

## 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, 18th April, 2023, 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 1 February 2023 (Pages 1 - 8)

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

- B1 HMICFRS PEEL Inspection 2021/22 - update (Pages 9 - 18)
- B2 Vetting, Counter Corruption & Pension Forfeiture (Pages 19 - 26)

### **C - Commissioner's Decisions**

None for this meeting

### **D - Questions to the Commissioner**

- D1 Questions to the Commissioner

### **E - Panel Matters**

- E1 Panel Annual Report - 2022/23 (Pages 27 - 32)
- E2 Future work programme (Pages 33 - 34)

### **F - For Information**

- F1 Minutes of the Commissioner's Performance and Delivery Board meeting held on 30 November 2022 (Pages 35 - 42)
- F2 Future meeting dates

To note future meeting dates:

- 27 June 2023, 10am
- 17 October 2023, 2pm
- 28 November 2023, 2pm
- 6 February 2024, 10am
- (reserve date) 14 February 2024, 10am
- 16 April 2024, 10am
- 16 July 2024, 10am

## **EXEMPT ITEMS**

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

Benjamin Watts  
General Counsel  
03000 416814

**Wednesday 5 April, 2023**

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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 Wednesday, 1 February 2023.

PRESENT: Mr P M Hill, OBE (Chairman), Mrs E Bolton, Cllr P Feacey, Cllr G Hackwell, Cllr Mrs J Hollingsbee, Mr M A J Hood, Mr E Jayes (Substitute for Cllr R Palmer), Cllr D Keers, Cllr S Mochrie-Cox, Cllr L Parfitt-Reid, Cllr H Tejan and Cllr R Wells

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

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

**UNRESTRICTED ITEMS****73. Declarations of Interests by Members in Items on the Agenda for this Meeting**  
*(Item 3)*

No declarations were made.

**74. Minutes of the Police and Crime Panel held on 6 December 2022**  
*(Item 4)*

RESOLVED that, subject to the removal of Mr Harper and Mr Phillips as attendees, the minutes of the meeting held on 6 December 2022 were an accurate record and that they be signed by the Chairman.

**75. Draft refreshed Police and Crime Plan and 2023/24 precept proposal**  
*(Item A1)*

1. The Panel received a report which detailed the Commissioner's refreshed 'Making Kent Safer' Police and Crime Plan and proposal to increase the policing precept in 2023/24 to £243.15 for an average Band D property, which represented an increase of £15 per year, or 6.57%, on the 2022/23 precept.
2. The Commissioner introduced his refreshed Police and Crime Plan. He informed the Panel that his seven priorities for Kent Police, to: work with residents, communities and businesses to prevent crime and antisocial behaviour; tackle violence against women and girls; protect people from exploitation and abuse; combat organised crime and county lines; be visible and responsive to the needs of communities; prevent road danger and support Vision Zero; and protect young people and provide opportunities, remained unchanged. He noted that the priorities remained relevant and continued to

have broad public support. It was explained that the minor amendments to the Plan took account of new national policing requirements. Concerning the results of his Annual Policing Survey, the Commissioner noted that the number of respondents was consistent with previous years, that 52% of respondents stated they were in favour of paying more council tax to support policing, and committed to closely monitor victim satisfaction, including through the new victim support contract which would commence in April 2023 and include an independent victim satisfaction survey. He compared crime statistics for 2022 with pre-pandemic (2018) performance, highlighting an 8% fall in crime. In relation to the tackling of county lines, he noted that previous precept increases had allowed for the formation of a dedicated team which had greatly reduced the number of active county lines in Kent from a high of 82 in July 2020 to below 40. The success of the mini cadet and senior cadet programme across the county were highlighted. The challenges for the coming year were addressed and included Force Control Room service levels and responding to the findings of the HMICFRS PEEL report.

3. The Commissioner explained his precept proposal, confirming the proposed increase for 2023/24. He thanked the Panel for its engagement and assured Members that the requested level of information, especially on pressures and how funds would be spent to address performance challenges, were detailed in the report. He stated that an underspend was expected for the 2022/23 financial year and that the general reserve would remain at 3% of the net revenue budget, in line with the Chief Financial Officer's general contingency strategy. The progress of building and digital transformation projects were addressed, with it noted that many of the former were on track to be finished by the end of the financial year and that the later had been completed. The successful funding bids made and monies received over the previous year, including Safer Streets funding, were highlighted. In relation to police officer recruitment, he assured Members that the force was on track to meet its March 2023 target, with February 2023 planned to be the largest intake on record. Regarding cost pressures he explained that they stood at £34m and taking account of the level of reserves presented a significant challenge with a £14.1m funding gap predicted. He added that no additional funding had been promised by government to support long term staff and officers costs related to the Police Uplift Programme and that there was no flexibility on police numbers for coming year. The Panel were told that the core funding grant from government had increased by £700,000, which would not measurably alleviate the anticipated cost pressures for the coming year. Members' attention was drawn to the savings plan contained in Appendix C to the report. It was noted that anticipated funding gaps were not unique to Kent, with Sussex Police, among others, forecasting a £17m gap. The Commissioner reassured the Panel that all savings would be handled sensitively. He explained that the impact of savings on the public, service and staff would be his three focuses when reviewing savings proposals. He concluded by drawing Members' attention to the expenditure on the Office of the Police and Crime Commissioner, which remained at 0.4% of the policing budget, whilst delivering additional responsibilities.

4. Members thanked the Office of the Police and Crime Commissioner for their budget briefings to the Panel in November 2022 and January 2023.
5. The Panel reiterated its support for the Commissioner's continued inclusion of 'tackling violence against women and girls' as a priority within his Police and Crime Plan.
6. A Member asked that the late-night levy, which the Home Office were consulting on, be investigated as way of increasing the force's income.
7. The Panel recognised that the current funding formula continued to adversely impact Kent and that government's funding settlement for 2023/24 was disappointing. Following the Panel's comments, the Commissioner stated that Kent Police was the 6<sup>th</sup> lowest funded force per head of population and in the lower quartile of precepts nationally. It was noted that an increase in the policing precept was required to compensate for a lack of national funding. He added that there had been a series of successes in securing Special Grant Funding, including during the EU Exit transition period, and informed Members that he had written to the Chancellor of the Exchequer in November 2022 ahead of the comprehensive spending review.
8. Responding to comments from the Panel, the Commissioner stated that granting PCCs a General Powers of Competence, as part of the Home Office's Police and Crime Commissioner Review, would provide additional options for revenue generation.
9. The Commissioner agreed to provide a comprehensive update to the Panel on the neighbourhood policing review, at the appropriate time. He noted that it was not currently appropriate as staff consultation had recently concluded and the final proposal was still in development.
10. In response to a question from a Member, the Commissioner explained that a significant reduction in the number of Section 136 detentions had saved Kent Police considerable resources. He informed the Panel that Kent alongside Humberside were considered the leading forces nationally, in terms of handling mental health.
11. Following a question from a Member, the Commissioner committed to continue pursuing and vocally campaigning for further and fairer funding for Kent Police. It was noted that a considerable funding discrepancy between Kent and London remained, which did not fully take account of the spill over of crime from the capital.
12. A Member highlighted victim dissatisfaction with Kent Police, which stood at 49.4%, as indicated in the results of the Commissioner's Annual Policing Survey. The Commissioner noted that insufficient follow up contact, Crown Prosecution Service not charging as well as undesired outcomes were the most consistent causes for dissatisfaction. He emphasised the importance of empowering victims through the Code of Practice for Victims of Crime, in order

to ensure full compliance. He provided further reassurance that he would hold the Chief Constable to account for the treatment of victims and pledged to improve victim satisfaction.

