response to a question from a Member on how intelligence submitted by the public informed operations, the Commissioner explained that Kent Police remained one of the most extensive users of CrimeStoppers, which allowed members of the public to anonymously report crime, with the organisation triaging out what they believe to be actionable by Kent Police. He noted that this system had yielded arrests. Hot spotting tools were also mentioned, with the impact on crime and anti-social behaviour reduction recognised. He added that he would be meeting with senior officers to discuss the neighbourhood policing review the following week. Community Trigger, which gave victims of persistent anti-social behaviour reported to any of the main responsible agencies the right to request a multi-agency review of their case where a local threshold is met, was also highlighted by the Commissioner.
9. The Commissioner explained following a question from a Member that there had been a degree of fluctuation in the in-year budget with increased goods costs and the planned removal of the National Insurance increase. The Panel were told that the budget setting process for the 2023/24 budget would begin shortly. Regarding efficiencies, he highlighted BlueLight Commercial and 7 Force Commercial Services as examples of how cross-authority services had

yielded procurement and commercial savings. He reassured the Panel that future savings would be made sensitively.

10. A Member asked how Kent's rate of Section 136 detentions compared nationally. The Commissioner explained that whilst Kent had previously been an outlier with particularly high Section 136 detention rates, that they were on track to half the number of Section 136 detention, when compared to the peak of 2,100. He noted that the progress had achieved through improved partnership working and use of the 836 officer support line. He emphasised that the priority in this area was getting people the right care.
11. The Commissioner was asked what had been done to ensure that there was a greater police presence in communities. He explained that the main uplift in officers had been in the vulnerabilities investigation team, which constituted over 900 officers, handled 1 in 5 crimes reported to Kent Police and included responding to high priority domestic abuse cases within its remit. He reminded Members that there were community policing teams in every district, which conducted proactive community policing and traffic monitoring, with additional monitoring from the road safety team.
12. A Member suggested that local intelligence be further incorporated into efforts to combat drug dealing, especially when offenses were in progress. The Commissioner agreed that local intelligence was vital for combatting drug dealing in communities, though he mentioned that there had been a decrease in public reporting in this area in the year to date and noted that he would respond to the Home Office's consultation on 'Swift, Certain, Tough: New Consequences for Drug Possession' which closed on 10 October.

RESOLVED to review and comment on the Annual Report.

56. HMICFRS PEEL Inspection Report 2021/22 verbal update

(Item B2)

1. The Chair introduced the item and provided brief summary of the Panel's previous consideration of HMICFRS's 2021/22 PEEL Inspection Report at the Panel's June meeting.
2. The Commissioner gave a verbal update. He confirmed that monthly meeting had continued with the Chief and Deputy Chief Constables on the progress made to address the areas for improvement. He noted that he had received assurances that the three areas assessed as requires improvement would be at least adequate when reassessed. In relation to the three areas, the Commissioner outlined the progress made to address the concerns. Concerning 'responding to the public' he reassured the Panel that the force was compliant with national guidance and had continued to promote My Community Voice Kent as a means for police-public interaction, with 69 additional officers assigned to community policing to ensure better public contact. On 'investigating crime' he confirmed that additional resources and staff had been deployed to improve investigations. On 'managing offenders,' Members were told that a comprehensive fails policy was in place and that

Superintendents conducted 6 monthly reviews of all offenders released on bail. He reminded the Panel that the PEEL report had highlighted good management of sex offenders.

3. The Chair asked the Commissioner whether he was confident that recovery was on track. The Commissioner confirmed that he had confidence from the regular reports and assurance received from the Temporary Chief Constable Tim Smith. He reiterated that performance scrutiny would continue, most notably at the 31 October bespoke HMICFRS Peel Inspection Improvement Plan Performance and Delivery Board meeting.
4. The Commissioner reassured the Panel that he would directly intervene further to ensure that the Chief Constable delivered improvements, following a question from a Member on what measures would be put in place if future investigations continued to fall below expectations.

RESOLVED that the verbal update be noted.

57. Police Uplift Programme

(Item B3)

1. The Commissioner introduced the report which provided an overview of Kent Police's progress as part of government's Police Uplift Programme. He informed Members that all targets to date had been met and that the force was on track to meet the overall target by March 2023. Concerning 2021/22 he noted that there had been a dip in the number of applicants which reflected the national trend. Highlighting the increase in officers from black, Asian, and minority ethnic (BAME) backgrounds he recognised that there was more work to do to increase representation, although there had been a good volume of recent applications. The Panel were told that outreach events would continue. Regarding risk, he stated that the Metropolitan Police's recent recruitment campaign, which included a one-off bonus of £5,000 for experienced officers transferring to the MPS, represented the foremost risk to Kent Police achieving the uplift. He confirmed that 46 officers had left Kent Police over the past year as a result of the campaign. He shared his concerns with the development and explained that home counties PCCs had written to the Mayor of London to share their concerns, which he had followed up personally. Regarding officer attrition, he expounded that there was a high attrition rate among new officers with 8% leaving within their first year and 16% within their first two. Recognition that new officer retention could be improved was shared with the Panel.
2. The Chair referenced the concerns shared by the Commissioner in February 2022, when presenting his budget and precept, that staff costs presented a significant costs pressure to the force and represented over 80% of its overall revenue budget. He asked what the rationale had been behind accepting the Home Office's over allocation of 43 officer and what financial impact this had. The Commissioner informed Members that Kent Police received significant financial incentives as a result of the over allocation, which included £20,000 per officer in addition to the ordinary Police Uplift Programme rate.

3. The Vice Chair congratulated Kent Police on its female and BAME officer recruitment, noting that whilst recruitment shouldn't be purely an exercise in proportions, that it was right to have a force representative of its communities. He asked the Commissioner to investigate what more could be done to proactively increase trust around recruitment in hard-to-reach communities. The Commissioner concurred with the view that it was right to aspire to have a representative police force and be proactive in achieving it, adding that he would continue to engage with staff associations on the issue. Regarding recruitment from hard-to-reach communities, he confirmed that he had been accompanied by a member of the recruitment team on events with faith groups, which had proved successful. Concerning the Police Race Action Plan: Improving policing for Black people, developed jointly by the National Police Chiefs Council (NPCC) and College of Policing, the Commissioner assured Members that he would ensure that the Chief Constable delivers against the Plan's objectives and that communities least confident with the police are proactively engaged.
4. Following a question from a Member on police officer allocation, the Commissioner reassured the Panel that he had held the Chief Constable to account for his allocation of officers, especially with regards to neighbourhood policing. He shared examples of when this had happened in the past and the overall impact of his efforts.
5. The Commissioner agreed to continue to lobby government to secure financial support for a universal South East police officer salary allowance, reflective of the region's higher cost of living and the impact of Metropolitan Police recruitment on officer retention. This was set within a context of home county forces funding, from their local budgets, a £3,000 allowance.
6. Following a series of questions from a Member, the Commissioner confirmed that Kent Police retained a staff association, that the apprenticeship programme was an industry standard and the main form of entry to the force, and that police cadets partook in the Duke of Edinburgh's award.

RESOLVED that the report be noted.

58. Decision OPCC.D.030.22 - PCC Succession Plan
(Item C1)

RESOLVED that the decision be noted.

59. Decision OPCC.D.031.22 - Appointment of Temporary Chief Constable
(Item C2)

RESOLVED that the decision be noted.

60. Questions to the Commissioner
(Item D1)

Question 1

National figures indicate that crime is at a 20-year high and arrests for serious offences are at an all-time low, this is coupled with unacceptable delays of up to three years before matters get to trial, particularly in relation to sexual offences on women and girls.

With numbers of warranted officers in Kent at an all-time high, can the Commissioner explain what he is doing to ensure that Kent Police are not following this national trend, and how Detectives are being trained to ensure that investigations meet a standard that the public expect, in that they are unlikely to be rejected by the Crown Prosecution Service?

(Cllr Ashley Clark, Canterbury City Council)

1. The Commissioner stated that Kent was bucking the national trend with regard to crime, arrests and charge rates. He explained that compared to 2019, the first full year since pandemic had seen a reduction in crime. He reassured the Panel that arrest rates had increased, especially regarding violence against women and girls (VAWG) and domestic violence, with 25% more charges compared to previous years. Concerning detective training, he confirmed that Kent Police had continued training programmes through the pandemic, adding that the detective programme included workplace skills and case file quality, with Kent Police the highest performing force in the country on the later. Members were informed that a quality policing manager role had been introduced to uphold standards. The Panel were reminder of the early advice line for investigations. Reassurance was given that the criminal justice system had been held to account at Kent's Criminal Justice Board, ensuring that Kent Police's case files were of a sufficient standard and that the Crown Prosecution Service were accountable for any files that were been passed back due to poor quality.
2. Cllr Clark replied, he asked whether there had been any efforts to pressure the Crown Prosecution Service to fastrack prosecutions, as had occurred recently in Leicester following inter-community confrontations. The Commissioner agreed to investigate prosecution fast tracking further.

Question 2

Can the Police and Crime Commissioner explain how he is holding the Chief Constable to account for his force's failings in the investigation of crimes that are reported to his force, crime numbers are issued, and on occasions that video evidence is available but his force fails to gather the evidence or follow up on the reported crime?

(Cllr Richard Palmer, Swale Borough Council)

3. A written response to the question was provided by the Commissioner following the meeting, as Cllr Palmer was not present. The Commissioner's response was as follows:

"I continue to hold the Chief Constable to account via my Performance & Delivery Board meetings, including the PEEL bespoke Board on 31 October, as well as through my regular weekly briefings. [It is] important to emphasise [that] the force is not failing in totality as the question tends to suggest; rather there are key areas on which the force is focusing activity through the PEEL Improvement Plan. The force responded promptly to concerns raised by HMICFRS in respect of the resourcing of the Vulnerability Investigation Teams (VITs) who investigate domestic abuse and detective capacity was increased with further growth generated by those on the detective pathway. The Domestic Abuse Hub went live on 18 May 2022. The team operate between 8am and 8pm, seven days a week and provide support to victims using video technology to virtually respond to specific calls. This allows victims to immediately speak with an officer, enabling fast-time crime recording, statement taking and capture of evidence including the scene of the incident and any visible injuries. By having instant contact with a victim an officer can also implement immediate safeguarding and referrals to partner agencies to provide protection to vulnerable people. It is a completely optional service for victims and is not a replacement for a traditional call back or officer visit. Officers will always attend an incident or victim when needed. Early data highlights a reduction in the volume of work allocated to Local Policing, VITs and Victim Based Crime Teams. Victim satisfaction levels for those engaged with via the Hub is high (92% for the rolling year to August 2022). The Domestic Abuse Hub is supported by newly established Proactive Domestic Abuse teams who work to identify, target and relentlessly pursue domestic abuse offenders. They are focused on those who pose the greatest harm, whilst supporting those who are repeatedly targeted. The Domestic Abuse Liaison Officer (DALO) role is also being piloted and will be assessed before further roll-out across Kent is considered. These officers provide consistent and coordinated support to safeguard victims most at risk, responding swiftly to incidents to secure vital evidence and provide a first-class service. A three-day supervisory investigative improvement course has been developed which provides bespoke investigative inputs across several key areas including those highlighted as part of the PEEL inspection. Investigative performance is reviewed each month at the Crime Management and Investigative Quality Board. Current performance (August 2022) continues to show improvements in the quality of allocation, investigation plans, supervisory reviews and evidence led prosecutions:

- 471 (93.4%) of crimes were allocated in a timely manner;
- 420 (83.3%) of supervisors had outlined an investigation plan;
- 381 (75.6%) evidenced effective supervision;
- 187 (37.1%) saw the victim decline to support the investigation; evidence the police tried to progress the case without the support of the victim in 115 (61.5%).

A quarterly Victim Justice Board has been introduced, chaired by the ACC for Crime to provide scrutiny. In terms of gathering video evidence, the force's Digital Asset Management System (DAMS) went live on Wednesday 21 September. Recognising it is early days in its implementation, eventually DAMS will enable officers, staff and the public to upload, securely store, manage and share digital assets, including:

- body worn video footage
- recorded 999 calls
- recorded interviews
- CCTV footage
- dash cam footage

- mobile phone video footage

Whilst an officer or member of staff may not attend every reported crime, I expect every report to be investigated appropriately by Kent Police. Should any Member have an example where this was not the case, I would ask that they send details to my office so it can be looked into (contactyourpcc@kent.police.uk).”

Question 3

In his role in holding the Chief Constable to account can the PCC detail and explain the following for constituents across Kent, 1) how the Kent Police policy and application of Section 61 and other powers under the Criminal Justice and Public Order Act 1994 has been reviewed and strengthened by Police, Crime, Sentencing and Courts Act 2022 and 2) how he feels communications and requests between partners for this and other requests for action on such local issues such as drug dealing are being actioned by Kent Police?

(Cllr Shane Mochrie-Cox, Gravesham Borough Council)

4. The Commissioner confirmed that Kent Police’s Unauthorised Encampments Policy had been updated inline with the new legislation and NPCC guidance. He agreed to share a copy of the Policy after the meeting. Regarding communications, he recognised that there was continued work to be done between Kent Police, local authorities and landowners, in order to ensure effective responses to unauthorised encampments.

RESOLVED that the answers provided by the Commissioner be noted.

POST MEETING NOTE: A copy of Kent Police’s updated Unauthorised Encampments Policy was shared with the Panel and can be accessed at www.kent.police.uk/foi-ai/kent-police/Policy/operational-partnerships/unauthorised-encampments-policy-o22/.

61. Complaints against the Commissioner - Annual Report 2021/22

(Item E1)

The Scrutiny Research Officer gave a verbal overview of the report and complaints process. It was mentioned that the level of complaints made against the Commissioner were low compared to Commissioners in neighbouring areas.

RESOLVED that the report be noted.

62. Future work programme

(Item E2)

The Scrutiny Research Officer detailed the work programme and noted that an item on 101 call handling performance had been added following the Panel’s request. The Panel were informed that the confirmation hearing for the next Chief Constable would take place at the Panel’s 6 December meeting.

RESOLVED that the work programme be noted.

63. Minutes of the Commissioner's Performance and Delivery Board held on 8 June 2022
(Item F1)

RESOLVED that the minutes of the Performance and Delivery Board held on 8 June 2022 be noted.

To: Kent and Medway Police and Crime Panel
Subject: Appointment of Chief Constable
Date: 6 December 2022

Background:

1. Section 38 of the Police Reform and Social Responsibility Act 2011 specifies that the Police and Crime Commissioner (PCC) for a police area is to appoint the Chief Constable of the police force for that area.
2. Schedule 8 of the Act requires that a PCC must notify the relevant Police and Crime Panel of the proposed appointment of a Chief Constable. In such cases the PCC must also notify the Police and Crime Panel of the following information.
 - a. The name of the person the PCC is proposing to appoint (“the candidate”)
 - b. The criteria used to assess the suitability of the candidate for the appointment
 - c. Why the candidate satisfies those criteria
 - d. The terms and conditions on which the candidate is to be appointed
3. The Police and Crime Panel has a statutory duty, under the Police Reform and Social Responsibility Act (the Act) to hold a confirmation hearing for the appointment of the Chief Constable.
4. The purpose of the confirmation hearing is to enable the Police and Crime Panel to review the proposed appointment and to make a report on it to the PCC. The report must state the outcome of the review by the Panel. In the case of the proposed appointment of a Chief Constable, these outcomes are either:
 - A recommendation as to whether or not the candidate should be appointed.
 - A veto of the proposed appointment, if at least two-thirds of the Panel members vote in favour of making that decision.
5. If the Panel vetoes the appointment, the PCC must not appoint the candidate as Chief Constable.
6. In response to the report, a PCC must notify the Panel whether they accept or reject the Panel's recommendation.

Introduction:

7. This paper provides information on the recruitment process for the Chief Constable. It details the nature of the intended role and the conditions upon which the successful candidate is to be appointed.
8. The Competency and Values Framework for Policing was used to assess the suitability of each candidate. This framework has been developed nationally and is recognised by Policing and Government as the criteria all police officers and staff should demonstrate. Each competency is graded from level 1-3. For Chief Constables all are assessed at level 3. There are four Values and six Competencies as follows:

Values

- Public Service
- Integrity
- Transparency
- Impartiality

Competencies

- We are emotionally aware
- We take Ownership
- We are collaborative
- We deliver, support and inspire
- We analyse critically
- We are innovative and open minded

9. The nominated candidate will attend the Confirmation hearing on 6 December 2022 to answer questions raised by Police and Crime Panel members. The offer of appointment made to the successful candidate will remain conditional until the Panel provide an initial decision on the appointment at the Confirmation Hearing.

Appointment of Chief Constable:

10. The Chief Constable post for Kent Police was advertised from 3 October 2022, with a closing date of 24 October 2022. The job advert was posted on the PCC's website, Association of PCCs website, National Police Chiefs Council website and the College of Policing Senior Leaders hub. It was externally advertised in two national publications: Police Oracle Jobs and Police Professional. All eligible Chief Officers throughout the United Kingdom from the rank of Assistant Chief Constable were also personally emailed by the PCC to make them aware of the opportunity. In addition, a number of local newspapers, radio and television channels covered the story, which provided additional coverage. A copy of the recruitment pack as advertised is attached as Appendix A.
11. The post is offered to the preferred candidate for an initial contract period of 5 years, with a salary of £172,218 as determined by the Secretary of State. The position was advertised highlighting the PCC's ability to vary the salary by 10% on appointment for the right candidate; this variation is only allowed upon appointment. The preferred candidate performed highly throughout the process and the PCC has determined that he will offer the 10% enhancement to salary. Allowances will be paid in line with Regulations and Determinations and Superannuation contributions will be deducted at the rate specified in the Police Pension Regulations.

Appointment Process:

12. The appointment process for the Chief Constable position was conducted with the support of professional HR advice from Kent Police. The process was comprehensive, fair and based on merit, and the highest scoring candidate is the preferred candidate.
13. The PCC received two applications in response to the Chief Constable advert, with both applicants shortlisted and invited to interview. An overview of the shortlisting process can be found in the Independent Member Report (IMR) circulated to the Panel as Appendix 1.
14. For reference, in recent weeks the position of Chief Constable for the policing areas of Thames Valley, Hampshire, Suffolk and Bedfordshire have also been advertised. Each of the processes also attracted two candidates, and in one case only one.
15. Prior to interviews, a briefing day was held for short listed candidates on the 3 November 2022. This briefing event consisted of a number of presentations by Kent Police, officers and staff from the PCC's office, the chair of the independent Joint Audit Committee, Victim Support the commissioned service provider in Kent and a number of staff association representative groups from Kent Police. The PCC opened and closed the briefing day. Details of the briefing day attendees can be found in Appendix H.
16. The selection process for the post was held on Tuesday and Wednesday the 15/16 November 2022. The selection process was extremely comprehensive and comprised the following selection exercises: media assessment; presentation to the panel; and a competency-based panel interview. Candidates were assessed against the Competency and Values Framework for policing (as per paragraph 8), which can be found in Appendix C. The specific competences assessed for the media task, presentation and interview are outlined in the IMR.
17. The interview panel comprised of the PCC, Miss Henu Cummins who also acted as the Independent Member (Chief Executive Officer of Mid Kent MIND) and Mr Matt Boughton (Leader of Tonbridge and Malling Borough Council). The interview panel were assisted by Adrian Harper, who acted as a policing advisor when necessary (Chief Executive and Monitoring Officer, Office of the PCC), Becky Humphreys (Head of Resourcing, Kent Police), and Laura Steward (Office of the the PCC). The briefing session for the interview panel included an equality and diversity briefing and details can be found in Appendix G.

Vetting of the successful candidate:

18. The preferred candidate is vetted to the appropriate level for this position and the relevant checks have been carried out.

Proposed Appointment:

19. After a comprehensive selection process, the PCC proposes to appoint Mr Tim Smith to the post of Chief Constable for Kent Police.
20. The PCC considers that Mr Smith satisfies the selection criteria set on the following basis:
- a. The nominated candidate met or in most cases exceeded all the requirements in all three of the exercises.
 - b. The nominated candidate was the unanimous preferred candidate of all panel members.
 - c. The nominated candidate:
 - o Has vast experience of operational policing as an officer within Kent Police for the past 31 years, and as Assistant Chief Constable for the Serious Crime Directorate and then as Deputy Chief Constable of Kent.
 - o Has demonstrated significant ability to lead at an organisational level.
 - o Has significant recent experience of successfully delivering neighbourhood policing against a backdrop of reduced funding.
 - o Delivered high quality policing through the greatest challenge faced in recent times, the Covid pandemic.
 - o Has successfully lead, as Assistant Chief Constable, the joint Kent & Essex Serious Crime Directorate, which is regarded very positively by HMICFRS, and referred to as a beacon of best practice in crime fighting and collaboration.
 - o Is focussed on the needs of victims and witnesses, and in particular the strategy of Violence Against Women & Girls (VAWG).
 - o Is committed to improving partnership working to drive improvements for the people of Kent
 - o Understands, supports and is fully committed to delivering the Police & Crime Plan and working with the PCC.
21. The nominated candidate is fully aware that he will be held to account by the PCC both in public and in private for delivering against the Police and Crime Plan.