13. The Chair reminded the Commissioner of the Panel's disappointment at the poor performance highlighted by the HMICFRS PEEL report into Kent Police and asked him whether he was confident that the Chief Constable would have sufficient resources to regain strong performance. The Commissioner assured the Panel that he was confident that the Chief Constable would have sufficient resources to deliver the required improvements, subject to the approval of his precept proposal.
14. Following a question from a Member on the value of the predicted underspend and resilience of reserves, the Commissioner confirmed that a £1.5m underspend was anticipated and would be used to offset costs in the forthcoming financial year. Regarding reserves, he confirmed that he had maintained a position of preserving a general reserve equivalent to 3% of annual expenditure, which stood at £20.9m. He noted the importance of a general reserve of that size in the event of unforeseen circumstances, including large scale investigations and crises. Concerning the risk reserve he explained that it functioned to cover insurance costs, whilst the capital reserve related to budgeted projects.

RESOLVED that the proposed refreshed Police and Crime Plan and Precept be approved.

## **76. Contacting Kent Police**

*(Item B1)*

1. The Panel were presented with a report which provided a comprehensive summary of how best the public could contact Kent Police; the structure of the Force Control Room; emergency (999), non-emergency (101) and digital contact performance between 2019-2022; and the measures used by the Commissioner to hold the Chief Constable to account on performance.
2. The Chair introduced the item and reminded Members that the report had been requested following continued monitoring of 101 call handling performance and concerns that further improvement was required to regain prior strong performance and provide the public with a responsive and reliable means of contacting Kent Police.
3. The Commissioner gave a verbal overview of the report, which included coverage of the broad range of contact methods and trends. He encouraged the use of Crimestoppers, which was utilised by Kent Police. He explained that a significant recruitment drive was underway, which would directly lead to an increase in 101 call handlers and improved performance, with it noted that the latest intake had occurred 3 weeks prior to the meeting with further intakes to come. Concerning the posting of police officers into the Force Control Room, the Commissioner noted that 6-month deployments had been in place as a temporary measure and emphasised the benefits of the experience and skills



exchange for Force Control Room staff as well as response teams and other officers working across the county which would improve force cohesion. It was added that supervisor ratios, exit interviews and shift patterns were under review. Regarding call attrition, which took account of unanswered calls, he explained that there had been a reduction from a peak of 59% in October 2022 to 16.25% in January 2023, with further work required to improve the force's standing nationally. He reminded the Panel that he received weekly performance updates on the issue from the Chief Constable and had visited the Force Control Room on multiple occasions witnessing strong performance.

4. Following a question from a Member, the Commissioner explained that 999 should be used to report a crime in progress and agreed to clarify public messaging on the issue.
5. In response to a question from a Member on the measures in place to ensure a positive working culture, the Commissioner noted that the Force Control Room had a Culture Board and that he had not been alerted to any cultural concerns. He reminded the Panel that staff in the Force Control Room were often the force's first point of contact with the public and that morale, pay and retention were among his key considerations.
6. Concerning Force Control Room vacancy levels, a Member asked what had caused the significant increase and whether staff were placed in division pods based on their local knowledge. The Commissioner explained that post-pandemic mass recruitment campaigns by many industries had been a major factor in the higher vacancy rate. He added that many staff also left to become police officers and emphasised the importance of a handover of expertise. He confirmed that staff were not placed in pods based on local knowledge and encouraged members of the public to use what3words which was used by the force as a means of pinpointing the location of reports.
7. A Member asked whether best practice had been sought from other public and private sectors bodies. They suggested that different approaches to attracting and retaining staff should be considered in order to provide greater long-term service resilience, home working arrangements were given as an example. The Commissioner reassured the Panel that private sector resources and forecasting were utilised, with public and private sector experts working directly with the force. He gave the previous matching of police staff pay increases with officer pay increases as an example of Kent Police's enhanced pay offer for staff in the Force Control Room, though noted that pay remained an ongoing issue. Concerning home working, he confirmed that it was being investigated, noting that an integrated force control room system was in the process of being commissioned and stressed that ensuring appropriate safeguards were in place was vital to any changes in working arrangements.

RESOLVED to note the report and request a further update at the Panel's September 2023 meeting.

**77. Decision OPCC.D.032.23 - Kent Victim's Advocacy and Support Service - Contract Award**  
(Item C1)

RESOLVED to note the decision.

**78. Questions to the Commissioner**  
(Item D1)

Question 1

*The Prime Minister described David Carrick's behaviour as a 'truly sickening' abuse of power and stated that the police 'must address the failings of the case, restore public confidence and ensure the safety of women and girls'. The Home Secretary described Carrick's 'sickening crimes' being 'a stain on the police' and has asked all police forces to check police officers and staff against the national databases to identify those who are not fit to serve in the police service.*

*Can the Commissioner inform the Panel as to what actions he is taking to hold the Chief Constable to account on addressing the failings of this case, restoring public confidence and ensuring the safety of women and girls?*

(Mrs Elaine Bolton, Independent Member)

1. The Commissioner responded to the question by condemning the sickening and totally unacceptable behaviour of David Carrick, commending the justice system for holding him to account for his crimes. He noted that vetting and standards remained challenges for policing and that he had discussed with the Chief Constable the measures Kent Police had and would be putting in place to ensure that processes were robust. He added that a report on vetting and standards would be presented to his Performance and Delivery Board. Regarding the measures at his disposal concerning disgraced officers, the Commissioner explained that he had the power to apply to forfeit the public funded portion of their pension, if their crime was committed whilst exercising their duties as a police officer. He agreed to provide the Panel with further information on vetting, standards and forfeiture at a future meeting.

Question 2

*In his role in holding the Chief Constable to account can the Commissioner comment on victim and community feedback on investigations, charging, prosecuting and justice to help ensure that all those affected by crime or anti-social behaviour perceived crime have confidence in Kent Police and the justice system to deal with this in full?*

(Cllr Shane Mochrie-Cox, Gravesham Borough Council)

2. The Commissioner stated that ensuring that residents, especially those who had provided evidence, received adequate support, were effectively corresponded with and had confidence in the force were priorities. He reminded the Panel that Kent Police had a duty to comply with the Code of Practice for Victims of Crime and gave assurance that he would be holding the Chief Constable to account on victim and community feedback at a forthcoming meeting of his Performance and Delivery Board.

RESOLVED to note the responses to the questions.

**79. Future work programme**  
*(Item E1)*

RESOLVED to note the report.

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**To: Kent and Medway Police and Crime Panel**

**Subject: HMICFRS PEEL Inspection 2021/22**

**Date: 18 April 2023**

**Introduction:**

1. Further to previous updates to the Panel, the most recent being at December's meeting, this paper reports on Kent Police's progress in addressing the findings from HMICFRS' PEEL Inspection 2021/22 and outlines how the PCC is holding the Chief Constable to account.
2. It also provides an update on HMICFRS' next scheduled PEEL Inspection of Kent Police.

**Background:**

3. HMICFRS independently assesses and reports on the efficiency and effectiveness of police forces and fire & rescue services – in the public interest. HMICFRS asks the questions that it believes the public wish to have answered, and publishes the answers in an accessible form, using expertise to interpret the evidence and make recommendations for improvement.
4. 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.
5. On 28 April 2022, HMICFRS published [PEEL 2021/22 – An Inspection of Kent Police](#).
6. 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.
7. However, PEEL significantly changed in 2021 moving from an assessment of three pillars of policing to twelve core areas.
8. 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]. As a result, it is not possible to make direct comparisons between the grades awarded and those in previous PEEL inspections. Also, a reduction in grade, particularly from good to adequate, does not necessarily equate to a reduction in performance.
9. 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.

**PEEL Inspection 2021/22:**

10. The following is an overview of HMICFRS' graded judgements of Kent Police 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			

11. 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:**

12. As reported previously, following the inspection, Kent Police developed a comprehensive Improvement Plan.
13. It also implemented a robust and transparent regime of governance, with progress against the 19 Areas for Improvement (AFIs) overseen by the Future Improvement and Development Board chaired by the Deputy Chief Constable. Subsequently, following each board an update is also provided to the Chief Constable on the progress being made.
14. In January 2023, the Chief Constable held an extraordinary PEEL Oversight Board where action owners provided updates on progress, evidence of improvement and outlined future activity; a further Oversight Board is planned for April 2023.
15. Workstreams for each AFI are extensive and attached as Appendix A is a summary of key activity prepared by Kent Police. It also includes their assessment of the RAG status of each AFI which shows:
- five AFIs as green (complete); and
  - 14 AFIs as amber (work in progress), with seven anticipated for completion by the end of March 2023 and seven between April and June 2023.
16. Progress against the AFIs is monitored by the Force's HMICFRS Lead Officer who also normally approves formal closure based on the evidence. However, on this occasion, assessment of progress and formal closure will form part of HMICFRS' PEEL Inspection 2023-25 (see below).

### **PEEL Inspection 2023-25:**

17. On 12 December 2022, HMICFRS notified the Force that the period of continuous assessment for its next PEEL Inspection had commenced.
18. The Force has received requests from HMICFRS for documents and data which have been facilitated and submitted. Chief Officer interviews have been held. Strategic interviews with key business leads are underway and focus groups and reality testing commenced in March 2023.
19. The Force is due its Victim Service Assessment in April 2023 (confirmed date awaited) with further reality testing taking place in June 2023. The final report is due for publication in October 2023.
20. Preparation and governance are well established with Chief Officer oversight to ensure the Force puts forward the best evidence available to evidence progress against the previous AFIs and support formal closure, as well as new evidence across the core questions being assessed.

### **Holding to account:**

21. Although the PCC believes some elements of work, such as the focus on cutting county lines and dealing with burglars were not sufficiently recognised by HMICFRS, he also acknowledges that some findings were disappointing, particularly those in respect of domestic abuse and the investigation of crime.
22. However, the PCC is reassured the Force is taking the improvement journey seriously and all the AFIs are being addressed, as evidenced by Appendix A.
23. That said, the PCC will continue to hold the Chief Constable to account through his quarterly Performance and Delivery Board.
24. 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.
25. Although the 'Inspections, Audits & Reviews' paper routinely reports on HMICFRS activity, the PCC has formally requested that it specifically includes an update on the Force's Improvement Plan for each meeting.

26. In addition to this regular reporting, a bespoke and additional Performance and Delivery Board meeting was held on 31 October at which, the then Temporary Chief Constable, gave a presentation outlining the action being taken to address each of the AFIs.
27. The PCC will also continue to hold the Chief Constable to account via their regular weekly briefings and he is represented at the Chief Constable's PEEL Oversight Board by his Chief Executive. He also routinely receives bespoke briefing notes and updates from the Force.
28. Whilst the PCC recognises that the Force has had to address a number of findings, he would like to thank the officers, staff and volunteers of Kent Police for their continued diligence and dedication to service which they demonstrate every single day in trying to do their best for local neighbourhoods and victims of crime.

**Recommendation:**

29. The Kent and Medway Police and Crime Panel is asked to note this report and request a further update when appropriate.

## HMICFRS PEEL Inspection 2021/22 – progress overview

The following is a summary of key activity in relation to each AFI.

RAG status: Green = Complete Amber = Work in progress

<b>1. The Force needs to improve how it collects information about diversity of crime victims and use this to ensure it serves different communities equally</b>		<b>Amber</b>
<b>Action Taken</b>	<b>Ongoing Activity</b>	
<ul style="list-style-type: none"> <li>Kent's current position in relation to protected characteristics has been completed</li> <li>Local Force work has been scoped and contact is being made with the Athena working group to obtain an update at a national level</li> </ul>	<ul style="list-style-type: none"> <li>The Force continues to work with the NPCC in the production of a nationally agreed position on recording protected characteristics across police systems</li> <li>Technical solutions are being scoped to service the anticipated requirements</li> <li>Awaiting NPCC guidance</li> </ul>	
Anticipated completion date – May 2023		
<b>2. The Force should improve the way it assesses public satisfaction with the service it provides</b>		<b>Amber</b>
<b>Action Taken</b>	<b>Ongoing Activity</b>	
<ul style="list-style-type: none"> <li>Research undertaken with other forces</li> <li>New service implemented providing the function to gain feedback from callers to the Force Control Room on the service received</li> <li>Victim satisfaction surveys for hate crime, domestic abuse and rape continue</li> </ul>	<ul style="list-style-type: none"> <li>Proposal paper to Chief Officers to approve the wider use of bespoke surveys via existing software</li> <li>Operationalise the proposal paper</li> </ul>	
Anticipated completion date – April 2023		
<b>3. The Force needs to ensure that neighbourhood policing officers have access to structured training</b>		<b>Amber</b>
<b>Action Taken</b>	<b>Ongoing Activity</b>	
<ul style="list-style-type: none"> <li>Neighbourhood Policing review to ensure effective service delivery to the public whilst ensuring sustainable demand management and capability against key local and national requirement; creation of a tiered programme of training depending on role</li> <li>Consultation of the proposed model for Neighbourhood Policing concluded</li> <li>Examples of good practice identified to inform the development of a structured programme of training to enhance the current provision</li> <li>The Force continues to invest in CPD across teams for key topics such as ASB and problem solving, managed through Partnerships Command</li> </ul>	<ul style="list-style-type: none"> <li>Learning and Development leading on the introduction of a bespoke training package</li> <li>Awaiting the release of the College of Policing's framework for professionalising NHP to ensure any development is reflected</li> <li>Implementation of a train the trainer programme which will upskill all officers entering the new NHP model and provide a framework for the delivery of training</li> </ul>	
Anticipated completion date – April 2023		
<b>4. The Force needs to make sure that repeat callers and those that are vulnerable are routinely identified</b>		<b>Amber</b>
<b>Action Taken</b>	<b>Ongoing Activity</b>	
<ul style="list-style-type: none"> <li>Review of THRIVE application by call takers undertaken and high compliance found</li> <li>FCIR Learning and Development will ensure ongoing monitoring and include in continuous professional development</li> <li>Processes embedded providing detail of incidents either where service failure has been</li> </ul>	<ul style="list-style-type: none"> <li>FCIR Transformation Programme includes a review of current and future technology which may provide further opportunities to automate identification of repeat callers</li> </ul>	