Recommendation:

22. The Kent and Medway Police and Crime Panel is required to review and make a decision on the proposed appointment followed by a report to the PCC.

Appendix 1: Report by the Independent Member, Ms Henu Cummins

Appendix A: Chief Constable Application Pack

Appendix B: Chief Constable advert

Appendix C: Competency and Values Framework for policing

Appendix D: Media Briefing exercise

Appendix E: Presentation exercise

Appendix F: Rating mechanism

Appendix G: Data protection and Equality Act Briefing

Appendix H: Letter outlining details of Briefing Day

Chief Constable of Kent Police

Appointment Process

Independent Member Report

1. The legislation and guidance for the appointment of Chief Officers is set out over a number of instruments, namely: the Police Reform and Social Responsibility Act 2011; Police Regulations 2003; Home Office Circular 13/2018; and the College of Policing Guidance, 2021. It is also underpinned by the national Competency and Values Framework.
2. The role of the Independent Member is set out in the Circular as “The independent member should be chosen by the PCC/CC/Commissioner, and be someone independent of him / her and the force. The role of the independent member is to ensure the selection and appointment process is conducted fairly and openly, and the successful candidate is selected on merit.” There is additionally a list of roles that would exclude someone from this position, and a suggestion of who might be suitable, such as Chief Executives of local authorities, magistrates and similar.
3. My role is currently the Chief Executive of Mid Kent Mind, and previous to this I was the Chief Executive of DAVSS. I am a non-practising Barrister with over 17 years’ experience in the third sector serving vulnerable members of the community. I am trustee of The Women’s Liberation Collective, an independent member on DHR’s and a subject matter expert on VAWG, HBV, DA and mental health and wellbeing.
4. The aim of this report is to provide an objective assessment of the extent to which the selection process for the identification of the preferred candidate was conducted fairly, openly and based on merit. It will also detail how the selection panel fulfilled their responsibility to challenge and test the candidates’ suitability against the requirements of the role.

Initial selection process

5. As the independent member on the panel, I received a range of briefings and support from senior members of staff within the OPCC and Kent Police.
 - I was appointed by Mr Scott on 2nd September.
 - I met with Mr Scott’s Chief Executive, Mr Adrian Harper, on Wednesday 14th September to discuss the requirements of the role of independent member.
 - Mr Richard Leicester, Director of HR for Kent Police and Ms Laura Steward, Head of Standards in the OPCC, attended my Office on 28th September, to provide a one-hour personal briefing, and an information pack to support the process. This included being briefed on the relevant legislation, appointment requirements and the guidance on the appointment of chief officers as set out by the College of Policing. I was also provided with all relevant information underpinning the requirements of my role and the selection process itself.
 - I attended the shortlisting moderation process on 28th October. At this point, the panel were briefed on the selection activity and took the opportunity to highlight areas of interest to be included when the questions for the selection process were drafted.
 - At the assessment process itself, I received a further briefing by Ms Rebecca Humphreys, Head of Resourcing at Kent Police, on ensuring that the selection was fair and based on merit; equality and diversity and data protection legislation; and the requirements of the scoring process.

6. The selection panel was comprised of:
 - Mr Matthew Scott, Kent PCC
 - Cllr Matthew Boughton, Leader of Tonbridge and Malling Council
 - Me, as the independent member.

Professional HR Advice was provided to the panel by Mrs Rebecca Humphreys, Head of Resourcing for Kent Police, a qualified chartered member of the Institute of Personnel and Development (CIPD).

The process was supported by the staff named above (Mr Harper and Ms Humphreys and Ms Steward). I can also confirm that my fellow panel members also received the briefings and support outlined above, with the exception of the specific meeting to discuss the role of the independent member. They were also involved in all elements of the selection process.

Chief Constable Role Profile

7. A recruitment pack, including the role profile, was created by the PCC and staff in the PCC's Office. It is attached as appendix A.
8. An advert was drawn up (appendix B), and was placed in a number of publications and on websites. It fulfilled the requirements of the HO Circular, which states "vacancies must be advertised on a public website or some other form of publication which deals with police matters circulating throughout England and Wales, and the closing date for applications must be at least three weeks after the date of the publication of the advertisement." It was advertised on the PCC's website, with subsequent reporting across local media, via the NPCC and APCC, the College of Policing Senior Leaders Hub and on the public website of Police Professional.
9. A letter was also sent directly to every officer in the country who would be eligible to apply, making them aware that the role was to be advertised imminently.

Shortlisting

10. All elements of the assessment process were in line with the College of Policing Guidance for the appointment of Chief Officers, and ensured relevant elements of the national Competency and Values Framework (CVF) (appendix C) were tested. The elements tested as a part of the shortlisting were public service; deliver, support and inspire; and emotionally aware.
11. Panel members were sent application forms a week in advance to review. The moderation process took place on the 28th October. Panel members discussed the applications at length, and were supported by Adrian Harper as Chief Executive/Monitoring Officer, and Richard Leicester as professional HR Advisor. A single score for each element was recorded, and all decision-making was based on a comprehensive review of the requirements of the CVF. As a result, both candidates were shortlisted and selected to attend the next stage of the assessment process.

Assessment process

12. There was a two-day assessment process. It comprised a number of elements:

- A media presentation, based on a fictitious HMICFRS report, and provided to the candidates precisely 24 hours before the start of their media assessment. The media interview assessment was 10 minutes long, and the candidates were asked the same questions in order that they could be assessed against the relevant competencies. This is attached at appendix D. The panel then was then shown the recording, reviewed each candidate's performance and scored them accordingly.
- A presentation exercise, based on the PCC's own report on Violence Against Women and Girls, and a national report on the same topic. Candidates delivered a 15-minute pre prepared presentation and were asked questions on it. This is attached as appendix E.
- An interview, of an hour, on the second day. The areas tested are below.

The grid below, which was provided to candidates, demonstrates that all the competencies and values were tested across the three stages:

Exercise	Analyse Critically	Innovative and Open minded	Emotionally aware	Take Ownership	Collaborative	Del, support and inspire	Public Service	Transparency	Impartiality	Integrity
Interview	x		x	x	x		x			x
Media	x					x		x		
Presentation		x			x				x	

In addition, candidates had undergone a psychometric evaluation, and the panel were briefed by the organisation in advance of the assessment process, on the morning of Day 1. The assessments had been carried out by a team of qualified psychologists ahead of the assessment process and this was used to ensure that the panel appropriately consider the candidates evidence during the process.

13. Other documents provided to the panel to assist with decision making are also attached, namely:

- The rating mechanism (appendix F)
- The CVF (appendix C, as before)
- The Equality & Diversity and the Data Protection briefing (appendix G)

14. After each stage of the assessment, the panel discussed their views on each element of the candidate's response, proposed individual ratings and then came to an agreed position based on the requirements set out in the CVF. The score was then recorded by Ms Humphreys along with the rationale for the awarding of each rating against the relevant CVF area tested. This ensured both transparency and that a collective decision was taken for all elements.

Final decision

15. The preferred candidate proposed for appointment met or exceeded all areas tested (scoring 3 or above) and was the highest scoring candidate cumulatively across all exercises undertaken. The panel's unanimous decision was that Mr Smith should therefore be the preferred candidate for appointment.

Overall conclusions

16. I am entirely satisfied that every element of the process was conducted in the most open and professional way possible. I can confirm that the panel rigorously tested the candidates against the relevant areas tested, and the support provided by the staff within the OPCC and Kent Police was comprehensive and detailed.

17. I am pleased to confirm that the process was:

- Fair
- Open and transparent
- Based solely on merit, underpinned by the requirements of the CVF and the relevant legislation.

Ms Henu Cummins
Independent member
November 2022

Introduction by the Kent Police and Crime Commissioner

The role of Kent Police Chief Constable will provide the successful candidate with a unique opportunity to lead one of the biggest and best Police Forces in the country.

I am honoured to be the Police and Crime Commissioner of Kent, a county that is urban, rural and coastal; that borders London and the continent. Kent is a force which is rich in both its history and its vision for the future.



As the son of a policing family, I am privileged to work alongside the brilliant officers, staff and volunteers that make up Kent Police, who are doing their best to make my family and my constituents safer. I support them, as they work hard for us.

I am looking to appoint a Chief Constable that can help me deliver my mission of making Kent safer.

Kent needs an exceptional leader who is dedicated to the needs of our local neighbourhoods, who will put victims first and who can deliver an excellent policing service. I am seeking a Chief Constable who puts ethics and integrity at the heart of everything they do, and someone who will look after the people who work for them.

Complex but rewarding

Kent Police is one of the largest police forces, serving a population of over 1.8 million people in Kent and Medway. On the borders of London and the continent, and serving a diverse geographic area, the new Chief Constable will deal with crime and anti-social behaviour in all its forms.

Making Kent Safer

My Police and Crime Plan sets out my expectations and the priorities that residents and business want to see action on. From preventing crime and anti-social behaviour and tackling violence against women and girls, to visible policing and road safety, it has been designed in conjunction with our local neighbourhoods. As Chief Constable, you will ensure that urban, rural and coastal communities receive an excellent service and protect vulnerable people from harm.

Ethics and integrity

This is at the heart of my Police and Crime Plan. As the leader of this Force, the successful candidate will place ethics and integrity at the forefront of their considerations. With a strong workplace culture, which encourages people to do the right thing, Kent Police has an excellent track record in its legitimacy, how it treats the public and how it keeps them safe. The new Chief Constable of Kent will be someone who is demonstrably committed to openness and transparency. They must also be committed to developing an inclusive workforce and understand the value of diversity both within the Force and across the communities of Kent.

Leadership

The successful candidate will be a leader who can inspire and engage effectively with the workforce, local neighbourhoods, businesses, community groups and others to make Kent safer. They will be able to focus on and promote good performance and practice, and identify and improve areas that do not meet our high standards. They will also need to be a highly effective communicator. The changing face of crime requires different styles of response, so they will need to be innovative in their approach.

The new Chief Constable will work in collaboration with our closest partners, Essex Police, Kent Fire and Rescue Service and the NHS. We are in the Eastern Region in the Seven Forces Network and work closely with the South East region and Metropolitan Police Service.

Valuing people

There is no more important asset than the people who serve Kent Police, whether as officers, staff or volunteers. Kent's Chief Constable must be someone who can motivate the workforce and listen to their concerns and who is committed to developing the workforce. The physical and mental health and wellbeing of the workforce will be a priority for the Chief Constable.

Fit for the future

As we go through an estates transformation, the successful candidate will need to be able to work with the Office of the Police and Crime Commissioner as the corporate owner of the estate on the delivery of this plan and future expectations. Their financial acumen and organisational management will be key to making Kent Police fit for the future.

The role of a Chief Constable is a diverse and complex one, but extremely rewarding. Kent is a fantastic place to live, work and visit, and I will continue my excellent working relationship with Kent Police to make it even safer.

If this interests **you** – I want to hear from you.

A handwritten signature in black ink, appearing to read 'M Scott', with a long horizontal flourish extending to the right.

Matthew Scott - Police & Crime Commissioner for Kent

Timeline for recruitment

Event	Date
Application process opens	3 October
Deadline for application – application window closes (9am)	24 October
Shortlisted candidates informed	28 October
Briefing day	3 November
Assessment Process	15 and 16 November
Police and Crime Panel (Confirmation Hearing)	6 December

Briefing day

Shortlisted candidates will be invited to a briefing day in Kent on the 3 November 2022. In the morning, candidates will receive briefings from senior Kent Police officers and staff; the Commissioner, with members of his senior management team as well as Victims Services; and from the Federation, Unison, and Kent Police Support Groups.

In the afternoon, candidates will be placed with operational officers and staff to provide them with the opportunity to see the demands that the Force faces and get a sense of the diversity of policing that they would be responsible for in Kent.



Chief Constable of Kent

Location

Headquarters, North Kent Police Station and countywide with local and national travel.

Purpose

To lead Kent Police, to achieve the key strategic aims of the Force.

Create and direct a vision for policing in the county, ensuring delivery of an efficient and effective service to the people of Kent. Work closely with the Police and Crime Commissioner for Kent and their Office. The Chief Constable is also responsible for the fulfilment of all the statutory and legal obligations of the office of the Chief Constable.

Priorities

- Maintain and enhance a strong, ethical culture in Kent Police
- Put victims at the heart of Kent Police
- Be visible and responsive to the needs of communities, working with residents, communities and businesses to prevent crime and anti-social behaviour
- Tackle violence against women and girls
- Protect people from exploitation and abuse
- Combat organised crime and county lines
- Ensuring a balanced budget and a focus on value for money
- Develop existing collaboration arrangements and focus on potential new opportunities
- Deliver sustainable local policing
- Ensure that the force continues to advance as a diverse and inclusive organisation both internally and externally

Key responsibilities

1. Develop and implement the overarching vision for Kent Police, ensuring the delivery of the operational strategy, with due regard to the Commissioner's Police and Crime Plan and the Strategic Policing Requirement, and national government directives.
2. Create and lead on a range of strategies and projects to improve operational performance, combating crime and anti-social behaviour, developing partnerships and continually examining practice to enhance operational policing in Kent keeping communities safe.
3. Work with the Commissioner and their Office to ensure an efficient and effective Force and the delivery of the agreed Police and Crime Plan.
4. Develop and maintain strong governance arrangements and processes within Kent Police, to ensure effective decision making and appropriate action at all levels/tiers of the organisation.
5. Lead the Force, communicating a clear direction, setting organisational culture and promoting values, ethics and high standards of professional conduct to enable an effective and professional service.

6. Lead the Chief Officer Team, ensuring a workforce culture that is inclusive, attracts the best people to join the force, develops everyone and puts wellbeing of the workforce as a priority whilst ensuring there is a clear focus on performance management.
7. Ensure the effective use of funding and maximise value for money throughout Kent Police, to ensure both the delivery of key policing objectives and a balanced budget.
8. Perform to a high standard the range of statutory and operational duties required of a Chief Constable, taking any necessary and significant operational decisions.
9. Ensure Kent Police maintains its strong position on the regional and national stage, working with relevant collaborative partners (Essex Police), partner agencies and national government, influencing national policy and ensuring Kent Police's voice is heard.
10. Represent the Force at a local, regional and national level, to the public, media and other external stakeholders to promote visibility, connect with the public and build confidence in policing.

Attributes and Values

You must meet the eligibility requirements as set out here: [Guidance for appointing chief officers \(college.police.uk\)](https://www.college.police.uk/guidance-for-appointing-chief-officers)

You must have:

1. Demonstrable evidence of strong leadership, both operationally and across a wide range of organisational functions.
2. Experience of commanding major policing operations at the executive level.
3. A proven record of both personally upholding strong ethical behaviour, modelling it to all staff, and ensuring the highest professional standards across the organisation.
4. Broad experience in leading multi-agency partnerships and collaborative arrangements managing complex stakeholder relationships effectively.
5. A record of strong financial management, with a focus on change management, ensuring financial probity and the ability to take difficult decisions on an evidence-based analysis.
6. Strong communication skills, with the ability to connect with our communities, officers, staff and volunteers, the media, leaders of other organisations, and evidence of the ability to negotiate and collaborate with partners to ensure the best deal for Kent.
7. Keen political awareness, with the ability to scan the internal and external horizon, identifying emerging trends and issues and use these to inform strategic planning and to keep the senior team and the Office of the Police and Crime Commissioner abreast of key issues.
8. A commitment to providing the best possible service to the people of Kent.
9. Confidence in identifying, assessing and implementing significant change programmes across a number of areas and functions.

Benefits package

Salary

Chief Constable salaries are set nationally by the Home Secretary and are dependent on the size of the Force. The Chief Constable's salary is currently £172,218 per annum. The Police & Crime Commissioner has the discretion to vary the salary of the Chief Constable by up to 10% on appointment, which will actively be considered for the right candidate.

Relocation

The Commissioner recognises the challenges that are inherent to re-locating, especially if significant distances are involved. For the right candidate, support will be considered with regards to relocation to our county. For more information on this please contact Chief Executive Adrian Harper whose details are below.

Vehicle

Provision of a vehicle conducive with the requirements of the role of Chief Constable.

Location

The post holder is required to live within a reasonable commuting distance of Kent Police HQ to enable them to fulfil the responsibilities of the post.

Length of appointment

The initial fixed-term appointment will be for up to five years, to be agreed as part of the final negotiations. The appointment would commence after confirmation by the Police and Crime Panel, by negotiation.

Other conditions

Appointment is subject to confirmation by the Police and Crime Panel on the 6th December. Candidates must attend this in person.

Applications

For any queries relating to this process, or to request the application form, please contact either Chief Executive Adrian Harper by email: Adrian.Harper@kent.police.uk or on 07967 986164 or Laura Steward by email: Laura.Steward@kent.police.uk

Chief Constable for Kent

The Kent Police and Crime Commissioner (PCC), Matthew Scott is seeking an exceptional leader to serve as the new Chief Constable for Kent. Applications are invited from suitably qualified, senior police officers for this rewarding position who meet the criteria as outlined in the College of Policing Guidance for Appointing Chief Officers.

Kent Police is one of the country's largest forces, serving a population of 1.8 million people in urban, rural and coastal neighbourhoods. Its borders with London and Europe presents unique challenges, but also presents real opportunities for collaboration on the local, regional and national stage.

The new Chief Constable will need to demonstrate effective leadership as well as setting a vision, direction and culture that will continue to build trust and confidence with Kent's diverse communities as well as within the force. They must also be able to create and lead strategies to continue the development of the Force's positive culture.

The successful candidate will:

- Deliver outcomes in line with the PCC's Police and Crime Plan
- Put victims at the heart of the Kent police ethos
- Make Kent safer by protecting the public from crime and harm
- Place ethics and integrity at the forefront of their considerations
- Be an effective and successful executive leader who has a proven track record of developing and communicating an inspiring vision at an organisational level
- Undertake a lead role in the development and implementation of strategies that ensure best practise and generate high levels of public trust and confidence
- Lead Kent Police in its strategic management and development to ensure enhanced productivity, value for money and continuous improvement in challenging financial circumstances
- Be at the forefront of innovation and collaboration

The initial fixed-term contract will be for up to five years, to be agreed as part of the final negotiations.

The Chief Constable's salary is currently £172,218 per annum. The PCC has the discretion to vary the salary by up to 10% on appointment, which will actively be considered for the right candidate.

For more information about the role, the selection process, salary and benefits, please request an application pack by visiting our website: www.kent-pcc.gov.uk or by emailing laura.steward@kent.police.uk.

The closing date for the receipt of a completed application is 9am on 24th October.



Competency and Values Framework for policing

Overview of framework

BetterProfessionals[™]
for BetterPolicing

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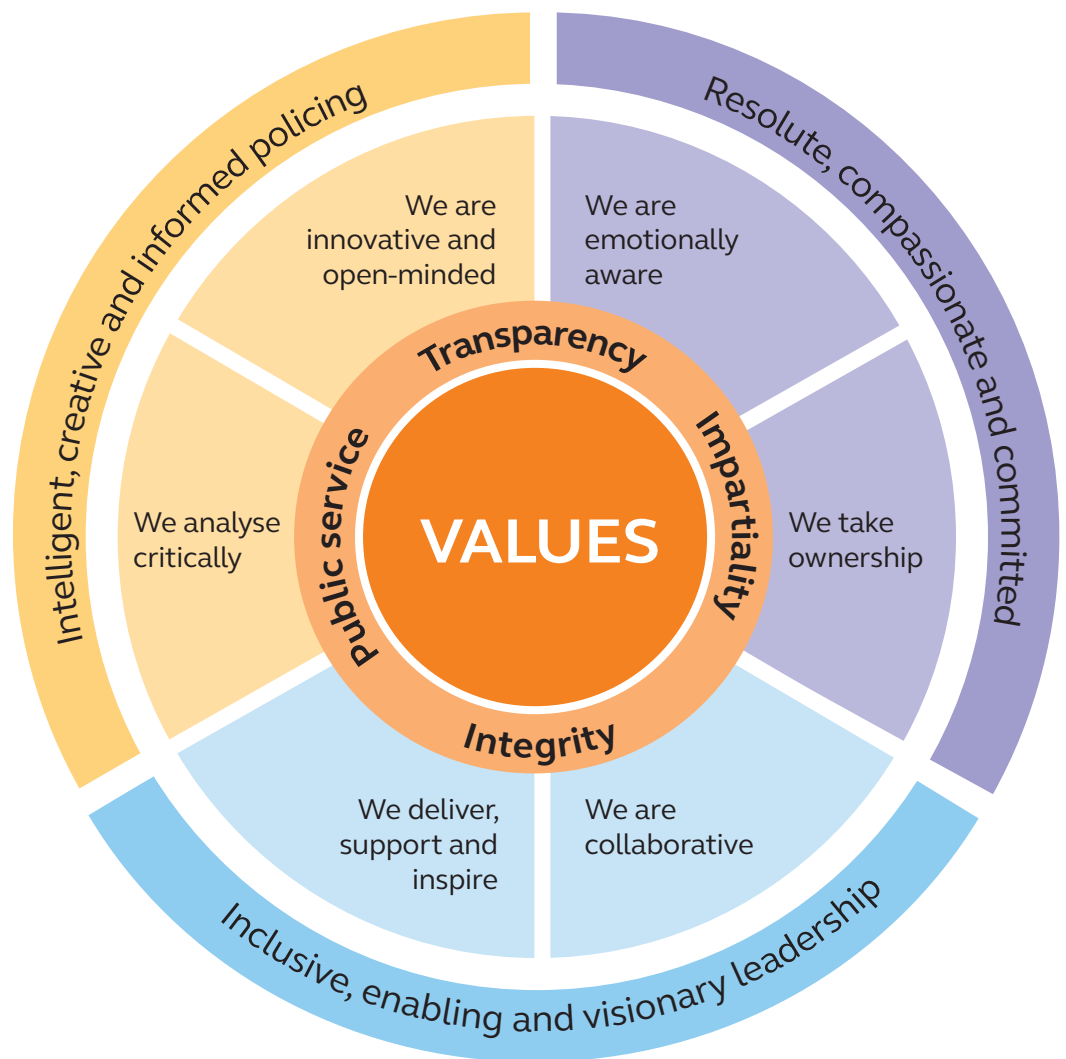
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Introduction

The Competency and Values Framework (CVF) aims to support all policing professionals, now and into the future. It sets out nationally recognised behaviours and values, which will provide a consistent foundation for a range of local and national processes. This framework will ensure that there are clear expectations of everyone working in policing which in turn will lead to standards being raised for the benefit and safety of the public.



The framework has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice. All of the competencies are underpinned by four values that should support everything we do as a police service.

Each cluster has a heading and a description of why that area is important. Each competency includes a description and a list of behaviours which indicate that a person is displaying that particular competence. Each competency is split into three levels which are intended to be used flexibly to allow for a better fit with frontline and non-frontline policing roles rather than ranks or work levels. The levels are designed to be cumulative, so those working at higher levels should also demonstrate each preceding level's behaviours. The competency levels can broadly be matched to work levels as:

- level 1 – practitioner
- level 2 – supervisor/middle manager
- level 3 – senior manager/executive.

A number of national role profiles show how the competency levels align to common roles within policing. These can be used as a basis for developing further role profiles within each local police force.

The following sections of this document explain each value and competency and show the behaviours for each.

Values

Impartiality

This value links to the principles of fairness and objectivity from the Code of Ethics.

As a police service, we must show impartiality throughout all our dealings with colleagues, partners and members of the public. This is achieved by being unprejudiced, fair and objective. We consider different sides of a situation and ensure that each side is given equal consideration. We do not favour one person or group over another, acknowledging that discrimination increases feelings of unfairness and makes our jobs harder to do. We must not allow personal feelings, beliefs or opinions to unfairly influence our actions in any situation.

We assess each situation based on its own merits ensuring we are fair and consistent in our actions. We are clear in our rationale for the decisions or actions we take ensuring they are clear and evidence-based.

Behaviours

- I take into account individual needs and requirements in all of my actions.
- I understand that treating everyone fairly does not mean everyone is treated the same.
- I always give people an equal opportunity to express their views.
- I communicate with everyone, making sure the most relevant message is provided to all.
- I value everyone's views and opinions by actively listening to understand their perspective.
- I make fair and objective decisions using the best available evidence.
- I enable everyone to have equal access to services and information, where appropriate.

Integrity

This value links to the principle of integrity from the Code of Ethics.

We understand and reinforce expectations of professional behaviour and openly recognise good and bad performance. We maintain the highest levels of professionalism, making sure that we always uphold the values and ethical standards of the police service.

We need to build and maintain confidence with the public, colleagues and partners if we are to deliver a modern and effective police service. Doing the right thing is about becoming a role model and upholding public trust.

Behaviours

- I always act in line with the values of the police service and the Code of Ethics for the benefit of the public.
- I demonstrate courage in doing the right thing, even in challenging situations.
- I enhance the reputation of my organisation and the wider police service through my actions and behaviours.
- I challenge colleagues whose behaviour, attitude and language falls below the public's and the service's expectations.
- I am open and responsive to challenge about my actions and words.
- I declare any conflicts of interest at the earliest opportunity.
- I am respectful of the authority and influence my position gives me.
- I use resources effectively and efficiently and not for personal benefit.

Public Service

This value links to the principles of respect and selflessness from the Code of Ethics.

As individuals and as part of a wider organisation, we have a responsibility to ensure that we act in the best interests of society as a whole. Improving the safety and wellbeing of the public underpins all that we do. We constantly think about how to create the best possible outcomes for those we serve and we take personal responsibility for delivering these. We show resilience and determination to overcome barriers and to provide the best outcome.

We are dedicated to work in the public interest, engaging and listening to their needs and concerns. We work to make sure that the public feel valued and engaged, which helps to build confidence in the police service. We are respectful to the needs and concerns of different individuals and groups.

Behaviours

- I act in the interest of the public, first and foremost.
- I am motivated by serving the public, ensuring that I provide the best service possible at all times.
- I seek to understand the needs of others to act in their best interests.
- I adapt to address the needs and concerns of different communities.
- I tailor my communication to be appropriate and respectful to my audience.
- I take into consideration how others want to be treated when interacting with them.
- I treat people respectfully regardless of the circumstances.
- I share credit with everyone involved in delivering services.

Transparency

This value links to the principles of honesty and openness from the Code of Ethics.

We are transparent in our actions, decisions and communications with both the people we work with and those we serve. This ensures that we are honest and open in our interactions and decision making. We are genuine with those we communicate with and endeavour to create trusting relationships. We accept feedback and are comfortable in responding to criticism and finding ways to improve.

We build trust with our colleagues, partners and communities by being open about what we have done and why we have done it and by keeping our promises so communities can rely on us when needed.

Behaviours

- I ensure that my decision-making rationale is clear and considered so that it is easily understood by others.
- I am clear and comprehensive when communicating with others.
- I am open and honest about my areas for development and I strive to improve.
- I give an accurate representation of my actions and records.
- I recognise the value of feedback and act on it.
- I give constructive and accurate feedback.
- I represent the opinions of others accurately and consistently.
- I am consistent and truthful in my communications.
- I maintain confidentiality appropriately.

Cluster

Resolute, compassionate and committed

How we conduct ourselves in our service and the values that underpin our behaviour are a key part of our thought processes and relationships. Empathy means listening to the public, colleagues and partners, responding directly and quickly, and having a genuine interest in ourselves and others. We are always focused on doing our best for the public and our customers.

By understanding our thoughts and the values behind our behaviour, we can maintain a professional and resolute stance, demonstrate accountability and stand by the police service's established values to maintain the service's professional legitimacy.

Competency

We are emotionally aware

We make the effort to understand ourselves, our colleagues and all those we serve. We genuinely engage with and listen to others, making efforts to understand needs, perspectives and concerns. We use these insights to inform our actions and decisions.

We are able to control our emotions in stressful situations, understanding our own motivations and the underlying reasons for our behaviour. This is all underpinned by our ability to anticipate and understand how other people may feel. We look after our own wellbeing and that of others.

Adopting emotionally intelligent behaviours also means valuing diversity and difference in approaches to work, in thinking, and in people's backgrounds.

We are culturally sensitive and seek to understand different perspectives, acting with sensitivity, compassion and warmth. We always try to understand the thoughts, feelings and concerns of those we meet.

Why is it important? The way in which we conduct ourselves is just as important as what we do. Communicating and acting politely, respectfully and with compassion helps to drive and maintain public trust.

Empathy is particularly important, especially if we are to engage and involve some of the most vulnerable individuals we encounter who may not be able to fully express or articulate their thoughts or feelings.

Understanding ourselves means that we are able to improve our own resilience and therefore cope effectively during challenging and emotionally charged situations.

We are emotionally aware

Level 1

- I treat others with respect, tolerance and compassion.
- I acknowledge and respect a range of different perspectives, values and beliefs within the remit of the law.
- I remain calm and think about how to best manage the situation when faced with provocation.
- I understand my own emotions and I know which situations might affect my ability to deal with stress and pressure.
- I ask for help and support when I need it.
- I understand the value that diversity offers.
- I communicate in clear and simple language so that I can be easily understood by others.
- I seek to understand the thoughts and concerns of others even when they are unable to express themselves clearly.

Level 2

- I consider the perspectives of people from a wide range of backgrounds before taking action.
- I adapt my style and approach according to the needs of the people I am working with, using my own behaviour to achieve the best outcome.
- I promote a culture that values diversity and encourages challenge.
- I encourage reflective practice among others and take the time to support others to understand reactions and behaviours.
- I take responsibility for helping to ensure the emotional wellbeing of those in my teams.
- I take the responsibility to deal with any inappropriate behaviours.

Level 3

- I seek to understand the longer-term reasons for organisational behaviour. This enables me to adapt and change organisational cultures when appropriate.
- I actively ensure a supportive organisational culture that recognises and values diversity and wellbeing and challenges intolerance.
- I understand internal and external politics and I am able to wield influence effectively, tailoring my actions to achieve the impact needed.
- I am able to see things from a variety of perspectives and I use this knowledge to challenge my own thinking, values and assumptions.
- I ensure that all perspectives inform decision making and communicate the reasons behind decisions in a way that is clear and compelling.

Competency

We take ownership

We take personal responsibility for our roles and accountabilities but we do not let this hold us back from being effective or taking appropriate risks.

We make decisions at appropriate levels and in appropriate areas, having a clear rationale (for example, use of decision-making models) and accepting responsibility for our decisions. We seek feedback, learn from our mistakes and reflect to improve and amend our future practice.

Demonstrating pride in our work is important to us. Our selflessness means that we also seek to help solve issues or problems, which may be internal or external to our own teams. We recognise where limitations in our own knowledge and experience may have an impact on our decision making. We take responsibility for ensuring that support or development is sought to minimise any risks.

Why is it important? Not all decisions need senior leader approval, meaning that, where necessary, we can respond more swiftly to challenges while still ensuring we provide a full rationale for our response. Because we all face different kinds of challenges that are not always within our comfort zone, every one of us needs to feel confident and able to take responsibility.

These behaviours mean that we are empowered, effective and able to learn from our mistakes. Doing so allows us to own and see successes through our delivery of results, and not just whether a particular process has been followed.

We take ownership

Level 1

- I actively identify and respond to problems.
- I approach tasks with enthusiasm, focusing on public service excellence.
- I regularly seek feedback to understand the quality of my work and the impact of my behaviour.
- I recognise where I can help others and willingly take on additional tasks to support them, where appropriate.
- I give feedback to others that I make sure is understandable and constructive.
- I take responsibility for my own actions, I fulfil my promises and do what I say I will.
- I will admit if I have made a mistake and take action to rectify this.
- I demonstrate pride in representing the police service.
- I understand my own strengths and areas for development and take responsibility for my own learning to address gaps.

Level 2

- I proactively create a culture of ownership within my areas of work and support others to display personal responsibility.
- I take responsibility for making improvements to policies, processes and procedures, actively encouraging others to contribute their ideas.
- I am accountable for the decisions my team make and the activities within our teams.
- I take personal responsibility for seeing events through to a satisfactory conclusion and for correcting any problems both promptly and openly.
- I actively encourage and support learning within my teams and colleagues.

Level 3

- I act as a role model, and enable the organisation to use instances when things go wrong as an opportunity to learn rather than blame.
- I foster a culture of personal responsibility, encouraging and supporting others to make their own decisions and take ownership of their activities.
- I define and enforce the standards and processes that will help this to happen.
- I put in place measures that will allow others to take responsibility effectively when I delegate decision making, and at the same time I help them to improve their performance.
- I create the circumstances (culture and process) that will enable people to undertake development opportunities and improve their performance.
- I take an organisation-wide view, acknowledging where improvements can be made and taking responsibility for making these happen.

Cluster

Inclusive, enabling and visionary leadership

We are all able to work together independently and recognise the need to act as leaders, whether in a formal line management capacity or when engaging and motivating colleagues and the public to get involved or have their voices heard.

Whether we are setting a vision, planning ahead to optimise resources for the best possible outcomes or leading a cross-sector partnership, we work across organisations and sectors to achieve excellence in public service.

Competency

We are collaborative

Ensuring and improving the safety and wellbeing of the public underpins all of our work. To achieve this most effectively, we need to look beyond our traditional boundaries to think about how to create the best possible outcomes.

We build genuine and long-lasting partnerships that focus on collective aims and not just on our own organisation. This goes beyond just working in teams and with colleagues we see daily. It includes building good relationships with other public and third sector providers, reaching out to private organisations and working with our communities and customers.

We aim to work effectively with colleagues and external partners, mutually sharing our skills, knowledge and insights with each other to achieve the best possible results for all and to reduce silo working. Our engagement seeks to not only deliver joint solutions but also to share appropriate information and negotiate new ways of providing services together. In all of our dealings with our partners, we make sure that they feel respected and valued.

Why is it important? Demands on the police come from an increasingly diverse set of sources and the need for services is not defined by organisational and geographical boundaries. We must work together regardless of differing cultures, priorities and needs.

This means that we need to influence and negotiate in order to achieve outcomes for everyone and not just focus efforts on our own immediate environment. Working to solve problems without help from our partners ignores the strengths that we can utilise together, but working jointly requires the ability to build relationships and break down barriers.

It is critical for us to build and retain our partners' trust and confidence in us and a key part of achieving this is through the way in which we work with others.

We are collaborative

Level 1

- I work cooperatively with others to get things done, willingly giving help and support to colleagues.
- I am approachable, and explain things well so that I generate a common understanding.
- I take the time to get to know others and their perspective in order to build rapport.
- I treat people with respect as individuals and address their specific needs and concerns.
- I am open and transparent in my relationships with others.
- I ensure I am clear and appropriate in my communications.

Level 2

- I manage relationships and partnerships for the long term, sharing information and building trust to find the best solutions.
- I help create joined-up solutions across organisational and geographical boundaries, partner organisations and those the police serve.
- I understand the local partnership context, helping me to use a range of tailored steps to build support.
- I work with our partners to decide who is best placed to take the lead on initiatives.
- I try to anticipate our partners' needs and take action to address these.
- I do not make assumptions. I check that our partners are getting what they need from the police service.
- I build commitment from others (including the public) to work together to deliver agreed outcomes.

Level 3

- I am politically aware and I understand formal and informal politics at the national level and what this means for our partners. This allows me to create long-term links and work effectively within decision-making structures.
- I remove practical barriers to collaboration to enable others to take practical steps in building relationships outside the organisation and in other sectors (public, not for profit, and private).
- I take the lead in partnerships when appropriate and set the way in which partner organisations from all sectors interact with the police. This allows the police to play a major role in the delivery of services to communities.
- I create an environment where partnership working flourishes and creates tangible benefits for all.

Competency

We deliver, support and inspire

We understand the vision for the organisation. We use our organisation's values in our day-to-day activities as a role model to provide inspiration and clarity to our colleagues and stakeholders. We work to create the right climate for people to get the job done to the best of their abilities, ensuring a culture of mutual respect and support.

We are dedicated to working in the public's best interests. We understand how we have an impact on the wider organisation and those around us and we help others to deliver their objectives effectively.

This behaviour is not restricted to those who are in formal or senior management positions. We all have a positive contribution to make by operating at our best, adapting how we work to take account of pressures and demands and helping others. We are focused on helping our colleagues to improve and learn and are active in supporting them through activities such as coaching and mentoring.

Why is it important? To deliver the most effective service, we need to be clear on our goals and priorities, both for the police service and individually. We can all help to support and motivate each other to ensure that we are working as effectively as we can, enabling us and those around us to perform at our best. We should all act as organisational role models.

We deliver, support and inspire

Level 1

- I take on challenging tasks to help to improve the service continuously and support my colleagues.
- I understand how my work contributes to the wider police service.
- I understand it is part of my collective responsibility to deliver efficient services. I take personal responsibility for making sure that I am working effectively to deliver the best service, both individually and with others.
- I am conscientious in my approach, working hard to provide the best service and to overcome any obstacles that could prevent or hinder delivery.
- I support the efficient use of resources to create the most value and to deliver the right impact.
- I keep up to date with changes in internal and external environments.
- I am a role model for the behaviours I expect to see in others and I act in the best interests of the public and the police service.

Level 2

- I give clear directions and have explicit expectations, helping others to understand how their work operates in the wider context.
- I identify barriers that inhibit performance in my teams and take steps to resolve these thereby enabling others to perform.
- I lead the public and/or my colleagues, where appropriate, during incidents or through the provision of advice and support.
- I ensure the efficient use of resources to create the most value and to deliver the right impact within my areas.
- I keep track of changes in the external environment, anticipating both the short- and long-term implications for the police service.
- I motivate and inspire others to achieve their best.

Level 3

- I challenge myself and others to bear in mind the police service's vision to provide the best possible service in every decision made.
- I communicate how the overall vision links to specific plans and objectives so that people are motivated and clearly understand our goals.
- I ensure that everyone understands their role in helping the police service to achieve this vision.
- I anticipate and identify organisational barriers that stop the police service from meeting its goals, by putting in place contingencies or removing these.
- I monitor changes in the external environment, taking actions to influence where possible to ensure positive outcomes.
- I demonstrate long-term strategic thinking, going beyond personal goals and considering how the police service operates in the broader societal and economic environment.
- I ensure that my decisions balance the needs of my own force/unit with those of the wider police service and external partners.
- I motivate and inspire others to deliver challenging goals.

Cluster

Intelligent, creative and informed policing

We are open to new sources of information, continuously developing our own knowledge to help the police service to grow and change in line with new challenges and stay at the forefront of public service.

Informed analysis and creativity are critical to what we do. They sit at the heart of our thinking and our decisions, meaning that effective and critical problem solving is second nature to us. Balancing our decisiveness with consideration and evidence-based approaches, we are able to challenge our thinking and draw on multiple diverse sources of information for new ways of thinking and working.

Competency

We analyse critically

We analyse information, data, viewpoints and combine the best available evidence to understand the root causes of issues that arise in complex situations.

We draw on our experience, knowledge and wide sources of evidence to give us a greater view of what is happening underneath the surface. We combine insight and evidence-based approaches to help make decisions, accepting that we will not have all the answers but will always try to gather facts and robust information to be able to think tactically and strategically.

Why is it important? Critical thinking drives effective policing as we are faced with a wide variety of complex issues on a day-to-day basis. This means that we all need to be able to make sense of a complex environment, accept that ambiguity is part of contemporary working life and, therefore, be able to identify interrelationships between different factors.

If we are able to analyse the best available evidence and see what is happening underneath the surface, we will be better able to make confident and effective decisions and implement preventative solutions that deal with root causes.

We analyse critically

Level 1

- I recognise the need to think critically about issues. I value the use of analysis and testing in policing.
- I take in information quickly and accurately.
- I am able to separate information and decide whether it is irrelevant or relevant and its importance.
- I solve problems proactively by understanding the reasons behind them, using learning from evidence and my experiences to take action.
- I refer to procedures and precedents as necessary before making decisions.
- I weigh up the pros and cons of possible actions, thinking about potential risks and using this thinking to inform our decisions.
- I recognise gaps and inconsistencies in information and think about the potential implications.
- I make decisions in alignment with our mission, values and the Code of Ethics.

Level 2

- I ensure that the best available evidence from a wide range of sources is taken into account when making decisions.
- I think about different perspectives and motivations when reviewing information and how this may influence key points.
- I ask incisive questions to test out facts and assumptions, questioning and challenging the information provided when necessary.
- I understand when to balance decisive action with due consideration.
- I recognise patterns, themes and connections between several and diverse sources of information and best available evidence.
- I identify when I need to take action on the basis of limited information and think about how to mitigate the risks in so doing.
- I challenge others to ensure that decisions are made in alignment with our mission, values and the Code of Ethics.

Level 3

- I balance risks, costs and benefits associated with decisions, thinking about the wider impact and how actions are seen in that context. I think through 'what if' scenarios.
- I use discretion wisely in making decisions, knowing when the 'tried and tested' is not always the most appropriate and being willing to challenge the status quo when beneficial.
- I seek to identify the key reasons or incidents behind issues, even in ambiguous or unclear situations.
- I use my knowledge of the wider external environment and long-term situations to inform effective decision making.
- I acknowledge that some decisions may represent a significant change. I think about the best way to introduce such decisions and win support.

Competency

We are innovative and open-minded

We have an inquisitive and outward-looking nature, searching for new information to understand alternative sources of good practice and implement creative working methods. We are committed to reflecting on how we go about our roles, being flexible in our approach as required to ensure the best outcomes.