<p>identified and/or potential service failure may exist, providing quick remedial actions where applicable and feedback to improve performance; reviews are not seeing failures in relation to repeat callers</p> <ul style="list-style-type: none"> <li>• Daily reviews of repeat callers and engagement with the relevant District CSU to highlight interventions required from the Police or key stakeholders</li> <li>• Development of a repeat caller tag has seen improvements in routine identification</li> </ul>	
<p>Anticipated completion date – March 2023 (awaiting confirmed performance improvements as final evidence of completion)</p>	

<p><b>5. The Force needs to make sure call takers give advice on the preservation of evidence and crime prevention</b></p>		<p><b>Amber</b></p>
<p><b>Action Taken</b></p> <ul style="list-style-type: none"> <li>• New service implemented which ensures victims are provided with a text message link to crime prevention advice</li> <li>• 'My Community Voice' can be utilised to provide crime prevention advice to the wider community</li> <li>• FCIR Learning and Development will ensure ongoing monitoring and include continuous professional development</li> <li>• 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</li> </ul>	<p><b>Ongoing Activity</b></p> <ul style="list-style-type: none"> <li>• Plans are being implemented to introduce training to Kent FCIR staff and call takers from SCD Crime Scene Investigators (CSIs)</li> </ul>	
<p>Anticipated completion date – March 2023 (awaiting confirmed performance improvements as final evidence of completion)</p>		

<p><b>6. The Force needs to better manage its response to incidents</b></p>		<p><b>Amber</b></p>
<p><b>Action Taken</b></p> <ul style="list-style-type: none"> <li>• Review of incident grading undertaken; found to follow national guidance and believed to be fit for purpose</li> <li>• In the last six months the strength on Local Policing has been increased by over 300 officers to ensure vacancies are filled providing a bigger pool of resources to respond to calls for service</li> <li>• Additional sixty-nine officers posted to Local Policing (43 to Local Policing Teams and 26 to VITs)</li> <li>• DA Hub introduced which directs appropriate victims to a police officer who can respond immediately or receive a virtual policing response</li> <li>• Daily governance in place to ensure constant monitoring of response to incidents</li> <li>• The Force does not have attendance targets; well established performance management processes continue to maintain oversight and management of response to incidents</li> </ul>	<p><b>Ongoing Activity</b></p> <ul style="list-style-type: none"> <li>• FCIR Transformation Programme includes an uplift in resources, enhancing working practices and better use of technology</li> <li>• Full evaluation of DA Model at the end of March 2023</li> <li>• Engagement with Humberside Police to understand their Right Person, Right Care approach (HMICFRS innovation)</li> </ul>	
<p>Anticipated completion date – May 2023</p>		

<b>7. The Force needs to improve the capacity and capability of its response teams</b>		<b>Amber</b>
<b>Action Taken</b>	<b>Ongoing Activity</b>	
<ul style="list-style-type: none"> <li>• In the last six months the strength on Local Policing has been increased by over 300 officers to ensure vacancies are filled</li> <li>• Additional sixty-nine officers posted to Local Policing (43 to Local Policing Teams and 26 to VITs)</li> <li>• Local Policing review focused on establishment of victim-based teams, shift pattern and minimum numbers concluded with proposals briefed to Chief Officers</li> <li>• DA Hub introduced which directs appropriate victims to a police officer who can respond immediately or receive a virtual policing response</li> <li>• Ongoing blueprint exercise has been carried out across all Divisions to identify officers not working in established roles</li> </ul>	<ul style="list-style-type: none"> <li>• FCIR Transformation Programme includes pillar to review and resolve appropriate crime at the first point of contact reducing demand for frontline officers</li> <li>• Full evaluation of DA Model at the end of March 2023</li> </ul>	
Anticipated completion date – June 2023		

<b>8. The Force is failing to properly resource the teams that investigate domestic abuse</b>		<b>Amber</b>
<b>Action Taken</b>	<b>Ongoing Activity</b>	
<ul style="list-style-type: none"> <li>• Additional sixty-nine officers posted to Local Policing (43 to Local Policing Teams and 26 to VITs)</li> <li>• Detective capacity increased across Vulnerability Investigation Teams (VIT) with further growth planned</li> <li>• DA Hub introduced responding to high, appointment and priority DA calls for service – early evaluation has evidenced a reduction in work allocated to LP and VIT and excellent victim satisfaction</li> <li>• Continued and ongoing reviews of high-risk DA, detective capacity and skills profile for detective-based teams</li> <li>• Crime Academy providing support to those on the detective pathway to ensure continued progression to accreditation</li> <li>• Data tool introduced to effectively monitor officer workloads</li> </ul>	<ul style="list-style-type: none"> <li>• Full evaluation of DA Model at the end of March 2023</li> <li>• Divisions to continue to ensure staff undertake key DA courses to further enhance capability of DA Teams</li> </ul>	
Anticipated completion date – June 2023		

<b>9. The Force needs to make sure that crimes are allocated and investigated in a timely manner</b>		<b>Amber</b>
<b>Action Taken</b>	<b>Ongoing Activity</b>	
<ul style="list-style-type: none"> <li>• Crime Management and Investigative Quality Board chaired by ACC Crime focuses on raising investigative standards, developing, and supporting the investigative workforce and setting clear standards</li> <li>• Quality assurance framework established reviewing over 400 investigations a month and offering extensive guidance and support to officers and supervisors, resulting in improved performance</li> </ul>	<ul style="list-style-type: none"> <li>• Mechanisms to enhance the investigation of crime once it is allocated have been developed providing a more enhanced service to victims and will ensure that crimes are allocated promptly with investigation plans and no re-allocation of crime reports</li> </ul>	