We seek to understand how well we are performing, both as individuals and as teams, and we seek to continuously improve. To do this, we look at relevant standards outside policing in other organisations and sectors.

Constantly changing and adapting is part of our role. We maintain an open mind to allow us to identify opportunities and to create innovative solutions.

Why is it important? New and emerging threats mean that our required response will not always be obvious. We will need to adopt new thinking and assumptions, be continually inquisitive and committed to continual improvement. The perpetual need to adapt, innovate and question our assumptions is at the heart of being able to serve and protect the public. It includes taking innovative, preventative action to reduce demand.

Being open-minded and reflective also allows us to tailor our approach to specific contexts and the communities we serve.

We are innovative and open-minded

Level 1

- I demonstrate an openness to changing ideas, perceptions and ways of working.
- I share suggestions with colleagues, speaking up to help improve existing working methods and practices.
- I constantly reflect on my own way of working and periodically review processes and procedures to make continuous improvements.
- I adapt to change and am flexible as the need arises while encouraging others to do the same.
- I learn from my experiences and do not let myself be unduly influenced by preconceptions.

Level 2

- I explore a number of different sources of information and use a variety of tools when faced with a problem and look for good practice that is not always from policing.
- I am able to spot opportunities or threats which may influence how I go about my job in the future by using knowledge of trends, new thinking about policing and changing demographics in the population.
- I am flexible in my approach, changing my plans to make sure that I have the best impact.
- I encourage others to be creative and take appropriate risks.
- I share my explorations and understanding of the wider internal and external environment.

Level 3

- I implement, test and communicate new and far-reaching ways of working that can radically change our organisational cultures, attitudes and performance.
- I provide space and encouragement to help others stand back from day-to-day activities, in order to review their direction, approach and how they fundamentally see their role in policing. This helps them to adopt fresh perspectives and identify improvements.
- I work to create an innovative learning culture, recognising and promoting innovative activities.
- I lead, test and implement new, complex and creative initiatives that involve multiple stakeholders, create significant impact and drive innovation outside of my immediate sphere.
- I carry accountability for ensuring that the police service remains up to date and at the forefront of global policing.

Protecting the public Supporting the fight against crime

As the professional body for policing, the College of Policing sets high professional standards to help forces cut crime and protect the public. We are here to give everyone in policing the tools, skills and knowledge they need to succeed. We will provide practical and common-sense approaches based on evidence of what works.

college.police.uk



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**Chief Constable Selection Process
MEDIA ASSESSMENT**

CANDIDATE INSTRUCTIONS

As the new Chief Constable of Westshire Constabulary you will be interviewed live by Sky News for up to 10 minutes.

Your Force has recently received a damning HMICFRS report, a copy of which is enclosed. A particular area of concern relates to the identification, support, and communication with victims. You are aware that the Police and Crime Commissioner (PCC) is particularly alarmed by this element, given their key role in supporting victims. The PCC has also requested a meeting with you to discuss staff welfare and morale.

Media Assessment

Your media assessment will take place on [date] at [time]. During the assessment you will be interviewed on the core elements of the report. The interviewer for the assessment will be Martin Brunt and you will meet him on the day.

You will be assessed from the time you enter the media assessment room until you leave and a recording of the interview will be reviewed by the assessment panel.

You should be yourself and use any relevant policing knowledge, experience and preparation for this exercise to support your comments. You should not complete any additional research into this scenario and only use the materials you have been provided to assist with your preparation.

During the media exercise you will be assessed against the following competencies and values:

1. We analyse critically
2. We deliver, support and inspire
3. Transparency (value)



Presentation

Attached to this presentation question are copies of two reports:

1. Kent Police and Crime Commissioner's Violence Against Women and Girls Inquiry (2022)
2. National Police Chiefs Council (NPCC) Report – Policing Violence Against Women and Girls National Framework for Delivery Year 1 (December 2021)

As Chief Constable of Kent Police what strategy would you implement to tackle violence against women and girls, ensuring that the actions and learning from the attached reports are built into core service delivery?

Your strategy should detail the tangible performance improvements you anticipate delivering following implementation; and the policing experience you will draw upon making women and girls safer.

You should prepare a presentation of up to 15 minutes which addresses the core question above.

The presentation will be followed by up to 15 minutes of questions from the panel.

Should you wish to provide a structured Powerpoint presentation to support your delivery you must submit this by email to laura.steward@kent.police.uk not later than 9am on Monday 14th November.

You should also bring 4 paper copies of any documentation to support your presentation as a contingency.

The CVF areas assessed in this exercise are:

1. We are collaborative
2. We are innovative and open minded
3. Impartiality (value)



Selection & Appointment Process - Rating Mechanism

A 1 - 5 rating scale is used, where 1 represents low performance and 5 represents excellent performance, within the Relevant Assessment Criteria.

There is a requirement for assessors to identify the most appropriate category (**1, 2, 3, 4, or 5**) for each of the criteria as follows:

Rating	Definition
5	<p>An area of considerable strength The candidate has provided substantial evidence that directly relates to the criteria being assessed. The evidence clearly explains their role and what they did in relation to the questions asked/aim of the task.</p>
4	<p>An area of some strength The candidate has provided evidence that relates to the criteria being assessed. The evidence explains their role and what they did in relation to the questions asked/aim of the task.</p>
3	<p>An area of acceptable performance The candidate has provided evidence that mostly relates to the criteria being assessed. In the main the evidence explains their role and what they did in relation to some of the questions asked/they have met some of the aims of the task.</p>
2	<p>An area where improvement is needed The candidate has provided some acceptable evidence that relates to some of the criteria being assessed. The evidence may explain their role and what they did in relation to some of the questions asked/aim of the task, but this may not be clear or relevant.</p>
1	<p>An area where significant improvement is needed The candidate has provided little or no evidence that relates to the criteria being assessed. The evidence does not clearly explain their role and what they did in relation to the questions asked/aim of the task.</p>

Briefing note – Data Protection Act and Equality Act

Data Protection Act

The Act limits the nature and extent of information you collect, store and use about individuals to what is actually needed to carry out legitimate business, in a way that is transparent and in accordance with how the data subject would reasonably expect.

You should ensure that such data is accurate, is stored securely and is kept no longer than is absolutely necessary.

Data should not be passed to third parties without the permission on the data subject and way in which such information will be used should be made clear to the data subject before it is collected, stored and processed.

For further information and guidance please look at the following link:

<https://ico.org.uk/for-organisations/guide-to-data-protection/key-definitions/>

Equality Act

This quick start guide is intended to help public sector organisations understand a key measure in the Act – the **public sector Equality Duty**, which came into force on 5 April 2011. The Equality Duty ensures that all public bodies play their part in making society fairer by tackling discrimination and providing equality of opportunity for all.

The Equality Duty has three aims. It requires public bodies to have ***due regard*** to the need to:

- **eliminate unlawful discrimination**, harassment, victimisation and any other conduct prohibited by the Act;
- **advance equality of opportunity** between people who share a protected characteristic and people who do not share it; and
- **foster good relations** between people who share a protected characteristic and people who do not share it.

Having ***due regard*** means consciously thinking about the three aims of the Equality Duty as part of the process of decision-making. This means that consideration of equality issues must influence the decisions reached by public bodies – such as in how they act as employers; how they develop, evaluate and review policy; how they design, deliver and evaluate services, and how they commission and procure from others.

Having due regard to the need to **advance equality of opportunity** involves considering the need to:

- remove or minimise disadvantages suffered by people due to their protected characteristics;
- meet the needs of people with protected characteristics; and
- encourage people with protected characteristics to participate in public life or in other activities where their participation is low.

Fostering good relations involves tackling prejudice and promoting understanding between people who share a protected characteristic and others.

Further information can be obtained via the following link:

<http://www.homeoffice.gov.uk/publications/equalities/equality-act-publications/equality-act-guidance/equality-duty?view=Binary>

The Equality Duty replaces the three previous public sector equality duties – for race, disability and gender. The new Equality Duty covers the following protected characteristics:

- age
- disability
- gender reassignment
- pregnancy and maternity
 - race – this includes ethnic or national origins, colour or nationality
 - religion or belief – this includes lack of belief
 - sex
 - sexual orientation

It also applies to marriage and civil partnership, but only in respect of the requirement to have due regard to the need to eliminate discrimination.

Definitions

Direct discrimination

Direct discrimination occurs when someone is treated less favourably than another person because of a protected characteristic they have or are thought to have (see perception discrimination below), or because they associate with someone who has a protected characteristic (see discrimination by association below).

Discrimination by association

Applies to race, religion or belief, sexual orientation, age, disability, gender reassignment and sex. This is direct discrimination against someone because they associate with another person who possesses a protected characteristic.

Perception discrimination

Applies to age, race, religion or belief, sexual orientation, disability, gender reassignment and sex. This is direct discrimination against an individual because others think they possess a particular protected characteristic. It applies even if the person does not actually possess that characteristic.

Indirect discrimination

Applies to age, race, religion or belief, sex, sexual orientation, marriage and civil partnership, disability and gender reassignment. Indirect discrimination can occur when you have a condition, rule, policy or even a practice that applies to everyone but particularly disadvantages people who share a protected characteristic.

Indirect discrimination can be justified if you can show that you acted reasonably in managing your business, i.e. that it is 'a proportionate means of achieving a legitimate aim'. A legitimate aim might be any lawful decision you make in running your business or organisation, but if there is a discriminatory effect, the sole aim of reducing costs is likely to be unlawful.

Being proportionate really means being fair and reasonable, including showing that you've looked at 'less discriminatory' alternatives to any decision you make.

Harassment

Harassment is "unwanted conduct related to a relevant protected characteristic, which has the purpose or effect of violating an individual's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual".

Harassment applies to all protected characteristics except for pregnancy and maternity and marriage and civil partnership. Employees will now be able to complain of behaviour that they find offensive even if it is not directed at them, and the complainant need not possess the relevant characteristic themselves. Employees are also protected from harassment because of perception and association.

Third party harassment

Applies to sex, age, disability, gender reassignment, race, religion or belief and sexual orientation. The Equality Act makes you potentially liable for harassment of your employees by people (third parties) who are not employees of your company, such as customers or clients. You will only be liable when harassment has occurred on at least two previous occasions, you are aware that it has taken place, and have not taken reasonable steps to prevent it from happening again.

Victimisation

Victimisation occurs when an employee is treated badly because they have made or supported a complaint or raised a grievance under the Equality Act; or because they are suspected of doing so. An employee is not protected from victimisation if they have maliciously made or supported an untrue complaint. There is no longer a need to compare treatment of a complainant with that of a person who has not made or supported a complaint under the Act.

Further guidance can be obtained via the following link:

<https://www.equalityhumanrights.com/en/advice-and-guidance/equality-act-guidance#h2>

Matthew Scott
Kent Police and Crime Commissioner

Office telephone: 01622 677055
Email: contactyourpcc@kent.police.uk

www.kent-pcc.gov.uk

The Office of the Kent
Police and Crime
Commissioner
Sutton Road
Maidstone
Kent
ME15 9BZ



Name
Address
Address
Address
Address

Ref: OPCC/MS/xx/xxx/22
Please quote reference on all replies

Dear xxx

I am writing to inform you that you have been shortlisted for the role of Chief Constable for Kent.

The assessment will be held over two days, the 15th and 16th of November, at Maidstone Innovation Centre. The timetable is set out below:

Day 1
Media assessment
Presentation

Day 2
Interviews

A more detailed timetable setting out precise timings for both days will be provided by the 7th November

There will be three elements of the assessment process provided to you in advance.

1. Presentation
On Monday 31st October, we will provide you with the instructions and topic for the pre-prepared 15-minute presentation, and the relevant supporting documents.
2. Media
Twenty-four hours before your media assessment start time, we will send by e-mail the instructions for this element of the assessment, and supporting documents. Should you have a preferred e-mail address for this, I would be grateful if you could contact the Office on XXXXXXXXXXXX with this information.
3. Hogan Psychometric Assessment
You will be contacted in due course by Advanced People Strategies, and be provided with the information to undergo the on-line psychometric testing. The results will be provided to the selection panel in advance of the formal assessment process in November. Should you wish to be provided with feedback on the outcomes, from APS, this can be arranged. Please contact the Office should you require this.

Briefing day

The mandatory briefing day will take place on Thursday 3rd November 2022 at the Detling Showground and subsequently at Medway Police Station. The event will commence at 0930 hrs.

The session will open with a short welcome from Mr Scott before each candidate will have the opportunity to meet with:

- Representatives from the Office of the Police and Crime Commissioner for Kent including the PCC, Senior Staff, Victim Support, and Chair of the Joint Audit Committee;
- Temporary Deputy Chief Constable Peter Ayling, Deputy Chief Officer Mr Ian Drysdale, representatives from Unison, the Kent Police Superintendents' Association and the Kent Police Federation;
- Representative from various Staff Associations that represent officers, staff and volunteers that work for Kent Police.

You will have the chance to meet with each of these groups on an individual basis, to receive a short presentation and the opportunity to ask questions before moving onto the next session. There are three sessions, and each will last a maximum of 40 minutes.

At the end of these sessions a light buffet lunch will be provided before you will be required to make your way to Medway Police Station. At 1500 you will join the Late Turn parade before going out on patrol with officers from Medway. You will be able to spend at least half a shift with officers.

You should ensure you are in possession of relevant PPE and have a valid OST authority for the use of the PPE. An Airwaves terminal will be provided on the day for use whilst on patrol. Facilities for changing will be provided at Medway Police Station. Any candidate who is unable to undertake this part of the briefing day should notify xxx (details below) as a priority. Similarly, if you have any dietary requirements please contact xxx at xxx@kent.police.uk

Timetable for Briefing Day

- 0915 Arrive at Detling. Please make your way to the Bredhurst and Chilham Rooms
- 0930 – 0945 - Welcome from PCC Matthew Scott
- 0950 – 1030 - 1st briefing session
- 1040 – 1130 – 2nd briefing session
- 1140 – 1230 – 3rd briefing session
- 1245 – 1330 – Lunch
- 1330 – Travel to Medway Police Station
- 1500 – L/T briefing and patrol with officers

Travel information

Sat Nav details:

Detling Showground – ME14 3JF

Medway Police Station – ME7 1NE

A more detailed map of the locations is included with this letter.

SPOC on the day – xxx, Staff Officer to the PCC – 07XXX XXXXXX

Yours sincerely

Matthew Scott
PCC for Kent

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To: Kent and Medway Police and Crime Panel

Subject: HMICFRS PEEL Inspection 2021/22

Date: 6 December 2022

Introduction:

1. Further to the previous paper that was presented at the June meeting, and the verbal update provided by the PCC at the September meeting, this paper reports on Kent Police's progress in addressing the findings from HMICFRS' PEEL Inspection 2021/22.

Background:

2. 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.
3. PEEL significantly changed in 2021 moving from an assessment of three pillars of policing to twelve core areas.
4. 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.
5. 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.
6. On 28 April 2022, HMICFRS published [PEEL 2021/22 – An Inspection of Kent Police](#).
7. The published report provided an assessment across ten areas of policing with graded judgements on nine. The findings covered a period of assessment between March 2021 and October 2021.

PEEL Inspection 2021/22:

8. 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			

9. 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.

Progress Update:

10. As reported previously, following the inspection, Kent Police developed a comprehensive Improvement Plan.

11. It also implemented a robust and transparent regime of governance, with progress against the 19 Areas for Improvement (AFIs) overseen by the Force Improvement Board chaired by the Deputy Chief Constable. After each Force Improvement Board an update on progress is provided to the Chief Constable. In October 2022, the Temporary Chief Constable also chaired the extraordinary PEEL Oversight Board where action owners provided updates on progress, evidence, improvements and outcomes; a further Oversight Board is planned for January 2023.
12. On 31 October, the PCC held a bespoke Performance and Delivery Board specifically focused on the PEEL Inspection.
13. The Temporary Chief Constable provided comprehensive updates on action being taken to address each of the AFIs (in the form a presentation), and the PCC asked a number of questions to clarify points and challenge assertions.
14. At the conclusion of the PEEL Inspection update, the PCC asked:

'If the Force was re-inspected tomorrow would HMICFRS find the same problems, evidence of improvement, and would the areas graded 'adequate' and 'requires improvement' move upwards'.
15. Noting HMICFRS were likely to conduct a re-inspection in Spring 2023, the Temporary Chief Constable stated:

'...he was extremely confident that all the activity was pushing the Force in the right direction and that when HMICFRS returned they would see a vastly improved position'.

He added:

'...the Force couldn't be complacent though and needed to ensure there was no loss of traction in other important areas of business, and those graded 'Outstanding' and 'Good'...'
16. Whilst both the PCC and Temporary Chief Constable accept HMICFRS' findings, they also wish to acknowledge that every day, police officers and staff are doing tremendous work to keep the public safe, to support victims, and ultimately to bring offenders to justice.
17. A copy of the Temporary Chief Constable's presentation which remains current, can be found at the end of this paper. The Meeting Notes are also included in the papers for this meeting.

Holding to account:

18. 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.
19. The PCC acknowledges that some findings were disappointing, particularly those in respect of domestic abuse and the investigation of crime. However, following the Performance and Delivery Board on 31 October, he is reassured the Force is taking the improvement journey seriously and all the AFIs are being addressed.
20. The PCC will continue to hold the Chief Constable to account through his quarterly Performance and Delivery Board.
21. 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.
22. Although the 'Inspections, Audits & Reviews' paper routinely reports on HMICFRS activity, the PCC has formally requested that for each meeting it specifically includes an update on the Force's Improvement Plan.

23. The PCC will continue to hold the Chief Constable to account via their regular weekly briefings and is represented at the Chief Constable chaired PEEL Oversight Board by his Chief Executive. He will also routinely receive bespoke briefing notes and updates from the Force.

Recommendation:

24. The Kent and Medway Police and Crime Panel is asked to note this report and agree to a further update at their June 2023 meeting.



PCC HMICFRS PEEL Report 21/22 Improvement Plan Meeting

31 October 2022

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PEEL 2021/22 - Overview

- Kent PEEL report published 28 April 2022
- Assessment of Kent Police across ten areas of policing with graded judgements on nine
- Victim Service Assessment not graded; narrative provided
- Positive findings reported across all core questions
- Nineteen areas for improvement (AFI) identified
- Additional gradings for SOC and Counter Corruption and Vetting will follow (anticipated December 2022)

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			

PEEL 2021/22 – Overview of Good Practice

- Outstanding at recording crime for a second consecutive assessment, compliance rate of 96.7%
- Multi-agency, problem solving taskforces and engagement with repeat vulnerable callers highlighted
- Positive work with young people to identify and prevent harm or criminality through dedicated schools' officers
- Force operating model built with vulnerability at its core with the flex to evolve and continuously improve
- Use of stalking prevention orders, work in protecting children and young people and engagement with schools in respect of domestic abuse all positively referenced
- Ethical policing amongst officers and staff is described as excellent
- Ethics Committee, Culture Boards and clear mission, vision, values and priorities, contribute to a positive culture
- Force's commitment and approach to both physical and mental wellbeing is highlighted along with the excellent support provided to staff
- Well established and effective governance, scrutiny and planning taking place, aligned to force priorities
- Infinity principles are embraced

PEEL Improvement Governance

- Progress against the areas for improvement managed via the PEEL Improvement Plan and overseen by Chief Officers and their respective business leads
- Chief officer led governance ensures oversight, scrutiny and sustainability of any proposed improvements across individual business areas
- Force Improvement Board chaired by the DCC ensures oversight and scrutiny at a force wide level
- PEEL Oversight Board chaired by the Chief Constable with independent assurance provided by the OPCC Chief Executive (in attendance)
- PCC PEEL Report and Improvement Plan Meeting providing further independent assurance
- Regular meetings with HMICFRS Force Liaison Lead to update and assess progress

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PEEL Improvement Plan AFIs 1 - 3

The following AFIs are linked to capacity, capability and demand management therefore are grouped due to the overlap of activity:

1. The force needs to improve the capacity and capability of its response teams (Response)
2. The force is failing to properly resource the teams that investigate domestic abuse (Investigation)
3. The force needs to review how it allocates resources to ensure it can meet demand (Strategic Planning)

Action Taken and Ongoing Activity (Anticipated Completion February 2023)

- Additional sixty-nine officers posted to Local Policing (43 to Local Policing Teams and 26 to VITs)
- Three day supervisory investigative improvement course developed, delivered and now mandated
- Detective capacity increased across Vulnerability Investigation Teams (VIT) with further growth planned
- Domestic Abuse (DA) Hub introduced responding to high, appointment and priority DA calls for service – early evaluation evidences a reduction in work allocated to LP and VIT and excellent victim satisfaction

PEEL Improvement Plan AFIs 1 - 3

- The Local Policing review focused on establishment of victim based teams, shift pattern and achievable numbers
- The FCIR Transformation Programme includes pillar to review and resolve appropriate crime at the first point of contact reducing demand for frontline officers
- Continued and ongoing reviews of high risk DA, detective capacity and skills profile for detective based teams
- Evaluation of the DA Hub and continued roll out of the pilot to the wider force
- Crime Academy providing support to those on the detective pathway to ensure continued progression to accreditation
- Review of Neighbourhood Policing continues to ensure effective service delivery to the public whilst ensuring sustainable demand management and capability against key local and national requirements

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PEEL Improvement Plan AFI 4

Victim Service Assessment

4. The force needs to improve how it collects information about the diversity of crime victims and use this to ensure it serves different communities equally

Of note, all forces inspected for PEEL have received this area for improvement and therefore this is being addressed nationally by the National Police Chief's Council (NPCC)

Action Taken and Ongoing Activity (Anticipated Completion May 2023)

- A working group has been established to ensure early considerations are identified to operationalise the collation of protected characteristics
- The force continues to work with the NPCC in the production of a nationally agreed position on recording protected characteristics across police systems

PEEL Improvement Plan AFI 5

Engagement / Treating the Public with Fairness and Respect

5. The force should improve the way it assesses public satisfaction with the service it provides

Action Taken and Ongoing Activity (Anticipated Completion January 2023)

- Research undertaken with other forces and a product has been identified which could improve the way the force assesses public satisfaction beyond the current focus of vulnerability
- Costings for a new system being explored in order to present a proposal to Chief Officers
- Victim survey to be carried out by the Innovation Task Force as part of work taking place to review the service provision to victims

PEEL Improvement Plan AFI 6

Preventing Crime and Anti-Social Behaviour

6. The force needs to ensure that neighbourhood policing officers have access to structured training

Action Taken and Ongoing Activity (Anticipated Completion April 2023)

- Examples of good practice identified to inform the development of a structured programme of training to enhance the current provision
- Learning and Development leading on the introduction of a bespoke training package
- Review of Neighbourhood Policing continues to ensure effective service delivery to the public whilst ensuring sustainable demand management and capability against key local and national requirement; training is part of this review

PEEL Improvement Plan AFI 7

Responding to the Public

7. The force needs to make sure that repeat callers and those that are vulnerable are routinely identified

Action Taken and Ongoing Activity (Anticipated Completion December 2022)

- Review of THRIVE application by call takers undertaken and high compliance found
- FCIR Learning and Development will ensure ongoing monitoring and include in continuous professional development
- Further research being undertaken with other forces in respect of recording repeat callers and those that are vulnerable to further enhance the process
- FCIR Transformation Programme includes a review of current and future technology which may provide further opportunities to automate identification of repeat callers

PEEL Improvement Plan AFI 8

Responding to the Public

8. The force needs to make sure call takers give advice on the preservation of evidence and crime prevention

Action Taken and Ongoing Activity (Anticipated Completion December 2023)

- New service implemented which ensures victims are provided with a text message link to crime prevention advice
- 'My Community Voice' now utilised to provide crime prevention advice to the wider community
- FCIR Learning and Development will ensure ongoing monitoring and include in continuous professional development
- Scene preservation advice is provided when appropriate by call takers however further work is underway to review and identify where further enhancements can be made.

PEEL Improvement Plan AFI 9

Responding to the Public

9. The force needs to better manage its response to incidents

Action Taken and Ongoing Activity (Anticipated Completion December 2023)

- Review of incident grading undertaken; found to follow national guidance and believed to be fit for purpose
- Page 7 The force does not have attendance targets; well established performance management processes continue to maintain oversight and management of response to incidents
- DA Hub introduced which directs appropriate victims to a police officer who is able to respond immediately or receive a virtual policing response
- Daily governance in place to ensure constant monitoring of response to incidents
- FCIR Transformation Programme includes uplifting resources, enhancing working practices and better use of technology

PEEL Improvement Plan AFIs 10 - 12

Investigating Crime

The following AFIs are linked to investigative quality therefore are grouped due to the overlap of activity:

10. The force needs to make sure that crimes are allocated and investigated in a timely manner
11. Investigation plans should be created where applicable and properly supervised
12. The force needs to take every opportunity to pursue offenders when victims disengage

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Action Taken and Ongoing Activity (Anticipated Completion January 2023)

- 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
- Quality assurance framework established reviewing over 400 investigations a month and offering extensive guidance and support to officers and supervisors, resulting in improved performance
- Three day supervisory investigative improvement course developed, delivered and now mandated

PEEL Improvement Plan AFIs 10 - 12

Investigating Crime

Action Taken and Ongoing Activity (continued)

- Chief Constable and Deputy Chief Constable holding a series of operational engagement events with every Chief Inspector, Inspector and Sergeant
- Research being undertaken with other forces to review best practice in respect of allocation of crime
- Policy in place providing clear expectations in respect of evidence led prosecutions when a victim disengages

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PEEL Improvement Plan AFI 13

Investigating Crime

13. The force needs to make sure the needs of all victims are assessed so they can be supported

Action Taken and Ongoing Activity (Anticipated Completion December 2022)

- Review undertaken to assess current compliance in respect of Victim Care Cards and Victim Needs Assessment; officers found to have high awareness of responsibilities
- Continued review of compliance through well established performance management processes
- Consultation undertaken with officers in respect of further improvements to increase efficiency and effectiveness such as QR codes, form revisions and identifying best practice

PEEL Improvement Plan AFI 14

Investigating Crime

14. The force needs to improve how it records why victims withdraw their support for investigations

Action Taken & Ongoing Activity (Anticipated Completion December 2022)

- 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
- Three day supervisory investigative improvement course developed, delivered and now mandated
- Policy updated and communicated to ensure clear expectations are set in respect of obtaining a record of a victims wishes to withdraw support and the action required if this record cannot be obtained
- Data Audit Team will review and test compliance to measure progress in due course

PEEL Improvement Plan AFI 15

Protecting Vulnerable People

15. The force should make sure that orders protecting victims of domestic abuse are considered in all appropriate cases

Action Taken and Ongoing Activity (Anticipated Completion November 2022)

- Proactive DA Teams target offenders who pose the greatest risk utilising protective orders
- Increases in Domestic Violence Prevention Notices (DVPNs) sought and Domestic Violence Protection Orders (DVPOs) granted by the court continue to increase as a result of continued focus and reinforcement with staff
- Performance continues to be monitored to ensure this area for improvement is consistently achieved

PEEL Improvement Plan AFI 16

Protecting Vulnerable People

16. The force should maintain and improve the wellbeing of staff involved in protecting vulnerable people

Action Taken & Ongoing Activity (Anticipated Completion December 2022)

- Strategy and action plan agreed which provides a holistic approach to wellbeing considerations including line management engagements and more formal learning and awareness opportunities
- Peer support programme will be progressed to promote wellbeing locally and dissemination of force-wide activities and initiatives to ensure all officers and staff are aware of the wellbeing support available to them
- Health and Wellbeing Services continue to engage and work with PVP teams, and a number of positive engagements with staff have taken place

PEEL Improvement Plan AFI 17

Managing Offenders and Suspects

17. The force needs to review its policy for people released on bail and while under investigation

Action Taken and Ongoing Activity (Anticipated Completion January 2023)

- Comprehensive bail management policy and clear governance in place
- In line with changes to the Bail legal framework processes are being reviewed to ensure improvements continue to be made (management and delivery plan in place)
- Superintendents conduct six month reviews in line with NPCC guidelines
- Kent has led on a work with other Athena forces to redefine the suspect status recorded in order to ensure a consistent approach is applied when identifying high risk offenders and that they are relentlessly pursued

PEEL Improvement Plan AFI 18

Managing Offenders and Suspects

18. The force needs to review whether its operating model is hampering its ability to effectively manage registered sex offenders

Action Taken and Ongoing Activity (Anticipated Completion December 2022)

- Management of Registered Sex Offenders (RSOs) adheres to authorised professional practice (APP)
- Review of offender management structures, resources and capability underway to ensure the provision is as effective as it can be
- Performance framework demonstrating consistent improvements in performance
- Review of the MAPPAs Strategic Management Board has been undertaken and new arrangements are being introduced to strengthen the MAPPAs processes across Kent

PEEL Improvement Plan AFI 19

Managing Offenders and Suspects

19. The force should review its digital capability and capacity to effectively target online child abuse

Action Taken and Ongoing Activity (Anticipated Completion January 2023)

- All staff within online child abuse teams are trained and aware of the opportunities for early examination of devices
- The Digital Forensic Unit will attend warrants with online child abuse teams and complete relevant downloads on the same day with multiple examples of this leading to remands and charges
- Peer to peer reviews across teams has enabled the sharing of best practice and training on the use of digital assets, resulting in an upturn in performance
- Review of offender management detailed under AFI 18 included digital capability and capacity

FCIR Performance – 999 Calls

		999 calls						
		Total Received	Answered	% Answered	Answered < 10 Secs	% < 10 Secs	Not answered	% calls not answered
Q1	Apr-22	29188	28967	99.2%	19802	67.8%	221	0.8%
	May-22	32193	31967	99.3%	21541	66.9%	226	0.7%
	Jun-22	33054	32567	98.5%	20275	61.3%	487	1.5%
Total's Q1		94435	93501		61618		934	
Q2	Jul-22	38069	37261	97.9%	22122	58.1%	808	2.1%
	Aug-22	35634	35221	98.8%	24244	68.0%	413	1.2%
	Sep-22	31316	30947	98.8%	20089	64.1%	369	1.2%
Total's Q2		105019	103429		66455		1590	
Q2 additional demand to Q1		10584						
% Q2 additional demand to Q1		11.2%						

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- The number of 999 calls have increased from the last quarter by 10,584 (or 11.2%)
- The majority of the demand increase occurred in July and August 2022
- The force continued to answer 999 calls despite increases in demand (97.9% - 99.3%)

FCIR Performance – 101 Calls

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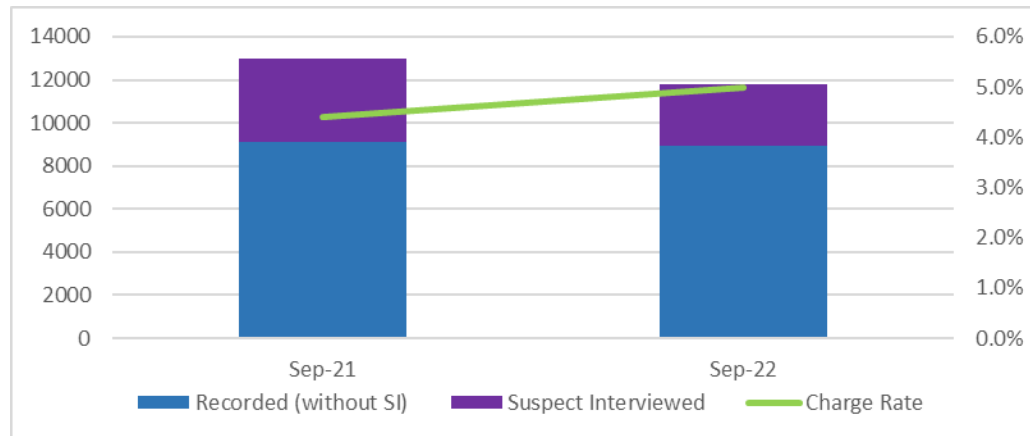
		101 calls						
		Total Received	Answered	% Answered	Answered < 10 Secs	% < 10 Secs	Not answered	% calls not answered
Q1	Apr-22	27123	19464	71.8%	7273	26.8%	7659	28.2%
	May-22	29759	23379	78.6%	10076	33.9%	6380	21.4%
	Jun-22	30979	18604	60.1%	5363	17.3%	12375	39.9%
Total's Q1		87861	61447		22712		26414	
Q2	Jul-22	29816	13385	44.9%	2669	9.0%	16431	55.1%
	Aug-22	28524	19406	68.0%	8004	28.1%	9118	32.0%
	Sep-22	27418	15743	57.4%	4768	17.4%	11675	42.6%
Total's Q2		85758	48534		15441		37224	
Q2 additional demand to Q1		-2103						
% Q2 demand to Q1		-2.4%						

- The number of 101 calls have marginally decreased from the last quarter by 2103 fewer calls; calls to 101 have slightly decreased whereas calls to 999 have increased
- The force has seen a reduction in the number of 101 calls answered as a result of increased 999 demand
- Live chat numbers are steadily increasing (13,431 in quarter 1 and 20,352 in quarter 2) evidencing channel shift (51.5% increase)

VAWG Performance: Rolling Quarter to September 2022

Overall

	Recorded				Suspect Interviewed Rate			Charge Rate		
	Sep-22	Sep-21	No change	% change	Sep-22	Sep-21	% point change	Sep-22	Sep-21	% point change
Force	11799	12981	-1182	-9.1%	24.3%	29.7%	-5.4	5.0%	4.4%	0.6



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Domestic Abuse / Non Domestic Abuse

	Recorded				Suspect Interviewed Rate			Charge Rate		
	Sep-22	Sep-21	No change	% change	Sep-22	Sep-21	% point change	Sep-22	Sep-21	% point change
DA	6461	7047	-586	-8.3%	33.5%	40.0%	-6.5	6.6%	5.5%	1.1
Non-DA	5338	5934	-596	-10.0%	13.2%	17.5%	-4.3	3.0%	3.1%	-0.1

Sexual Offences






	Recorded				Suspect Interviewed Rate			Charge Rate		
	Sep-22	Sep-21	No change	% change	Sep-22	Sep-21	% point change	Sep-22	Sep-21	% point change
Rape	479	483	-4	-0.8%	39.5%	51.8%	-12.3	4.8%	2.7%	2.1
Other Sexual	714	726	-12	-1.7%	23.0%	32.8%	-9.8	5.0%	6.1%	-1.1



**Kent
Police**

Protecting and serving the people of Kent

Tackling Violence Against Women and Girls – A year on

 Holding Offenders to Account	 Supporting Victims	 Keeping You Safe	 Culture	 Strengthening the System
<p>Delivery of the VAWG Intervention Tool – to identify, assess and manage high harm offenders</p> <p>Training and Development of the Offender-centric approach</p> <p>Vulnerability Knowledge and Practice Programme CSE peer review</p> <p>CSE project with UKC</p> <p>PVP Governance review</p>	<p>Online Community Forum to capture and respond to Victims needs</p> <p>Rapid Video Response to DA</p> <p>Trauma Informed Practice Training</p> <p>Rape Improvement Project - Op Soteria Bluestone</p> <p>Funding to secure equipment to download victims phones</p>	<p>Best Bar None Initiative being rolled out countywide</p> <p>VAWG Walk and Talk events</p> <p>Funding secured to target people and places</p> <p>My Community Voice VAWG platform</p>	<p>Multi-cultural VAWG Forum introduced</p> <p>Review of all misconduct cases and new policy/ processes for Police Perpetrated DA</p> <p>Sexism Video created and new reporting pathways through support groups</p> <p>Upstander Programme being introduced</p> <p>VAWG focussed events</p>	<p>VAWG is a priority across the partnership and is governed through the Domestic Abuse and Sexual Violence Exec Group and Kent Chief Exec Boards</p> <p>Several projects to be implemented</p> <ul style="list-style-type: none"> • CRU • Offender Management • Digital Capability <p>Problem Profiles completed</p>

To: Kent and Medway Police and Crime Panel
Subject: Violence Against Women and Girls Inquiry - update
Date: 6 December 2022

Introduction:

1. Further to previous papers presented at meetings in December 2021 and June 2022, this provides an update on the PCC's VAWG Inquiry.

Background:

2. 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.
3. 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.
4. In the wake of Sarah Everard's murder and several other high-profile shocking events, as well as the Government's refresh of the national VAWG strategy, the PCC launched his own inquiry on Wednesday 4 August 2021. The aim was to understand the extent to which such crimes are being committed and to work in partnership to understand what more could be done to prevent and tackle them.
5. The inquiry focused on four pillars:
 - Prevention
 - Engagement
 - The Victim's Journey
 - Rehabilitation
6. It was designed with partnership-working in mind and the PCC was determined to consult with victims, witnesses, support services and partnership agencies and authorities.
7. To oversee the Inquiry, a Steering group of stakeholders was set-up to provide direction, complete a Gap Analysis and set priorities. It included the Chief Constable, the Chief Executive of Maidstone Borough Council, a representative from Kent County Council, Medway Council and some of the Office of the PCC commissioned services.

Activity:

VAWG Survey

8. From 31 August to 19 November 2021, the PCC ran a 'Call for Evidence' 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.
9. The survey asked:
 - how safe people felt at night and in the day
 - what made them feel safer
 - if they had been a victim of crime in the last year
 - for those who had been a victim, had reported the crime to any organisation
 - to describe their experiences and provide any feedback
 - about partner agencies, and how they could improve services for women and girls in Kent

- which public spaces should be improved to make women and girls feel safer
- how to better educate, at an early age, that violence is not acceptable in society

10. 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.

11. A [full report](#) on the findings from the survey can be found on the OPCC website.

Big Data exercise

12. The PCC commissioned i3 Analytics to analyse Kent Police data to look at victim and offender profiles and trends.

13. The analysis objectives were to produce a detailed problem profile of VAWG. Furthermore, it was to identify insights regarding trends, extents and patterns of repeat offending and victimisation, geographic profiles, and nominal characteristics. Seasons and time of day were also analysed, potential drivers of crime, and what crime looked like in different districts across Kent.

14. The key conclusions were as follows:

Location

- Substantial proportion of VAWG is hidden behind closed doors at home, during the day
- Maidstone Town Centre has the highest concentration of VAWG and is attracting offenders from further afield than the other key hot spots
- Parts of Swale are becoming more problematic
- Chatham/ Medway remain the areas with the greatest volume

Offenders

- 30-35 years old are now the leading offender group
- Year of birth is now a stronger determinant of violence than age, with 1989 being the peak birth year
- 10% of offenders are responsible for 63% of harm
- The presence of a small selection of crime types is linked with substantial increases in the risk of rape or violence.

Victims

- In deprived areas, up to 1 in 8 of those aged 25-30 are victims.
- Total harm over the last 5 years is equivalent to over 4,500 homicides

Weather

- Increasing temperatures sparks much higher violence, especially among those aged 30-35 in deprived areas.

Roundtables

15. The PCC hosted several Roundtable events with different stakeholders to understand how they were tackling VAWG. Discussions included how to improve provision for victims through commissioned services, and how to prevent misogyny through education.

16. 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.

17. The roundtables 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

18. On 24 May 2022, the PCC hosted an initial Victim Panel focus group for those with lived experience of VAWG.

19. The OPCC worked with relevant charities to identify victims who were agreeable to taking part and developed the Terms of Reference to ensure their needs and preferences were reflected in its organisation.
20. The aim of the focus group was to create a feedback loop in how support services and Kent Police could improve, but equally to identify where they are getting it right.
21. The initial focus group was a great success, with each victim speaking forcefully about their experiences. Common themes included:
- Lack of communication from authorities (including Police and CPS). When there is an update, it does not come across as meaningful.
 - Victims felt the burden of proof fell on them.
 - Victims felt as traumatised, if not more so, by the criminal justice process as the crime(s) themselves.
 - Lack of clarity on what the Police can and cannot do – managing expectations needs to be improved.
 - No consideration or flexibility to work around victim's life. It is the victim that must work around the system regarding timing and location.
 - Perception the system favours the suspect rather than the victim.
 - It feels like the CPS plays ping pong with cases.
 - Investigating evidence on victims' phones is disproportionate to the case and victims reported feeling more stressed because their phones were taken for long periods.
 - Belief that their first interview or ABE is their 'one shot' to get it right but if testimonies/statements differ between statements then it is seen as the victim lying or changing their story.
 - Perception that Police decide there will be NFA due to lack of evidence too quickly.
 - A belief there is unconscious bias and that more training was needed.
22. Valuable feedback was provided to Kent Police and the wider criminal justice system through the PCC's role as Chair of the Kent Criminal Justice Board.
23. 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.

Outcome:

24. On 26 July 2022, the PCC published his [Violence against women and girls Inquiry Report](#). The PCC would like to thank everyone who took the time to inform his Inquiry.
25. The report notes that over the course of the Inquiry, agencies at a local and national level took action to address VAWG. As a result, some of the recommendations the inquiry would have made were already being delivered, these include:
- VAWG strategy - As a direct response to the inquiry, Kent Police introduced a new strategy which deals directly with VAWG.
 - VAWG forum - Kent Police held engagement events across the county which reached over 1,000 women and girls, giving them an opportunity to have their say on local safety issues and crime. This has led to the establishment of a regular forum where the Force receives feedback.
 - Officer verification checks - If a member of the public requests it, an Officer must radio the Force Control Room to undertake an identity verification check. Officers are encouraged to be proactive in offering them, especially if they believe the individual feels uncomfortable asking.
 - New patrolling strategy - As a result of the VAWG Survey, and feedback from the Force's work with women and girls, Kent Police's patrol strategy has been amended to increase visibility in those areas where women and girls tell them they do not feel safe.
 - [Street Safe](#) – As part of the Home Office's strategy to tackle VAWG it launched this online tool. It is a pilot service available to anyone wishing to anonymously tell police services about public places where they have felt or feel unsafe because of environmental issues e.g., street lighting, abandoned buildings, vandalism, or unwanted behaviours.
 - Kent Police Domestic Abuse Hub – this builds on the Vulnerability Hub that has been in operation for a few years. It operates 7 days a week and bolsters the force's resource for operational Domestic Abuse matters and provides additional support to victims.