<ul style="list-style-type: none"> <li>• Three-day supervisory investigative improvement course developed, delivered and now mandated</li> <li>• Chief Constable and Deputy Chief Constable held a series of operational engagement events with every Chief Inspector, Inspector and Sergeant</li> <li>• Investigative Improvement Programme covers four pillars, which are: Divisional Investigation, Resources, Governance and Professionalism; this programme is driving activity in this area</li> </ul>	
Anticipated completion date – April 2023	

<b>10. Investigation plans should be created where applicable and properly supervised</b>	<b>Green</b>
<b>Action Taken</b>	
<ul style="list-style-type: none"> <li>• Crime Management and Investigative Quality Board chaired by ACC Crime focuses on raising investigative standards, developing, and supporting the investigative workforce and setting clear standards</li> <li>• Quality assurance framework established reviewing over 400 investigations a month and offering extensive guidance and support to officers and supervisors, resulting in improved performance</li> <li>• Three-day supervisory investigative improvement course developed, delivered and now mandated</li> <li>• Chief Constable and Deputy Chief Constable held a series of operational engagement events with every Chief Inspector, Inspector and Sergeant</li> <li>• Investigative Improvement Programme covers four pillars, which are: Divisional Investigation, Resources, Governance and Professionalism; this programme is driving activity in this area</li> <li>• Sustained performance in this area</li> </ul>	
Completed	

<b>11. The Force needs to take every opportunity to pursue offenders when victims disengage</b>	<b>Green</b>
<b>Action Taken</b>	
<ul style="list-style-type: none"> <li>• Crime Management and Investigative Quality Board chaired by ACC Crime focuses on raising investigative standards, developing, and supporting the investigative workforce and setting clear standards</li> <li>• Quality assurance framework established reviewing over 400 investigations a month and offering extensive guidance and support to officers and supervisors, resulting in improved performance</li> <li>• Three-day supervisory investigative improvement course developed, delivered and now mandated</li> <li>• Divisional DCIs are undertaking six-month crime report reviews</li> <li>• Policy in place providing clear expectations in respect of evidence led prosecutions when a victim disengages</li> <li>• Chief Constable and Deputy Chief Constable held a series of operational engagement events with every Chief Inspector, Inspector and Sergeant</li> <li>• Investigative Improvement Programme covers four pillars, which are: Divisional Investigation, Resources, Governance and Professionalism; this programme is driving activity in this area</li> <li>• Performance in this area continually improving month on month</li> <li>• Continued supervisory oversight and performance monitoring</li> </ul>	
Completed	

<b>12. The Force needs to make sure the needs of all victims are assessed so they can be supported</b>	<b>Green</b>
<b>Action Taken</b>	
<ul style="list-style-type: none"> <li>• Review undertaken to assess current compliance in respect of Victim Care Cards and Victim Needs Assessment; officers found to have high awareness of responsibilities</li> <li>• Policies reviewed and clear regarding where contact with the victim should be recorded on Athena</li> <li>• Consultation undertaken with officers re. improvements to increase efficiency and effectiveness</li> <li>• Improving performance</li> <li>• Continued review of compliance through well-established performance management processes</li> </ul>	
Completed	

<b>13. The Force needs to improve how it records why victims withdraw their support for investigations</b>		<b>Amber</b>
<b>Action Taken</b>	<b>Ongoing Activity</b>	
<ul style="list-style-type: none"> <li>• Crime Management and Investigative Quality Board chaired by ACC Crime focuses on raising investigative standards, developing, and supporting the investigative workforce and setting clear standards</li> <li>• Three-day supervisory investigative improvement course developed, delivered and now mandated</li> <li>• 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</li> </ul>	<ul style="list-style-type: none"> <li>• Data Audit Team will continue to review and test compliance to measure progress</li> </ul>	
Anticipated completion date – March 2023 (awaiting confirmed performance improvements as final evidence of completion)		

<b>14. The Force should make sure that orders protecting victims of domestic abuse are considered in all appropriate cases</b>		<b>Amber</b>
<b>Action Taken</b>	<b>Ongoing Activity</b>	
<ul style="list-style-type: none"> <li>• Proactive DA Teams target offenders who pose the greatest risk utilising protective orders demonstrating increased safeguarding to victims and focus on targeting recidivist DA offenders</li> <li>• Domestic Violence Prevention Notices (DVPNs) sought and Domestic Violence Protection Orders (DVPOs) granted by the court continue to increase because of continued focus and reinforcement with staff</li> </ul>	<ul style="list-style-type: none"> <li>• Performance continues to be monitored to ensure this area for improvement is consistently achieved</li> </ul>	
Anticipated completion date – March 2023 (awaiting confirmed performance improvements as final evidence of completion)		

<b>15. The Force should maintain and improve the wellbeing of staff involved in protecting vulnerable people</b>		<b>Amber</b>
<b>Action Taken</b>	<b>Ongoing Activity</b>	
<ul style="list-style-type: none"> <li>• Health and Wellbeing Services have developed an Investigator Wellbeing plan which has been circulated to divisions and PVP for implementation; this includes a range of activities now being delivered</li> <li>• Dedicated area for Investigator Wellbeing on the Healthy You website</li> <li>• Counselling and Wellbeing team have had recent engagement with the POLIT team to provide an input at their team meeting which forms part of regular contact with this critical investigation team</li> <li>• Inputs at Family Liaison Officer CPD and a Family Liaison Adviser course have been undertaken and close contact has been maintained with the Serious Collision Investigation Team to conduct some targeted wellbeing activity</li> <li>• During the month of September 2022, Health and Wellbeing Services delivered a Suicide Prevention Campaign including an input from a</li> </ul>	<ul style="list-style-type: none"> <li>• Continued progression of the Investigator Wellbeing Plan</li> </ul>	

<p>Detective Sgt on his experience of loss of a colleague due to suicide and promoting the reduction of mental health stigma</p> <ul style="list-style-type: none"> <li>Peer support programme 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 now implemented</li> <li>Health and Wellbeing Services continue to engage and work with investigation teams</li> </ul>	
Anticipated completion date – March 2023	

<b>16. The Force needs to review its policy for people released on bail and while under investigation</b>	<b>Green</b>
<p><b>Action Taken</b></p> <ul style="list-style-type: none"> <li>Comprehensive bail management policy and clear governance in place</li> <li>Superintendents conduct six-month reviews in line with NPCC guidelines</li> <li>Kent has led on work with other Athena forces to redefine the suspect status recorded to ensure a consistent approach is applied when identifying high risk offenders and ensure they are relentlessly pursued</li> <li>Changes to the Bail Legislation took place on 28 October 2022; training was well received and has embedded well</li> <li>On-going guidance is available for all staff on the VJ &amp; Custody SharePoint pages</li> <li>Management data shows that there is a propensity to bail detainees from custody with conditions to safeguard the victim</li> <li>Systems have been created to implement the activity as outlined in the recommendation and performance monitoring will continue to ensure efficient and effective processes continue</li> <li>Superintendents are reviewing Bail/RUI at six months in line with the NPCC guidance</li> <li>Bail and RUI will continue to be scrutinised through the VJ performance process by way of monthly performance data to show the changes to the volumes of RUI as well as reviews and QA process in place to address quality</li> </ul>	
Completed	