26. For all the good work that the Police, councils and other agencies and partners are doing, people want to see more. As a result, the report also makes several recommendations which are listed below with an update:
- Listening to women and girls
 - Further Victim Panels are planned touching on different crime types to capture as many views on VAWG as possible.
 - The PCC also receives feedback from the walk and talk events Kent Police are facilitating. It is an evolving piece of work; however it has been warmly received by partners and members of the public.
 - Holding to account
 - The PCC continues to use his Performance and Delivery Board as a mechanism to hold Kent Police to account for delivery of their VAWG strategy and relevant priorities in the Police and Crime Plan.
 - The PCC has a standing agenda item on VAWG at the Kent Criminal Justice Board and has an outstanding action to share relevant data once it is ready which will enable further scrutiny.
 - Victim satisfaction surveys
 - As part of the re-commissioning of the main victim referral and support service contract a requirement has been included to undertake independent victim satisfaction surveys into their experiences within the criminal justice system and of relevant agencies. This will enable a clear understanding of victims' experiences to be identified and actions to be undertaken.
 - Commissioned services also report on client satisfaction and experiences within the CJS. These indicate clients have welcomed more face-to-face specialist support and the creation of more survivor recovery groups.
 - Supporting men and boys
 - Please see Appendix A.
 - Performance audit
 - Awaiting the appointment of an Analyst in the Office of the PCC, as well as the completion of the re-commissioning of the main victim referral and support service contract.
 - Schools Intervention programme
 - Collaborate Digital has been commissioned to deliver universal, open to all, age-appropriate messages to children and young people with the aim of building social skills, aiding decision-making, supporting resilience, and changing behaviours. The aim is to support them make better, informed choices regarding healthy relationships (attitudes, behaviours, and safety), online harms and cyber-safety and cyber-bullying. These messages will be delivered to those aged 9 years to a maximum age of 14 years, within targeted educational and youth settings to help tackle VAWG.
 - Further commissioning
 - Please see Appendix A.
 - Victim Champion training
 - The Office of the PCC is working on a set of power point slides for the PCC to present to audiences across Kent to raise awareness of victims' rights and how they can exercise them. Through an information sharing programme called Victim Voice, the intention is to raise awareness of the Victims' Code and key opportunities to challenge criminal justice agencies. An information pamphlet, which builds on the slides will also be provided to the audience, so they have material to refer to should they need to signpost victims.
 - Street Safe tool outcomes
 - Awaiting provision of information by the Home Office to facilitate analysis and monitoring of outcomes.

Next steps:

27. Holding perpetrators to account for their behaviour will be key to making women and girls safer. A detailed analysis of Kent Police offender data has been commissioned to build a perpetrator problem profile in Kent. It is hoped the findings will provide further insight into the extent of VAWG crime in Kent. Moreover, it is hoped the data will highlight areas where proactive and prevention work can be carried out, as well as informing offender management processes.

28. The PCC will utilise an action plan to hold the force to account for the delivery of relevant recommendations, as well as the performance of work in their new VAWG strategy. The Association of PCCs have built an action plan to hold organisations to account. This action plan will be incorporated into the PCC's work to keep track of performance against different areas of business.
29. The PCC intends for the report to be a living document; a platform to work from to improve women and girls' physical safety and feelings of safety. The coordination of all activity under the VAWG umbrella is being managed by a coordinator within the OPCC to promote closer working between Kent Police, charities and criminal justice agencies.
30. As Members will be aware, VAWG is a priority in the PCC's [Making Kent Safer](#) Plan. As such, the Chief Constable will be required to continue providing regular updates on Force activity and outcomes at the PCC's quarterly Performance and Delivery Board.
31. Open to Panel Members and the public on a non-participating basis and also live streamed, the Performance and Delivery Board is chaired by the PCC and papers are submitted by the Force in advance and published [here](#).
32. 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 to lay out how Kent Police and the OPCC are working towards tackling VAWG in all its guises.
33. In Kent there is already a lot of good work going on, from Kent Police to that provided by partners and commissioned services, but the PCC recognises that there is a continued need to pull together to make a difference and make things better.

Recommendation:

34. The Kent and Medway Police and Crime Panel is asked to note this report and agree to a further update at their June 2023 meeting.

Introduction

Police & Crime Commissioners (PCCs) can commission or grant fund services to support the delivery of their priorities. As one of the PCCs key priorities, a number of services have been commissioned or grant funded with the aim of ensuring appropriate support and interventions are available to those impacted by VAWG.

The following is a summary of those services; it is not an exhaustive list but highlights key activities that align to the PCC's VAWG Inquiry.

Additional Funding Secured

Additional funding opportunities have been made available to the PCC by the Ministry of Justice (MOJ) in recognition that there is greater demand for victims support services and that victims are requiring longer-term support. The additional funding awarded for 2022-23 is:

Independent Sexual Violence Adviser (ISVA) and Independent Domestic Violence Adviser (IDVA) Funding (£861,926) aimed at increasing the number of IDVAs and ISVAs available in Kent. This funding increased the number of IDVAs by 14.5 FTE, including 2 x Child and Young Person (CYP) IDVA's and an additional 4 ISVAs, including 1 (CYP) ISVA.

Domestic Abuse (DA) and Sexual Violence (SV) Ringfence Funding (£936,104) aimed at increasing the availability and capacity of DA and SV support services in Kent. This funding has enabled additional posts to be recruited such as a specialist LGBTQIA ISVA, an IDVA for the 16-25 age group and an IDVA supporting older victims of DA, alongside additional Outreach Workers, a free legal advice service, stalking advocates, therapy, and counselling.

Support Services for Men and Boys

Through the additional funding awards, the PCC has allocated funding to specialist support services for men and boys who have been, or are victims of DA or SV. These services include:

Dads Unlimited have been commissioned to provide the only dedicated male IDVA Service in Kent, DA Victim Empowerment (DAVE). This service provides confidential advice, support and advocacy across Kent and Medway. They are also piloting a male victim recovery programme called Discovery.

Health Action have been funded to support African men living in Kent who are in an abusive domestic relationship, with 60 males engaging with this service between April to September 2022.

East Kent Rape Crisis Centre (EKRCC) and Family Matters have been funded to provide a collaborative approach to men and boys impacted by rape and SV across Kent. This also involved detailed research into the barriers to men accessing support, with the findings being used to inform service delivery. To date 41 males have been supported during the first 6 months of 2022.

Perpetrator Interventions

The PCC worked collaboratively with Kent Police, the Community Rehabilitation Company at the time and a victim services provider to develop a bid to the Home Offices Perpetrator Funding opportunity. This bid was successful, and Kent was awarded £378,967 in July 2021 and a further £378,967 in July 2022 to deliver both DA and Stalking Perpetrator Programmes, alongside support for victims and their children. These programmes consist of a Healthy Relationships Programme which can be delivered via group work or 1:1 and a Stalking Programme, Compulsive Obsessive Behavioural Intervention (COBI) that is delivered 1:1. The programmes are delivered alongside a dedicated Victims Link Worker to ensure support and risk to the victims and their children are also effectively managed.

Crime Reduction Grant – Community Safety Partnerships

Each year a portion of the PCC's commissioning budget is allocated to Community Safety Partnerships (CSPs) via the Crime Reduction Grant to support delivery of the Police and Crime Plan priorities.

It is estimated £122,000 of the overall grant to CSPs will be spent on VAWG related activities and examples of projects funded through the Crime Reduction Grant are listed below:

- **Dover (£21,744)** - to deliver a Safer Spaces Project consisting of a series of workstreams designed to make Dover Town Centre safer, including designated safer spaces, digital boards, and additional CCTV.
- **Thanet (£9,733)** - to provide a self defence programme for women, support the Ask Angela / Andrew scheme and drink spiking awareness campaign.
- **Canterbury (£3,300)** - to deliver a Personal Safety campaign, which includes purse bells, glow sticks and posters and to support student safety by providing one platform that provides safety advice in one location.
- **Maidstone (£4,744)** - to deliver a new project to support children aged between 5 and 13 impacted by DA.
- **Medway (£3,289)** - to continue the successful Night Safety Sessions implemented through the Safer Streets 3 funding round.

Safer Streets Funding

Safer Streets is a Home Office initiative aimed at supporting crime prevention and reduction in targeted areas. The PCC was successful in being awarded funding from the previous 3 Safer Streets funding rounds.

The current round, Safer Streets 4, focused on preventing VAWG in public places and improving perceptions and feelings of safety regarding VAWG, anti-social behaviour or neighbourhood crime, such as burglary, robbery, and theft. Once again, the PCC was successful in the 4 bids submitted and secured £1.4 million over 4 areas in Kent.

The Office of the PCC is now working in partnership with Canterbury, Gravesham, Maidstone, and Medway (the identified bid areas) to deliver a range of interventions including:

- Installation of CCTV and additional / improved street lighting.
- Recruitment of additional Street Pastors and Urban Blue volunteers to provide suitable guardians in the night-time economy.
- Provision of Safe Spaces.
- Delivery of Active Bystander Training.
- Partnership community events to support signposting and distribution of personal security equipment.
- Delivery of Youth Outreach Workers.
- Extending the 'Best Bar None' Scheme.
- Education and awareness raising VAWG campaigns

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To: Kent and Medway Police and Crime Panel
Subject: Kent and Medway Violence Reduction Unit - update
Date: 6 December 2022

Introduction:

1. Kent and Medway is one of 20 Violence Reduction Units (VRUs) formed in 2019 under the Home Office Serious Violence Projects programme to drive a whole system, preventative approach to tackling the causes of serious youth violence (public place violence involving young people up to the age of 25).
2. In 2022/23 the Kent and Medway VRU received a core grant of £2,042m to deliver the programme, and has confirmed funding of £1.5m for 2023/24 and 2024/25.
3. This year, 55% has been invested in interventions with young people and 45% spent on programme costs. The minimum required spend on interventions is 20%.

Aim and purpose of the Kent and Medway VRU:

4. The overarching aim of the VRU is to provide leadership and strategic coordination of all relevant agencies, to support a 'whole systems' approach to tackling serious violence locally.
5. The VRU supports a multi-agency, long-term approach to preventing and tackling serious violence, which is:
 - focused on a defined population;
 - with and for communities;
 - not constrained by organisational or professional boundaries;
 - focused on generating long-term as well as short-term solutions;
 - based on data and intelligence to identify the burden on the population, including any inequalities;
 - rooted in evidence of effectiveness to tackle the problem.

Performance Indicators:

6. The performance indicators for VRUs set by the Home Office and the data to be used to evaluate the impact are:
 - A reduction in hospital admissions for assaults with a knife or sharp object and especially among those victims aged under 25.
 - A reduction in all non-domestic homicides and especially among those victims aged under 25 involving knives.
 - A reduction in knife-enabled serious violence and especially among those victims aged under 25.
7. The medium-term objectives are set locally and focus on increasing agency collaboration to prevent serious youth violence:
 - effective data sharing and multi-agency analysis of harm;
 - creating a shared problem-solving approach to violence reduction;
 - creating a collaborative approach to commissioning and delivering violence prevention services;
 - seeking community led solutions to preventing serious violence.
8. The focus for 2022/23 is weapon related harm, County Line risks and identifying and tackling Young Street Groups. The VRU collaborates with Kent Police to deliver the Violence Against Women and Girls strategy.

Interventions:

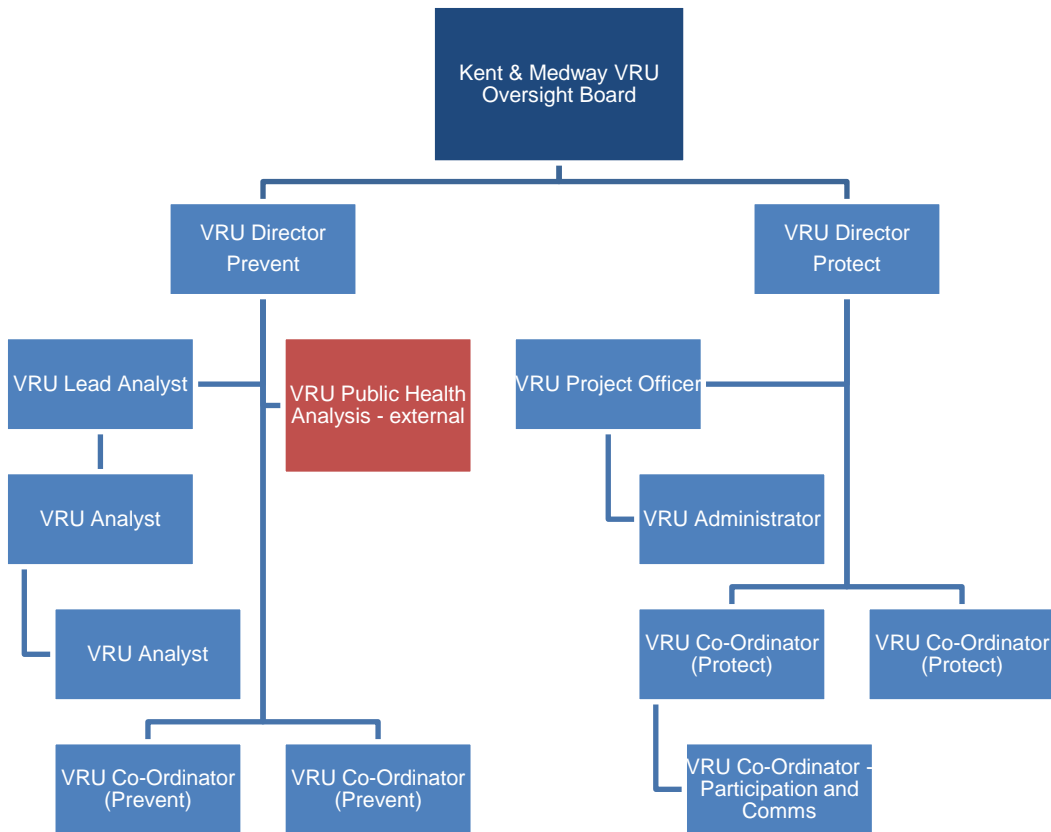
9. The VRU are required to spend 40% of the intervention budget on services which have been identified by the Youth Endowment Fund as having a strong impact on serious violence. The interventions funded in Kent are:

- Accident and Emergency Reachable Moments – the project offers support for young people admitted due to serious violence. The projects are in Medway Maritime and the William Harvey A & E departments; attached at Appendix A is a case study.
- Focused Deterrence – this is a multi-agency response to Young Street Groups and Gangs. It combines enhanced enforcement, persistent offers of support and a specialist service to work with communities affected by harm.
- Social Skills – seven Pupil Referral Units are supported by a clinical psychologist to teach social skills to young people that will improve how they respond to stress and increase resilience.
- Community Sport – twelve Community Safety Partnerships have been funded to commission community sports provision to be delivered in serious violence hotspots. The projects increase the number of responsible adults in places of concern and offer alternatives to young people at risk of involvement in violence.
- Cognitive Behaviour Therapy – therapists offer counselling to young people who have experienced trauma and are identified as being at risk of exploitation.

10. The VRU also jointly fund a 1:1 support service for young people at risk of criminal exploitation. The funding is shared with the Office of the PCC.

Structure of the Kent and Medway VRU:

11. The VRU consists of one police officer and 12 staff on secondment from Kent Police, the Office of the PCC, Kent County Council (KCC) and Medway Council.



12. The VRU is governed by an Oversight Board which is chaired by the PCC or his deputy.

13. It includes representation from Kent Police, KCC, Medway Council, NHS England, Kent Fire and Rescue Service, Public Health, Her Majesty’s Prisons, National Probation Service and the Community Safety Partnerships (CSPs).

14. The Board meets quarterly to:

- ensure active involvement in the strategic plan;
- maintain an overview of partnership activity to prevent serious violence;
- hold the VRU Directors to account for delivery of the overarching aim;

- identify and consider future risks;
- drive sustainability of VRU activity.

15. The VRU Police Director reports through the Crime Command, and the KCC Director through Children's Services.

Kent and Medway VRU – partnership working:

16. The VRU Analysts use a combination of Police, Health, Public Health and Local Authority data to develop a profile of public place violence, producing quarterly Strategic and monthly Tactical Assessments. They also produce a monthly proactive 'Prevent, Protect, Prepare document' to support the early identification of contextual risks around young people and places.

17. Key operational partners include:

- Kent Police – Gangs and County Lines Team, Partnerships and Child Centred Policing, Local Policing
- Local Authorities – Youth Services, Youth Justice, Care Leavers, Community Safety, Public Health
- HM Prisons and Probation Service
- University of Kent – academic evaluator
- Third Sector – community provision

18. The VRU commissions county-wide and locally designed services to deliver its prevention and intervention approach. For example, this financial year:

- Catch 22 has delivered over 100 interventions with young people involved in gangs and County Lines. The project is co-funded with the Office of the PCC. Between April – September 2022 a total of 1,941 young people had been supported through interventions funded by the VRU.
- The Nurture program has been funded by KCC to be delivered across all schools.
- Young people at risk of criminal exploitation are routinely identified and supported through a multi-agency approach which has strengthened the links between the police and services offering support.
- Kent schools are signing the 'knife pledge' to commit to being knife-free. The pledge is supported by workshops delivered by the VRU, police officers and fearless (part of Crimestoppers).

19. [Further information](#) on the work of the Kent and Medway VRU can be found on the Office of the PCC website.

Future plans and challenges:

20. Planning for financial year 2023/24 is under way to consider the impact of a reduction of 25% in the VRU core grant and how partners can support services which demonstrate a strong impact on serious violence.

21. The Strategic Needs Assessment is being refreshed to guide the VRU's response strategy.

22. In response to the Serious Violence Duty (Police, Crime, Sentencing and Courts Bill 2021), the VRU will act as the co-ordinating body across Kent and Medway. The final guidance on the implementation of the Duty has not yet been published.

Recommendation:

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

Case Study – collaborative preventative working.

In the Summer of 2022, a young man aged 15 was admitted into the Medway Maritime Accident and Emergency department as he had taken an overdose of prescription drugs in an attempt to take his own life. As well as being treated by medical professionals he was seen by the VRU Reachable Moments (RM) worker based in the A & E department. The RM worker is a trained youth worker employed by Medway Council's Youth Service through funding provided by the VRU.

The RM worker was able to engage with the young man and establish that earlier in the day he had been arrested by Kent Police for possession of drugs with intent to supply. The location was very close to his home address. They had arrested him, took him back home for interview, seized drugs with a value of approximately £500. Once the interview concluded the officers left the home address and told his mother they would be in touch.

Whilst at home he had become increasingly agitated and anxious, but had not accepted any help or support from family members. Later in the day he disclosed that he was scared as he had a drugs debt which he was unable to pay off and, because of this, he had taken a number of prescription drugs as the only solution he could see. It was also a concern due to another young person dealing on his home patch.

The RM worker was able to remain with the young man and support him whilst he received medical treatment. They were also able to establish that there had been no referrals made into any support services nor any support currently being offered to him. The RM worker was able to talk through the options available to the young man and his family, and then made referrals to get support for his emotional health and support for the family. The RM worker was able to maintain their support once the young man left hospital and to keep in touch until such time as alternative support was in place.

The RM worker was part of the multi-agency meeting that took place to deliver the necessary community support the young man required.

Police and Crime Panel - Future work programme – 28 November 2022**1 February 2023**

Draft Plan and Precept Proposal	Statutory Requirement	PCC
Budget and Precept Proposal 2023/24	Statutory Requirement	PCC
Panel Annual Report	Requested by the Panel	Panel
101 response times report	Requested by the Panel/Offered by the Commissioner	PCC

18 April 2023

27 June 2023

Election of Chair		
Election of Vice-Chair		
Update on Fraud		

September 2023

Complaints against the Commissioner – Annual Report 2022/23	Statutory Requirement	Panel Officers

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:	Bespoke HMICFRS PEEL Inspection - Performance and Delivery Board
Date & time:	Monday 31 October 2022
Venue:	Kent Police Headquarters, North Kent (also broadcast via Microsoft Teams Live)
Attendees:	<p>Office of the Kent Police and Crime Commissioner:</p> <ul style="list-style-type: none"> Matthew Scott - Police and Crime Commissioner (PCC) Adrian Harper - Chief Executive (CE) <p>Kent Police:</p> <ul style="list-style-type: none"> Tim Smith - Temporary Chief Constable (T/CC) Ian Drysdale - Deputy Chief Officer (DCO)
Apologies	Rob Phillips - PCC's Chief Finance Officer

1. Welcome & Introduction

- The PCC welcomed those present, including members of the public and press, as well as those watching online to a special meeting of the Board to discuss the HMICFRS PEEL Report and Improvement Plan.
- He advised it was a meeting held in public, not a public meeting, so the exchanges would be between himself, his CE, the T/CC and DCO.

2. Notes of Previous Meeting – 8 June 2022

- The notes were agreed as a true and accurate record and the following updates on two outstanding actions noted:
 - Provide an update on borders, migrants and Kent Police's role supporting Border Force (1 December 2021): discharged - verbal update due to be given at cancelled September meeting. Written briefing received with thanks.
 - Provide an update on the assessment of Force Control Room demand, resources and whether 999 calls are being managed in the most efficient and effective way (8 June 2022): discharged - covered in Making Kent Safer paper (under paragraph 7.5) prepared for cancelled September meeting. Papers available on the OPCC website.

3. HMICFRS PEEL Report & Improvement Plan

- The PCC explained that with the fieldwork conducted nearly a year ago, a 'hot debrief' and the substantive report published there had been an opportunity to get to grips with the issues highlighted.
- He said this was an opportunity for the T/CC to present the progress that had been made in addressing the AFI's.
- The T/CC introduced the presentation and explained that he would cover all 19 AFIs, but on occasion bring some together because of similar themes.

Slide 2

- The T/CC advised the report was published on 28 April and the Force responded quickly by collating the good and not so good areas identified to develop an improvement plan.
- The Victim Service Assessment was not graded, but HMICFRS had provided some commentary.
- He said two important areas of policing – Serious and Organised Crime and Counter Corruption and Vetting – had now been inspected, but it was anticipated the reports would not be published until December 2022.
- Noting the inspection was based on the new PEEL methodology, the T/CC added that unhelpfully it also changed halfway through which caused some issues that had to be resolved with HMICFRS.
- Everything in the report, the Force had the opportunity to discuss with HMICFRS prior to publication.
- The HMICFRS Force Liaison Officer was already back in Force and the T/CC advised he had met with him to discuss the Improvement Plan and the re-inspection which would take place in 2023.
- The T/CC said the AFIs were clear statements, but HMICFRS had qualified a lot with 'often', 'sometimes' or 'rarely' and used descriptive words to provide guidance as to how big an issue it was for the Force.

Slide 3

- The T/CC stated it was important not to lose sight of the areas of good practice highlighted in the report. He added the Force was graded 'Good' in several areas and 'Outstanding' for Crime Data Integrity (CDI).
- He advised that CDI was a very significant limiting factor. He said if Kent had a lower crime recording rate there would be thousands of fewer crimes and therefore less to be dealt with. Whilst clearly not the right thing to do for victims, he said the demand on the Force would be a lot less. Whilst the compliance rate was very important to the Force, it had an impact in terms of volume of demand that had to be managed and resourced effectively.
- The PCC said whilst focused on the AFIs, it shouldn't be lost that the majority of grades were 'Outstanding', 'Good' or 'Adequate'. He said Kent Police officers and staff did their absolute best and the good practice should be recognised and celebrated whilst scrutinising the AFIs. He asked that his thanks be placed on record for their work.

Slide 4

- The T/CC described the governance arrangements around the PEEL Inspection.
- He advised the Force quickly identified what was needed and implemented an Improvement Plan that was overseen by Chief Officers and reported into the Force Improvement Board.
- The T/CC said a PEEL Oversight Board which he chaired had been introduced and provided an opportunity to formally test what he was being told on a day-to-day basis or observing in terms of performance.
- Two extraordinary meetings had taken place to date – 25 August and 27 October; he said he intended to continue with them to make sure he had a clear picture about which areas were improving and which required more impetus.

Slide 5

- **AFI 1: The force needs to improve the capacity and capability of its response teams.**
- **AFI 2: The force is failing to properly resource the teams that investigate domestic abuse.**
- **AFI 3: The force needs to review how it allocates resources to ensure it can meet demand.**
- HMICFRS found the response teams on occasions were over-stretched and inexperienced. Similarly, they felt the resourcing of the Force's domestic abuse (DA) investigation teams wasn't what it should be. At the heart of the issue was the allocation of resources to meet demand.
- The T/CC advised that since the inspection, an additional 69 officers had gone into Local Policing (LP) – 43 to LP Teams and 26 to Vulnerability Investigation Teams (VITs).
- He said the Investigative Improvement course had been designed by experienced investigators and L&D staff to give supervisors the tools to manage investigations to the standard required which was not consistent across the Force.
- Over a third of Sgts had completed the training; the T/CC said it supplemented previous training and was not a replacement, but focused on the areas identified by HMICFRS with regards to investigation supervision.
- The T/CC said the Force was constantly looking to push the boundaries to try to find better ways to respond to DA victims. He highlighted the DA Hub and use of Rapid Video Response (RVR) as examples.
- In terms of LP teams, the T/CC reported the establishment had increased across the board; he said it was a conscious decision as a result of the Government's Police Uplift Programme (PuP) supported by the PCC through council tax.
- The T/CC reported the number of DA detectives had increased and that by January/February 2023, DA teams would be up to full establishment. Although not quite as rapid progress as he would have liked, he said the numbers were monitored and that whilst there was a demand in other teams, VIT DA teams had been prioritised.
- More widely, as a Force he advised the number of Detective Constables was increasing – the establishment was 613 and currently there were 567 on the detective pathway. Whilst unable to give an exact date, he said the Force was moving as quickly as possible to meeting the detective establishment.
- The T/CC advised the Force was trying to offer as many routes as possible into the organisation, particularly for DA victims. He said the innovation around the DA Hub and RVR was exciting and noted the following:
 - Data showed RVR was a service victims appreciated and welcomed with high levels of satisfaction that also enabled the Force to manage critical issues early. He said it was not a replacement for an emergency response to a victim in need of immediate assistance; however, it was about looking at DA that fell below the high-risk category and a HMICFRS observation that sometimes the response was not as good as it could be.
 - Whilst early days and RVR was still being evaluated, he said it was a useful technological tool.
 - In relation to the DA Hub, the Force used to average about 100 high appointment CADS a month that were responded to in under a couple of hours; it was now nearly 300.
- The T/CC said there were plans to make greater use of RVR, potentially rolling it out to other crime types to assist with managing demand and ultimately provide a better service to victims.
- In summary, the T/CC advised in both LP and VIT the Force was increasing capacity and capability; he believed the Force was in a much better position now than at the time of the inspection.
- Thanking the T/CC, the PCC asked if he was satisfied the extra resourcing was sufficient to address the AFI, and how it had been focussed. The T/CC said he was satisfied it was sufficient capacity advising that work had taken place to overlay where staff were in LP against the Resource Allocation Model (RAM). He said some Districts had increased by 18 constable's and others had seen no increase as it was based on the RAM. He said 43 extra officers across the county was not a lot, but it was making a difference and had to be seen in the context of all the other work the Force was doing to try and reduce demand. The T/CC was content it would meet the AFI, but not in isolation.

- With regards to the Force's overall recruitment, the DCO reported that thanks to the PuP uplift and precept increase the Force was on course to have 4,145 officers by the end of March 2023. It was receiving an average of 55 applications per week, up from 37 despite the challenges presented by the MPS. There were two more cohorts in January and March which would get the Force to the March 2023 figure and enable positions to be resourced.
- The PCC said the public may not recognise investigation teams such as VIT as part of LP and asked about the support they offered besides investigative capacity. The T/CC said traditionally visibility may have been a uniformed officer driving a marked car, or walking around, however VIT staff were working in local communities and were particularly visible to DA victims. The VIT Proactive Teams were designed very much with the targeting of repeat, difficult or sometimes dangerous DA offenders and the Force was seeing some great results in terms of the pursuit and incarceration of perpetrators. Acknowledging the difference between an officer who routinely worked in uniform versus one who did not, the T/CC said it was only right most VIT staff did not work in uniform because of their work.
- Noting that at previous meetings the Force reported DA Hub victim satisfaction was tracking higher than general DA satisfaction – just over 90% for the RVR process and 87% for general – the PCC asked if that was still the case. The T/CC confirmed it was; he said DA victim satisfaction remained high, but the Force needed to look at the small percentage who weren't satisfied to understand where perhaps it hadn't got things quite right. He added that he didn't want to read too much into the higher levels of satisfaction as it was still early days. He said it certainly filled victims' needs, but the fact there was a need for the victim's cooperation, support and engagement to use RVR maybe explained the higher satisfaction. He advised the Force would be looking very carefully at the application of RVR, but it was a positive news story and legitimised the Force's use of video technology.

Slide 6

- Further information in relation to AFIs 1-3.
- In addition to capacity and capability, the T/CC stated there were several innovations the Force was looking at or already doing. He highlighted work to place experienced staff – those with real investigative knowledge – with inexperienced detectives to help them with the trade, craft and skills; experienced staff going out for a number of days each year; and the Crime Academy supporting staff at all ranks and all levels/skills by providing support, development and experiential learning that could not always be achieved in a classroom environment.
- Referring to the Investigative Improvement course, the CE said it was a big investment and therefore a big extraction; he asked what feedback had been received so far in terms of effectiveness and help in discharging the supervisor role to a better standard. The T/CC advised it had been universally positive; he said the genesis was the Crime Academy - skilled, experienced detectives and trainers - but it was designed very much with the need in mind. It was based around findings from internal inspections and what HMICFRS reported around the supervisory gap. Giving supervisors policies and practice was all well and good, but it was about equipping them with the skills, and to be able to spend three days on standards, support for staff and supervision had gone down well.

Slide 7

➤ **AFI 4 – The force needs to improve how it collects information about the diversity of crime victims and use this to ensure it serves different communities equally.**

- The T/CC said at its heart was work around Athena - the main computer system used by the Force for recording crime, custody, investigations etc.
- Whilst it did not negate the AFI, the T/CC noted policing generally was struggling with collecting the information.
- He advised a number of pieces of work were underway, adding it was likely to necessitate some changes to the Athena system which was shared with other forces and therefore not in the Force's gift to change. Noting that work was already underway via an Athena Working Group, he said several solutions were being looked at to try and ensure the Force routinely captured the information so it could be built into the Force Performance Framework.
- Whilst the Force collected some information on the diversity of crime victims which helped shape the response, he said the reality was that until the Force had the ability to capture it in a more structured it would remain a challenge.
- The PCC asked what steps the Force was taking to reach out to victims from diverse backgrounds who may be less likely to report. The T/CC highlighted the Community Liaison Officers whose full-time job was pretty much engaging with communities, to try and understand what was of concern to them. He said the Force also did a lot of work in the modern slavery/human trafficking part of the business to understand the causes of victimisation and maximise opportunities to rescue victims. He stated the Force was active in terms of outward communication, inviting scrutiny from communities whether that was through the IPAG or the PCC, such as his VAWG Inquiry.
- Whilst there were other innovations helping the Force to understand the impact of crime on victims from diverse communities, the T/CC said as an AFI the Force had work to do with other Athena forces to address the matter.

Slide 8

➤ **AFI 5 – The force should improve the way it assesses public satisfaction with the service it provides.**

- The T/CC referred to his previous comments about RVR, explaining the assessment framework was put in place very much with this AFI in mind to ensure the Force really understood what victims felt about the service.
- He stated the Force continued to conduct surveys with hate crime, DA and rape victims with the data used in the Force Performance Committee to monitor performance and shape resourcing decisions.

- He advised the Force was looking to make greater use of technology but noted a clear difference between an organisation like Amazon testing customer satisfaction versus the Force testing wider public and victim satisfaction. He said there was a need to think about the impact on victims as some crime types were trickier than others, but there was some innovative work looking at other force systems, and My Community Voice (MCV). Whilst the uptake was still not where the Force would like it to be, he said it was growing and the Force wanted to use such platforms to give the very best possible view of wider public satisfaction as opposed to just specific crime types.
- Noting the take up of MCV and that it was just one public communication platform, the PCC asked what steps were being taken to look at other mechanisms – for example Nextdoor - which already had a large captive audience of Kent residents. The T/CC said the Force wanted to use any platform to push sign up for MCV and there was a lot of work underway to publicise and push it. He acknowledged the Force wouldn't ignore public opinion that came through other avenues, but stated the decision had been made that it was the right mechanism to push as the Force's preferred platform. He also hoped other platforms could be seamlessly dovetailed into MCV or linked to it.
- The T/CC advised there was a plan to push MCV in January 2023 across mainstream media and social media to increase the take up, but said whether in the long term it was MCV or something very similar, it was good to have a platform through which the Force could engage directly with the public.

Slide 9

➤ **AFI 6 – The force needs to ensure that neighbourhood policing officers have access to structured training.**

- The T/CC advised the words used in the report were 'clear development pathways'.
- He stated the Force was happy that it's training offer was strong, but accepted the development pathway for neighbourhood officers wasn't as defined as it should have been.
- The T/CC said he was confident the Neighbourhood Policing model changes would define aspects of neighbourhood policing more clearly. He added the Force would design its training around that so it was very clear what each part of the Neighbourhood Policing model was and what skills each officer required.
- He advised work was already underway to design what development for each of the roles would look like and said he was confident the Force would be able to convince HMICFRS that it had discharged the AFI.
- The PCC asked how the Force was managing the extraction of officers for training, particularly with the current high vacancy rate in some neighbourhood policing roles. The T/CC commented that he had already described the over-population in LP roles, adding the Force would not be reckless with the allocation to a new Neighbourhood Policing model. He said the abstraction for training was not an issue, it was more about how the Force ensured it was shared evenly and proportionately. The Force offered a lot of training online and as self-teach; he said whilst some might say it's not the best way to learn, for the fundamental basics of what's required it was a useful tool. The Force was as creative as it could be to minimise abstractions and very careful to spread them over time and the whole force.
- The T/CC said the Force was also good at ensuring resourcing levels met daily requirements; it would never jeopardise operational need over training and was very used to managing the abstraction of staff.

Slide 10

➤ **AFI 7 – The force needs to make sure that repeat callers and those that are vulnerable are routinely identified.**

- The T/CC advised HMICFRS reported 'checks were not always completed at the first point of contact'; they found whilst there was high compliance in the application of THRIVE by call takers, sometimes it was not completed.
- As a critical area of work, he advised the Force had undertaken a lot of work and the application of THRIVE had improved; in terms of the vulnerability part of THRIVE, compliance was now nearly 90% compliance. He added the Force would continue with dip testing and quality assurance and invite HMICFRS back in to re-look at it.
- The T/CC said there had been changes to working practices in the Force Control Room (FCR) to focus on when vulnerability was not identified at first contact; sometimes it was a recording issue so work was underway to make sure the data was correct, but when appropriate there was also immediate supervisory intervention. There was now a much greater focus on compliance to make sure the Force was as close to 100% as possible.
- The T/CC noted that just because it was not picked up at first point of contact that did not mean the vulnerability was never identified. He advised there was a lot of re-checking to make sure nothing was missed and the Force was able to show HMICFRS that on most occasions, the vulnerabilities were picked up, just not at first contact.

Slide 11

➤ **AFI 8 – The force needs to make sure call takers give advice on the preservation of evidence and crime prevention.**

- The T/CC noted the commentary in the report was 'sometimes crime prevention or scene preservation advice was not given at first contact by the call taker'.
- He advised there had been some good innovation with CSI staff going into the FCR to support call handlers; he said the Force was not seeking to make FCR staff CSI's, but was providing direct support which would have real benefits.
- He said the Force responded to thousands of crimes and provided crime prevention advice, adding that CSIs also responded to thousands each year and preserved evidence which ultimately brought offenders to justice.
- Whilst the Force absolutely accepted the AFI, the T/CC noted HMICFRS used the term 'sometimes' as opposed to 'often' or 'consistently' which he said would have been of more concern.

Slide 12

- **AFI 9 – the force needs to better manage its response to incidents.**
- Whilst a global statement, the T/CC said HMICFRS presented several examples where calls graded high were not allocated resources in an acceptable time frame.
- The T/CC advised the Force had reviewed its incident grading; whilst it would be presented to HMICFRS in due course, he was happy that it followed the national guidance and believed it was fit for purpose.
- The DA Hub was very strong in this area as it offered an alternative route for victims. Importantly it was also reducing high graded demand which was sometimes trickier to manage than emergencies that had to be responded to immediately. The T/CC said that area of demand had always been the volume and trickier one to deal with.
- Noting that he had already mentioned the increased establishment of LP teams, the T/CC said it would provide greater resource going forwards to respond to calls. Whilst he was unable to give details, he added when the Neighbourhood Policing model changes were implemented most of the police uplift over the last 2 years would be in frontline teams.
- Acknowledging that not having targets was something he supported, the PCC noted there were some concerns about response times to immediate and high graded calls, particularly with longer waits in rural areas, and asked about the average response times and what assurance the Force could give to rural communities. The T/CC confirmed the Force did not have response time targets, adding there were good reasons for that, not least the unintended consequences of getting a response wrong. He reported that April to September 2020 the average response time was 25 minutes 13 seconds; 2021 was 20 minutes 33 seconds; and 2022 was 21 minutes 24 seconds. He said it had improved since 2020 and was now stable, adding that it was monitored carefully and if the times started to creep up, the Force would look at whether the resources were in the right place to meet demand.

Slide 13

- **AFI 10 – The force needs to make sure that crimes are allocated and investigated in a timely manner.**
- **AFI 11 – Investigation plans should be created where applicable and properly supervised.**
- **AFI 12 – The force needs to take every opportunity to pursue offenders when victims disengage.**
- The T/CC advised for AFI 10 HMICFRS said 'investigations were not always progressed in a timely manner'; for AFI 11 they found 'some investigations lacked an investigation plan'; and for AFI 12 they reported 'the Force wasn't always considering evidence led prosecutions (ELP's)'.
 - He explained the Crime Management and Investigative Quality Board focused on investigation resources, governance and professionalism under the Investigative Improvement programme. At the heart of the programme was a root and branch development of the Force's volume crime practices, with the strapline 'solve the solvable' and most importantly a tried and tested Quality Assurance Framework (QAF). Whilst no QAF was completely fool proof, the T/CC stated it had been designed to ensure the areas identified by HMICFRS were catered for, with staff and supervisors in over 400 investigations a month now using it for guidance and support. Ultimately, the T/CC said he would like to see the performance improvement result in more positive outcomes for victims with more offenders arrested and charged, or where appropriate, put into rehabilitative and preventative programmes.
 - In November 2021, about 20% of cases had clear investigation plans and 27% supervisory reviews; in June 2022, that had increased to 81% for both. Conscious there may be questions around the Force marking its own homework, the T/CC advised supervisors had different obligations that were monitored through the Crime Management and Investigative Quality Board. He said the Force had already invited HMICFRS in to look at it and make sure the way it was being assessed mirrored their approach. He added he was confident the Force was going in a very positive direction with regards to the 3 AFIs.
 - The T/CC reported that cases where the Force could show an ELP had been properly considered had increased from 48.4% in June, to 67.6% in September 2022. He said for some categories of crime more than others, where a victim disengaged and there was evidence, the Force would take positive action and prosecute. He said he was confident the Force was doing the right things and that when HMICFRS returned they would see a significantly improved picture.
 - The PCC said it was good to hear the Force was taking forward ELPs; the CE asked if RVR was assisting where victims maybe chose a different outcome. Confirming it was, the T/CC said he could think of several examples where engagement with the victim at the point of crisis had resulted in key evidence being captured which had enabled a prosecution later in the process. He added there was a need to balance support for victims and victim confidence; the Force did not just ride rough shod over victims' views, but there were times when it was essential to take ELPs.

Slide 14

- Further information in relation to AFIs 10-12.
- The T/CC re-iterated there had been a Force response at every rank; all had a part to play in the improvement journey and it was very clear in policies and now practice where people fitted into it.
- For example, some DCIs were less experienced than others and the Force was buddying them up with Specialist Crime DCI's who had vast experience to help with trade, craft and understanding of what crime types they needed to focus on, as well as how to support their staff better.
- The T/CC reported that through the repeated intervention of supervisors the Force was seeing a decrease in the number of older crimes. For example, in August there were 655 cases at the 6 monthly review point which was key in terms of many investigations; it was now 407 and falling.