<b>17. The Force needs to review whether its operating model is hampering its ability to effectively manage registered sex offenders</b>	<b>Green</b>
<p><b>Action Taken</b></p> <ul style="list-style-type: none"> <li>Management of Registered Sex Offenders (RSOs) adheres to Authorised Professional Practice (APP)</li> <li>Performance framework demonstrating consistent improvements in performance</li> <li>Review of the MAPP Strategic Management Board has been undertaken</li> <li>A review of management of sex offenders has concluded; structure and governance arrangements agreed</li> <li>Implementation underway with a projected completion date of 1 April 2023</li> <li>Performance overseen at Force Performance Committee</li> <li>Performance remains strong in this area</li> </ul>	
Completed	

<b>18. The Force should review its digital capability and capacity to effectively target online child abuse</b>	<b>Amber</b>
<b>Action Taken</b>	<b>Ongoing Activity</b>
<ul style="list-style-type: none"> <li>All staff within online child abuse teams are trained and aware of the opportunities for early examination of devices</li> <li>The Digital Forensic Unit (DFU) 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</li> </ul>	<ul style="list-style-type: none"> <li>Further enhancements being progressed with DFU</li> </ul>

<ul style="list-style-type: none"> <li>• 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</li> <li>• New processes have been introduced to reduce investigative delays by completing direct submissions to DFU when local Digital Management Hubs are at capacity</li> <li>• DFU and POLIT management have introduced a regular performance meeting to scrutinise the demand and ensure that cases are appropriately prioritised</li> </ul>	
<p>Anticipated completion date – March 2023 (awaiting confirmed performance improvements as final evidence of completion)</p>	

<p><b>19. The Force needs to review how it allocates resources to ensure it can meet demand</b> (Linked to AFI 7 and 8)</p>		<p><b>Amber</b></p>
<p><b>Action Taken</b></p> <ul style="list-style-type: none"> <li>• The resource allocation model has been reviewed and is fit for purpose</li> <li>• Non established teams have been reviewed and proposal made to Chief Officers</li> <li>• A review of capability has been undertaken and a bespoke delivery plan is in place in respect of training requirements (business as usual)</li> <li>• Governance for monitoring and delivering these requirements is through the Chief Officer Force Resourcing Panel</li> <li>• The Force Management Statement (FMS) is monitored alongside areas of risk and focus for the Force enhancing the current structure surrounding decisions made by the Force Resourcing Panel and the Strategic Change Board</li> </ul>	<p><b>Ongoing Activity</b></p> <ul style="list-style-type: none"> <li>• The FMS will enable the Force to predict and manage demand effectively and efficiently based on key data, a newly introduced workforce plan which will forecast demand over the next three years and professional judgement</li> </ul>	
<p>Anticipated completion date – March 2023 (awaiting confirmed performance improvements as final evidence of completion)</p>		



**To: Kent and Medway Police and Crime Panel**  
**Subject: Vetting, Counter Corruption & Pension Forfeiture**  
**Date: 18 April 2023**

**Introduction:**

1. There can be nothing more important than the public having trust and confidence in policing. Recent examples of horrendous crimes, committed by serving police officers, have severely impacted that trust and confidence.
2. The past 24 months have also seen unprecedented levels of scrutiny in the form of independent inquiries, HMICFRS inspections, Independent Office for Police Conduct (IOPC) super-complaints, National Police Chiefs' Council (NPCC) reviews and independent force reviews (such as the Baroness Casey review) which have resonated throughout the service.
3. This paper:
  - summarises the Code of Ethics which sets and defines the exemplary standards of behaviour for everyone who works in policing;
  - provides an overview of Kent Police's Central Vetting Unit and Counter Corruption Unit which are crucial to maintaining the highest possible standards of integrity and professional behaviour;
  - outlines how the PCC holds the Chief Constable to account around officer/staff integrity and standards of behaviour; and
  - explains the pension forfeiture process which the PCC can consider in certain circumstances following the conviction of an officer for a criminal offence.
4. The PCC is grateful to Kent Police for its assistance with this paper.

**Background:**

5. In its role as the professional body for policing, the Code of Ethics was produced by the College of Policing in 2014. It provides a framework to support ethical decision making and defines the exemplary standards of behaviour for everyone who works in policing.
6. The Code sets out nine Policing Principles and ten Standards of Professional Behaviour that are expected of all officers and staff:
  - **Policing Principles**
    - Accountability
    - Fairness
    - Honesty
    - Integrity
    - Leadership
    - Objectivity
    - Openness
    - Respect
    - Selflessness
  - **Standards of Professional Behaviour**
    - Honesty and integrity
    - Authority, respect and courtesy
    - Equality and diversity
    - Use of force
    - Orders and instructions
    - Duties and responsibilities
    - Confidentiality
    - Fitness for work
    - Conduct
    - Challenging and reporting improper conduct
7. The Code is currently under review to ensure that:
  - It helps create an environment that supports everyone in policing to be their best;
  - There is greater transparency for the public about how policing makes decisions and the standards they can expect from the service – leading to greater legitimacy, confidence and support for policing.

8. The review will help ensure that everyone can understand what ethical, professional behaviour looks like for modern policing, and how it can be brought to life to support everyone in policing to be their best.
9. Any identified breach of the Standards of Professional Behaviour will be assessed for the purposes of misconduct proceedings.

### **Kent Police Vetting and Counter Corruption:**

10. Both the Central Vetting Unit (CVU) and the Counter Corruption Unit (CCU) continue to operate in full compliance with the Vetting Code of Practice and the College of Policing Authorised Professional Practice. Kent Police's vetting and counter corruption arrangements were subject of a comprehensive inspection by HMICFRS in November 2022 (see Appendix A for further information) and Kent Police continues to fully cooperate with Part 1 and Part 2 of the Angiolini independent enquiry, which is examining the circumstances of Wayne Couzens' vetting and transfers between forces.
11. The CVU consists of the Force vetting Manager, 10 Team Leaders, 10 Vetting Assistants and one Admin Assistant.
12. It is fully resourced and has benefited from recent investment to further increase capacity to effectively respond to local and national pressures. The national Police Uplift Programme which ran until March 2023 placed additional demand on the CVU and has led to a backlog in vetting reviews and higher-level vetting upgrades; however effective mitigation and governance is in place and additional funding and resources have been provided to accelerate recovery. In November 2022 HMICFRS published the findings of their inspection into vetting management, misconduct handling and misogyny within the police service (see Appendix A for further information).
13. The CCU consists of one DCI, one D/Insp, an investigative DS with five investigators (DC/Police Staff Investigators), an Intelligence DS with nine Research and Development PC/Police Staff , an Intelligence Co-ordinator and two Analysts.
14. Corruption is an extremely broad topic, and the risk is much greater than the traditional view of corruption relating to areas such as blackmail or extortion. It is evident that Abuse of Position for Sexual Purposes (APSP) and wider sexual misconduct now represent significant risks. The CCU works reactively (in response to intelligence or allegations) and proactively (seeking intelligence and looking for evidence of wrong doing).
15. The CCU is operating at full strength and was able to successfully demonstrate a high level of capability to HMICFRS during the Kent inspection. This was particularly evident within the area of proactive identification of APSP offences. The inspection noted effective identification of threat and risk, effective communication of priorities to front-line staff and good use of a wide range of investigative techniques to tackle wrong doing.
16. Recent examples of horrendous crimes, committed by serving police officers, have severely impacted confidence in policing. The public are rightly concerned about policing standards and the CCU has updated and refreshed the Force Counter Corruption Control Strategy and intelligence requirement which plays an important part in addressing that concern. The strategy presents the key areas of risk, and what intelligence is required to tackle the risks effectively.
17. The four key priority areas remained the same as last year, namely:
  - Sexual misconduct
  - Inappropriate and notifiable associations
  - Misuse of Force systems and disclosure of information
  - Misuse of drugs
18. However, the intelligence requirement was updated to reflect four identified emerging threats, namely:
  - Infiltration
  - Financial vulnerability
  - Social media
  - Officer morale



19. The CCU receives good levels of intelligence across key priority areas from both internal and external sources. The internal 'Speak Up' anonymous reporting system continues to be an effective tool to tackle a wide range of corrupt behaviour and has seen an increase in reporting relevant to prejudicial and improper behaviour towards women. For example, colleagues within the Force Control Room reported unwanted sexualised behaviour from a colleague who has now been suspended and will likely face gross misconduct proceedings. Nationally, consultation is underway regarding the introduction of an independent CrimeStoppers reporting line which would provide an additional route for officers and staff to report concerns anonymously.
20. The CCU has developed relationships with a large number of external partners and charities to encourage reporting of officers and staff who are suspected of abusing their position to prey on vulnerable women and girls and recently held bespoke training for over 100 of these partners. It has also worked with the Kent Network of Women and the Diversity and Inclusion Academy to produce a hard-hitting video of female officers' experiences of sexual harassment in the workplace as well as helping to develop the recent 'Upstander not Bystander' programme. This investment in training and internal communications has seen a 50% increase in sexual misconduct intelligence being received by CCU. The Professional Standards Department (PSD) also delivers counter corruption training to all new officers and newly qualified Sergeants.
21. The CCU continues to monitor the IT network, evolving its tactics with each case and learning from live investigations both within Kent and nationally. This proactivity has led to criminal proceedings, and APSP investigation(s) now with the IOPC.
22. The Force has also updated or newly published the following policies over the past 24 months:
- Reporting Wrong doing and Whistleblowing
  - Abuse of Position for Sexual Purpose (APSP)
  - Sexual Harassment Policy P02J
  - Police Perpetrated Domestic Abuse
  - Social Media guidance
23. To support the adoption of these policies PSD have taken a visible approach to the delivery of training. This has included: inputs to all new recruits; delivery of the 'Inspire You' programme capturing every Kent Police employee; bespoke training to public facing departments and senior leadership teams; attendance at various Culture Boards, including the most recent Force Culture conference; and the creation of a "Tackling Sexism" Force video.
24. This enhanced training continues to have a positive effect on the culture, with staff feeling increasingly confident to challenge and report inappropriate behaviour.
25. The Force has also taken a number of other actions, including:
- PSD attendance at operational stations to give officers and staff the opportunity to speak with them about any concerns they may have.
  - Greater use of restrictions and suspensions for those subject of VAWG-related allegations whilst under investigation.
  - Greater use of Regulation 13 to remove probationary officers from the Force at the earliest opportunity where incompatible attitudes are detected.
  - A review of all live criminal and misconduct cases involving officers and staff to ensure that they are being progressed effectively, that appropriate safeguarding is in place and that appropriate restrictions / suspensions are in place to protect the public.

### **National database checks:**

26. The recently announced NPCC Historical Data Wash will see all officers, staff and volunteers working for Kent Police re-checked against the 5.6 billion records held on the Police National Database. All officers, staff and volunteers have already been checked against the PND in line with existing Kent Police vetting arrangements, however the national check will ensure that no records were missed during this process and that no new records have become relevant since the most recent PND check was completed.
27. Kent Police submitted the required staff data to the national coordination team and received the results of the data wash on 20 March. This information is now being systematically reviewed and cross-referenced with existing vetting records to ensure that vetting clearance remains appropriate in all cases.

28. The national deadline for completion of this work is 29 September 2023, however the CVU and CCU are being supported by additional specialist staff from across the Force to enable this important work to be completed earlier.

### **Holding to account:**

29. One of the principle ways the PCC holds the Chief Constable to account is through the quarterly Performance and Delivery Board.
30. 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.
31. The 'Inspections, Audits & Reviews' paper routinely reports on HMICFRS activity; this has, and will continue to include the recent inspections referenced in Appendix A.
32. The PCC has a standing invitation to the Force Culture Board which is chaired by the Chief Constable and will continue to hold the Chief Constable to account via their regular weekly briefings.
33. In its scrutiny role, the Joint Audit Committee has also recently received reports on the CVU and CCU from the Force.
34. The PCC is reassured that the Force has the appropriate structures, systems and processes in place to tackle corruption and maintain the highest possible standards of professional behaviour. He also believes it is every single employees responsibility to help tackle corruption and report any concerns they may have about the conduct of colleagues.

### **Pension Forfeiture:**

35. The pension forfeiture process is set out in legislation<sup>1</sup>, and is supported by the Home Office 'Police Pension Forfeiture Guidance: Guidance on applying for a pension forfeiture certificate for police officer pensions following conviction of a criminal offence' which replaces the previous circular 018/2009.
36. A PCC can apply for a certificate of forfeiture where:
- 'they consider that the requirements in the Police Pensions Schemes are met, namely, where a police officer, or former police officer who is, or was, a member of a police pension scheme has:*
- a) been convicted of a criminal offence committed in connection with their service as a member of a police force, and*
  - b) the offence has been certified by the Secretary of State as either*
    - i. liable to lead to a serious loss of confidence in the public service; or*
    - ii. gravely injurious to the interests of the State.'*
37. In practice, the Force's PSD maintains a dialogue with the OPCC when any officer is charged with a criminal offence; where it is identified that the officer's actions may be connected to their service, a report is prepared for the OPCC. This sets out what the officer has been convicted of, and provides details such as nature of the offence, and the Judge's comments.
38. The pension forfeiture process is two stage. Firstly, the PCC must decide whether the offence is connected to their service as an officer, and would have an impact on public confidence. If this is the case, then the PCC may apply to the Secretary of State for a Certificate of Forfeiture. It is for the Secretary of State to decide whether to issue the Certificate. The PCC must also inform the officer involved that this is taking place.
39. If a Certificate is issued, then the PCC needs to consider whether to proceed with a forfeiture, and if so, to what degree. They must also inform the officer that the Certificate has been issued.