Slide 15

- **AFI 13 – The force needs to make sure the needs of all victims are assessed so they can be supported.**
- The T/CC advised HMICFRS reported 'Kent Police wasn't always completing and recording Victims Needs Assessments'; he added it certainly wasn't an indication the Force was completely failing to record them, but they weren't being done as consistently as HMICFRS thought they should be.
- He said in conjunction with other work and changes to the FCR, the Force was undertaking an end-to-end review of the Victim Needs Assessment.
- All policies had been reviewed and he advised there had been a lot of work with the Athena Team and other forces to make sure there was the ability to track, record and measure the completion of assessments. He said the drive was starting to improve compliance and completion with 48.8% in June and 60.1% in September. Importantly, he reported that whenever an Assessment was not completed there was an intervention and review at the earliest opportunity to understand why it had happened – sometimes it was human error, but often it was just not recorded in the right place in the right way. The Force also recognised the links between the Assessment and the rest of the criminal justice system, for example the application of Special Measures.
- The PCC sought reassurance that victims were still being made aware of the support and services available to them such as Victims Support, but also Restorative Justice. The T/CC confirmed they were; he explained that in terms of the universal Victim Support offer it was an automatic 'opt-in' with every recorded crime sent to them overnight. There was also an expectation the Victim Care Card which contained links to Victim Support and other services would be given to victims, but he said the Force needed to get better at making sure officers explained it. The Force worked closely with language line to translate materials and the Modern Slavery Team and CLOs worked closely with the Samaritans, Victims Support and other specialist services. The T/CC stated he thought policing generally, and the Force in particular was getting better at ensuring victims had access to the right information.
- The T/CC said he was confident completion of the Victims Needs Assessment was improving and HMICFRS would be happy with what they saw when they returned.

Slide 16

- **AFI 14 – The force needs to improve how it records why victims withdraw their support for investigations.**
- The T/CC advised HMICFRS reported that 'an auditable record of victims wishes was rarely obtained', adding that it was an area the Force felt needed a lot of work.
- He reported there were conversations with HMICFRS about what they considered to be an auditable record and as a result, the Force had made some changes to its policy and practice. He said officers would always try to obtain a statement about a victims' wishes, particularly if they did not wish to support a prosecution, but it was not always possible and officers were now directed to record that fact on the Athena crime report.
- The Force was able to evidence other ways officers and staff were recording the victims wishes, notably in their pocket notebook, but HMICFRS felt that was not always sufficient to be regarded as an auditable record.
- The T/CC said he hoped the clear expectation and change to policy would make a difference, noting that DA outcome 16 'Victim Withdrawal' data was also monitored closely at Force Performance Committee. He stated it would continue to be an area of focus because the Force wanted to make sure every possible support was given to victims - no matter whether they supported a prosecution or not. He said there were early signs the Force was getting better at capturing and recording the reasons a victim did not wish to support an investigation, adding it would provide greater insight enabling the Force to adjust its response. He added the Force would never lose focus, but it was an area HMICFRS would be invited back in to check compliance on.
- Noting the level of victims withdrawing support, the PCC asked if there was any evidence that it was exacerbated by the high level of crime data integrity in that many victims were reporting past as well as current incidents. The T/CC could not say it was, but stated he had no doubt if Kent's crime data integrity was lower the victim withdrawal rate would be less because the Force could invest more resource into fewer crimes. Fundamentally though, he thought it would hit the target and miss the point because it lacked integrity and the public would have no confidence that when they reported a crime it would be recorded and something done about it. In summary, he said there was a link to some degree between the Force's crime data integrity and the rate at which victims withdrew because the Force was complying with a set of rules that a number of Chief Constables had questioned in terms of efficacy. He added the Force worked to the current rules, but if they changed the Force would adapt accordingly.

Slide 17

- **AFI 15 – The force should make sure orders protecting victims of DA are considered in all appropriate cases.**
- The T/CC advised HMICFRS reported 'limited evidence of preventative measures', adding that it had resulted in some significant changes.
- Referring to the development of the proactive DA Teams, he said in simple terms they were targeting offenders who posed the greatest risk; those who repeatedly abused others, often women and girls, and made their lives a misery. They were a critical investment that was already yielding dividends as the Force had seen the number of DV Protection Notices (DVPNs) and DV Protection Orders (DVPOs) increase. He advised they were also identifying opportunities to take out Notices and the Force was getting better at identifying resource to enforce Orders; he didn't want to be in a position where there were so many orders they couldn't be enforced, or action was not taken when they were breached. He added the investment and re-structuring of DA resources was starting to improve performance.

- In terms of the DA Hub, the T/CC said a part of their work was the management of the DV disclosure scheme and compliance with it, which as a result was much better than at the time of the inspection.
- Noting disclosure schemes had been discussed at previous meetings, the PCC said he was pleased to hear about the high levels of compliance. In addition to the notices and orders which the Force was proactive in securing, he said tagging orders were also helpful in dealing with suspected offenders; he asked what steps the Force took with partners to make sure when people were given a tagging order, they were fitted, monitored and complied with. The T/CC advised the monitoring of tags and breaches was managed by Probation, but the Force worked closely with them. Breaches were notified to Probation who liaised with the Force's IOM Coordinators; subsequently alerts were sent to the relevant Offender Management Team for actioning. Importantly, he said alerts generated from Buddi tags which were predominantly fitted on recidivist violent sex offenders went straight to the FCR, so there was no delay in responding. He added acquisitive crime tags were monitored through the MoJ, and there was a current cohort of 93 with 61 live orders. He said he could give countless examples where breaches had been responded to positively: the Force regularly charged registered sex and violent offenders with additional offences and they were often returned to prison for breach of their licence terms. Whilst Probation had been through some big changes in recent years, the T/CC advised at a local, operational level there were excellent links and described them as a very supportive partner.

Slide 18

➤ **AFI 16 – The force should maintain and improve the wellbeing of staff involved in protecting vulnerable people.**

- The T/CC advised HMICFRS' commentary was 'staff working with the most vulnerable victims often do not feel cared for or supported'; he added that as a cop of 32 years it was disappointing to hear but there had been a strong response from the Force to try and make sure all staff had access to good health and welfare support.
- He advised there was now a dedicated area for investigator wellbeing on the Healthy You website and highlighted bespoke work to develop higher levels of welfare support for certain roles, such as Police Online Investigation Team (POLIT) officers that had been extended to Family Liaison Coordinators and VIT staff.
- He stated that along with Chief Officers he was determined the Force would be open about mental health; he wanted staff to talk openly if they were struggling and didn't want any inspection body to find staff who felt they weren't supported or valued.
- Whilst he felt support for staff was excellent and he stood by that, he said it was only right that HMICFRS highlighted their concerns and the Force had worked hard to correct them. He stated he was confident that when HMICFRS returned and spoke with frontline staff, they would see an improvement.
- The DCO advised the Force had struggled to triangulate the AFI but said it hadn't in anyway diluted the energy to enhance and improve where it could. During the previous spending reductions, the Force had maintained its health and wellbeing services, something many other forces did not and introduced an Employee Assistance Programme, which had been extended to family members. Notwithstanding that a few individuals may have felt unsupported, he said the Force had gone above and beyond and would continue to do so.
- The PCC said he recognised how much the Force cared for its people and was confident the support would continue to improve as it was such a priority.
- The T/CC highlighted his previous comments about capacity and capability and said the Force was becoming more sophisticated at understanding demand, allocation of resources and how to look after staff. Whilst not complacent, he said there was a strong investment in wellbeing and the Force just wanted to get better and better at it.
- The CE asked if work linked to the AFI in terms of looking after the welfare of staff was included in the Investigative Improvement course. Confirming it was, the T/CC said the course was predominantly aimed at improving investigations, but there was a whole section on welfare, support as well as standards. He added it was obvious to the Force that if staff were healthy and happy, they were more productive.

Slide 19

➤ **AFI 17 – The force needs to review its policy for people released on bail and while under investigation.**

- The T/CC advised HMICFRS reported 'significant delays in case progression, especially for those released under investigation'.
- He said there had been a comprehensive review of policy and practice in relation to bail management in line with changes to the bail legal framework which had strengthened the Force's position and enabled it to be more intrusive. In terms of numbers, he reported there were about 200 less now than when the inspection finished.
- In terms of released under investigation (RUI), the T/CC stated he was confident the changes had strengthened the Force's position. For example, reviews being the responsibility of Superintendents would heighten the level of seniority and scrutiny and with part of the QAF focused on bail and RUI, it was monitored at Force Performance Committee.
- The PCC asked how the Force was ensuring bail conditions were appropriate to the needs of the victim, so their lives were not disrupted, and how bail breaches were followed up. The T/CC explained the custody sergeant and investigation supervisor discussed the application of bail and bail conditions; he said the decision on whether to bail with conditions or apply for remand to custody was based on the risk the individual posed. He said victims' wishes and needs did come into it – they weren't ignored – but bail was very much based on offender risk and if the Force considered it necessary to impose bail conditions to protect the public, it would do so even if a victim disagreed. He

added the Force did not seek to 'disrupt' the lives of victims, but he could think of a few occasions where everything was done to try and protect the public and the victim would not cooperate and even tried to undermine it.

- Whilst changes to the Bail Act would help, he said when there was a need to vary bail conditions, the views of the victim were sought and that was down to the custody sergeant and investigation supervisor. He added officers should always explain to victims why they were applying bail conditions or for remand in custody.

Slide 20

➤ **AFI 18 – The force needs to review whether its operating model is hampering its ability to effectively manage registered sex offenders.**

- The T/CC advised HMICFRS reported 'there was an inconsistent response to visiting even the highest risk offenders', adding it was an area of great public and Force concern.
- He said there had been strong performance from the Management of Sex Offender and Violent Offender (MOSOVO) officers over many years resulting in hundreds of dangerous offenders being arrested and imprisoned, and that good work was continuing. However, the Force accepted HMICFRS' finding and had looked carefully at the MOSOVO teams and re-structured the way they operated and brought in some additional performance monitoring.
- He advised the Multi-Agency Public Protection Arrangements had been reviewed and now also reported to the Force Performance Committee with a breakdown of the total number of offenders, where they were in the system, what level of risk they were and outstanding visits. The T/CC reported that at the time of the inspection there were some very high and high risk offenders with outstanding visits; whilst other monitoring was in place, he said the structured visit regime by trained offender Managers wasn't where the Force wanted it to be and was quickly corrected. In August and September there were no very high risk sex offenders who hadn't been visited in the relevant time and 3 high risk offenders (2 in August and 1 in September); however, there was good intervention from supervisors to understand why they hadn't been and what else was in place to monitor and intervene if necessary.
- The T/CC said the next piece of work would be a review of the overall structure to see if it was sustainable and fit for purpose. Whilst performance was improving and HMICFRS would see that, he wanted to take a longer-term view.
- Stating the approach to criminality by registered sex offenders and violent offenders was robust, the T/CC said he could give countless examples where officers had taken direct action to prevent offences or recall offenders to prison.
- The PCC said he had visited a MOSOVO Team earlier in the year and had been very impressed with the arrangements for managing visits.

Slide 21

➤ **AFI 19 – The force should review its digital capability and capacity to effectively target online child abuse.**

- The T/CC advised HMICFRS' commentary was 'the Force should aim to reduce delays in examining digital devices'.
- He reported there had been a host of work to look at the overall service to investigators via the Digital Forensic Unit, as well as the Digital Media Hubs which dealt with most telephone examinations. Working practices had been reviewed and capacity in both increased; new processes had also been introduced to reduce investigative delays, particularly in terms of online child abuse investigations which took priority over many other crime types. Noting the compliance rate was almost 100% for urgent cases, the T/CC explained that in such cases the examination was done almost immediately. He said online child abuse was a volume piece of business and whilst it was positive the Force was receiving more referrals, the demand on the team was growing exponentially.
- He advised the Force had provided more support to POLIT staff, with 90% now trained in a particular triage tool which enabled them to undertake very quick examinations of devices to identify anything of grave concern. In turn, that provided greater capacity to focus on more detailed examinations.
- He stated that in many ways the AFI was a positive because it meant the Force had a very active POLIT, but that perhaps the digital examination side of the business hadn't kept up. He said he would much rather it that way round than have a lot of digital capability and fewer cases to deal with.
- In the future, he said the Force would keep an eye on technology in terms of what would enable it to manage demand better. With the PCC's support, he noted there had been some significant investment in digital forensic capability.
- The T/CC stated that when HMICFRS returned, he was sure they would be satisfied the AFI had been addressed.
- In concluding the PEEL Report and Improvement Plan, the PCC asked if the Force was re-inspected tomorrow would HMICFRS find the same problems, evidence of improvement, and would the areas graded 'adequate' and 'requires improvement' move upwards.
- The T/CC said HMICFRS' Liaison Officer was already back, adding it was very likely data requests would be received early next year and they would physically return around springtime. He noted that would be nearly a year after publication of the report, and stated he was extremely confident that all the activity was pushing the Force in the right direction. Recognising that some of the AFIs were trickier than others and some more difficult to achieve, he said he would like to see a position where the Force had addressed all the AFI's.
- The T/CC advised strategic ownership of the plan sat at Chief Officer level, it was very much part of their daily business to drive the improvements and he was also committed to it.

- He stated he was confident when HMICFRS returned they would see a vastly improved position. However, he said the Force couldn't be complacent and needed to ensure there was no loss of traction in other important areas, and those areas graded 'Outstanding' and 'Good'; if the Force didn't maintain focus, there was a danger they would slip.
- Whilst no one expects an inspection body to find perfection, he said the Force was certainly striving for it.
- Referring to the recent implementation of the DAMS solution for photographic/video material, the CE said his understanding/expectation was that it would provide almost a self-service facility for a lot of routine - not less important - work that officers dealt with, which hopefully would provide more specialist capacity to deal with serious offending. He asked if he was right and the DCO confirmed he was, adding the investment in the central DFU facility and the Force's accreditation at a national level spoke volumes about its ambitions, both through DAMS and the DFU.
- Thanking the T/CC and DCO for the presentation, the PCC said he very much looked forward to receiving further updates at future meetings.

Slide 22 and 23 – FCR performance

- The PCC thanked the T/CC for the 999 and 101 call handling data and the Force's commitment to transparency. He said it was something they discussed on an almost weekly basis, adding that anything said was not a reflection on the call handlers themselves who were doing tremendous work to service a huge amount of demand.
- Noting one of the challenges had been a significant drop in FCR staffing numbers over recent months, the T/CC advised there were many reasons, some of which were outside the Force's control, but the result was more pressure on less staff. He said a comprehensive plan was in place to increase numbers as quickly as possible because calls for service were increasing and there was a public expectation that if they called, Kent Police would respond.
- 999 calls
 - The T/CC said 999 calls took priority over other contact, but the Force sought to provide a good service and response no matter what route contact was made through.
 - He reported low attrition across the rolling year – just over 1% - but advised any dropped 999 was called back.
 - Some of it was outside the Force's control, for example resourcing was affected by other career opportunities. He said some staff wanted to become police officers which was great on one hand, but on the other, the Force spent a lot of time and effort training them to do very important jobs within the FCR only to see them leave.
 - He advised there had been a lot of work around improving and stabilising the staffing numbers, but the public also needed to understand the 999 call priority and volumes. He said if there was a major incident, such as something on the motorway, the FCR could receive hundreds of calls and each had to be responded to.
- 101 calls
 - The T/CC reported they marginally decreased in the last quarter by 2,103 calls, whereas 999 calls increased.
 - With regards to the suggestion that people unable to get through on 101 called 999, he said there was some element of that, but it wasn't dramatic.
 - He advised in recent months attrition had increased, sometimes hitting very high numbers, but over recent weeks the Force had taken some quick decisions about staffing within the FCR – including the redeployment of officers on an urgent basis - to try and correct the position. He said it shouldn't be the case that when someone called 101 they had to wait, and the Force was determined to fix it. He stated it was his responsibility to make sure there was the right capability and capacity; currently there wasn't, but it was improving.
 - In terms of channel shift the T/CC said the Force was not seeking to stop people calling the Force, but there was great impetus to offer a wider range of contact methods. He added the Force wasn't looking at channel shift as the exclusive answer to the 101 challenge.
 - Noting that many people made contact about non-policing matters, he said the Force would still seek to respond, but there was a need to find better ways of working with partners to manage such demand in the future.
 - The PCC expressed his thanks for the clarification around encouraging online contact and making it clear that it was optional and not a replacement for 101. Noting recorded crime and ASB levels had fallen at the same time people had experienced difficulties in getting through on the phone, he asked how that was being checked and accounted for. The T/CC stated whilst it had been looked at carefully, there was more work to do to understand the drop in ASB. He said it was not right to say that it was all a result of 101 because the drop in performance was a recent phenomenon. He added some of it was probably linked to changes in society, some of it due to areas of ASB being criminalised and some due to the Force's policing of ASB and work with partners to reduce it.
 - The T/CC explained that at the heart of the Neighbourhood Policing model was a desire to strengthen the local police presence and accountability. Through that relationship with the public, he hoped officers and staff working in communities would pick up more of the ASB workload and give communities greater confidence to report.
 - Noting there had been some short-term actions to try and turn things around and there was a need for a long-term view, the PCC asked when the public could expect 101 attrition and waiting times to return to previous good levels. The T/CC said he would not wish to commit unequivocally because it was not an exact science, but he hoped the 35 officers who were going into the FCR would have an immediate impact and there would a change in the next 2-4 weeks. He added that he was not only focused on recovery but also longer-term sustainability, so there was a comprehensive plan to re-look at the FCR and most importantly its resourcing.

Slide 24 – VAWG performance

- The T/CC stated the Force had a strong VAWG strategy which complemented the national strategy, adding that DCC Maggie Blythe, the national lead, had visited the Force to look at what it was doing.
- There were set areas for scrutiny at daily management meetings across the Force and it also featured as key area in the Force Performance Framework.
- The T/CC reported that compared to August both rape and sexual offences increased in September 2022, but rape volumes had fallen slightly over last 3 months compared to a high of 186 in June 2022.
- He said significant areas of work had included the structural changes in DA; dedicated teams of officers investigating rape – either on Division or the Major Crime Team; and work with the CPS to bring offenders to justice.
- Areas focused on at Force Performance Committee included:
 - The suspect interview rate which was continuing to decline – the T/CC said there was a need to understand further and ensure where there was a named suspect, the report was not finalised without them being spoken to. November 2021 to October 2022, of 2,413 total crimes, 1,616 (67%) had a named suspect; he said whilst there may be a reason not to, in most cases he expected the individual to be spoken to.
 - The growing amount of activity linked to public expectations - for example, the Government's commitment on the examination of victims' phones. The T/CC advised the Force had the technology and was getting better but warned many victims groups spoke about victims feeling re-traumatised and re-victimised.
- The T/CC said as one of the pilot forces for Op Soteria he was confident the response to victims of rape and other sexual offences would get better. As a snapshot, he reported there were three rapes over the weekend where the investigating officers did tremendous work to support and manage the needs of the victim and in all 3 cases, with CPS support, the Force charged and remanded the offenders.
- He said he was confident the sea change that was perhaps more a national need was under way and the Force was focused on VAWG as a strategic area of importance.

Slide 25 – VAWG Strategy one year on

- Referring to the slide, the T/CC commented on activity under some of the key themes:
 - Culture – he said there was a focus on VAWG that as T/CC he didn't shy away from. There was no place for staff who thought it was acceptable to victimise women or who acted in a sexist or misogynistic manner and the Force would be robust in dealing with them.
 - Strengthening the system – the T/CC stated the Force was part of the solution to the phenomenon that was VAWG, but it was only societal change and a partnership response that would truly protect women and girls. Referring to the 'Best Bar None' scheme, he said it was important to push the partnership element; he could give examples where staff working in the night-time economy had rescued victims by informing officers of something suspicious that had enabled direct action to be taken.
- The strategy had a number of areas the Force would continue to focus on in coming years, but the T/CC hoped the update demonstrated a keen focus on tackling VAWG and a real commitment to improvement.
- With regards to the suspect interview rate, the PCC noted the DA and rape charges were positive, but commented there was still some way to go, particularly in terms of the relationship with the CPS – not from the police end, but cases that needed to be taken forward.
- In terms of the strategy itself, the PCC said there was a lot of good work going on within the Force to tackle VAWG. In addition, he advised the joint work on his Inquiry was being seen as best practice and the data review was being picked up nationally in terms of profiling those likely to commit offences and how to target them better.
- He thanked the Force for the work it was doing on a crucially important matter. He said the fact it was recognised as a water shed moment for policing so quickly after the tragic murder of Sarah Everard had not been lost and there continued to be a strong culture within the Force.
- The PCC said that throughout the meeting, in terms of the AFIs, the T/CC had shown how they were coming alive in practice. He highlighted how the Force was looking to improve performance; the downloading of phones, RVR, and its culture work, but also referred to the community aspect, such as the 'walk and talk' events which were just starting but would increase over the next few months. He thought they would be crucial in terms of showing what the Force had done since the community engagement events last year and demonstrating the Force was continuing to listen.

4. Update on any Significant Operational Matters

- The T/CC said he wanted to make it clear the Force took the improvement journey very seriously.
- He said the Force accepted HMICFRS' evidence, but it did not change the fact that everyday officers and staff were doing tremendous work to keep the public safe, to support victims, and ultimately to bring offenders to justice.

In closing the PCC thanked the T/CC and DCO for the presentation and commentary, their team for pulling the information together and also his team for making the meeting run smoothly. He also thanked those who had joined online and said he hoped they had found the meeting interesting and helpful, and he looked forward to the next meeting.

Date of next Performance and Delivery Board: 30 November 2022