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<sup>1</sup> Regulation K5 of the Police Pensions Regulations 1987 ('the 1987 Regulations'), regulation 55 of the Police Pensions Regulations 2006 ('the 2006 Regulations') and Chapter 5 of Part 13 to the Police Pensions Regulations 2015 ('the 2015 Regulations').

40. When considering whether to apply - and later in the process, the extent of the forfeiture - the PCC can consider a range of factors, specifically:

- a) the seriousness with which the Court viewed the offence(s) (as demonstrated by the punishment imposed and the sentencing remarks);
- b) the circumstances surrounding the offence and investigation;
- c) the seniority of the officer (pension scheme member) or former officer (the more senior, the greater the loss of credibility and confidence);
- d) the extent of publicity and media coverage; and
- e) whether the offence involved:
  - an organised conspiracy amongst a number of officers,
  - active support for criminals,
  - the perversion of the course of public justice,
  - the betrayal of an important position of trust for personal gain, and/or
  - the corruption or attempted corruption of junior officers.

41. The maximum a PCC can decide to forfeit is 65% - this represents the amount that has been contributed to the pension by the Force, and leaves the amount contributed by the officer untouched.

42. In Kent, the following cases have been considered:

<b>Year</b>	<b>Officer</b>	<b>Outcome</b>
2008	Officer O	Forfeiture
2010	Officer M	Not proceeded with - no connection to service
2011	Officer E	Forfeiture
2011	Officer D	Not proceeded with - no pension contributions made
2012	Officer W	Not proceeded with - officer ill health
2013	Officer A	Not proceeded with - no pension contributions made
2014	Officer K	Application not proceeded with after first stage
2017	Officer R	Not proceeded with - no connection to service
2018	Officer W	Certificate granted; officer died therefore not proceeded with
2018	Officer G	Forfeiture
2018	Officer W	Forfeiture
2019	Officer T	Forfeiture

43. There is currently a case with the OPCC for consideration and a further one has recently been initiated following the conviction of an officer.

44. Whilst the guidance was recently updated, no significant changes were made to the legislation. However, the PCC and his senior staff believe that the legislation should be updated to remove the qualification that the offending has to be connected to the officer's service. The current legislation has resulted in cases whereby officers have been convicted of extremely serious sexual offences but their pension cannot be forfeited, as it was not connected to their service. Given the nature of the offending and the impact on public confidence, it is considered by Kent OPCC that forfeiture should be allowed in these circumstances.

**Recommendation:**

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

## HMICFRS Inspection updates

- **A report into the effectiveness of vetting and counter-corruption arrangements in Kent Police**

On 17 November 2022 HMICFRS published their findings into the effectiveness of vetting and counter-corruption arrangements in Kent. HMICFRS conducted an inspection of Kent between 31 January and 11 February 2022 and examined the effectiveness of the Force's response to vetting, IT monitoring and counter-corruption. The Force was graded 'adequate' and given two areas for improvement (AFIs), both of which related to vetting arrangements.

The report highlighted compliance with the Authorised Professional Practice (APP) and improvements in escalation processes in respect of outstanding vetting completion. As a result of the national Police Uplift Programme and increased demand, the Force Vetting Unit's workload was reported as unmanageable and delays to vetting were identified regarding several individuals in designated posts awaiting enhanced vetting. This was the first identified AFI. HMICFRS also noted that the Force provides monthly data on vetting refusals for applicants with protected characteristics but felt more could be done to analyse potential disproportionately. This was the second AFI.

Since the inspection took place, the Force has made further changes to meet the demands placed on the Force Vetting Unit. The Force has provided additional resources with the recruitment of three Vetting Assistants and three Vetting Team Leaders. The Force has a robust risk assessment process for when officers vetted to a lower level are required to move roles for operational reasons prior to their vetting upgrade being completed. The officers identified by HMICFRS at the time of the inspection had passed the vetting procedure for their previous role with Kent Police. While these officers were undergoing enhanced vetting, they were subject to a rigorous monitoring and a risk assessment process. They subsequently all passed enhanced vetting for their new roles.

The Force has recently introduced a Disproportionality Scrutiny Panel where anonymised vetting decisions are reviewed by a panel (which includes external representation) to ensure that decisions are not affected by conscious or unconscious bias. The Force will be liaising with HMICFRS to identify forces where they have identified good practice in this area to further strengthen its approach.

The report recognises the hard work undertaken by the Force to ensure that counter corruption measures are robust and rigorous. This includes effective monitoring of IT systems, the use of computer software to develop intelligence, comprehensive counter corruption strategic threat assessment, compliance with APP, utilisation of a wide range of investigative techniques and communicating effectively to the workforce on abuse of position for a sexual purpose.

The Force takes accurate and timely vetting and counter-corruption measures extremely seriously. It has invested considerable resources in those provisions to ensure effective and efficient policing in which the public can trust. This is particularly important in the context of the national Police Uplift Programme, which will next year see the Force employ the largest number of officers in its history.

The two AFIs are being progressed and monitored through the Head of Professional Standards Department (PSD). Governance structures in place ensure oversight by the Deputy Chief Constable and Deputy Chief Officer. The recommendations will be formally signed off by the Force's HMICFRS Lead Officer.

- **Inspection of vetting, misconduct and misogyny in the police service**

On 2 November 2022 HMICFRS published the findings of their inspection into vetting management, misconduct handling and misogyny within the police service. The inspection was commissioned by the Home Office following the tragic murder of Sarah Everard in March 2021 and was conducted in October of the same year. The purpose of the thematic inspection was to provide an assessment of current vetting and counter-corruption capacity and capability in policing across England & Wales. This was to include forces' ability to detect and deal with misogynistic and predatory behaviour. Kent Police were one of the eight forces chosen for inspection.

Following reviews of police vetting files, HMICFRS found too many cases where people should not have been allowed to join the police, including officers with criminal records or links to organised crime. Inspectors found examples of police officers transferring between forces despite a history of concerning intelligence, complaints, or misconduct allegations. HMICFRS concluded that a culture of misogyny, sexism and predatory behaviour towards female police officers, staff and members of the public still exists and is prevalent in many forces.

HMICFRS made 43 recommendations and five AFIs. Twenty-eight of the recommendations and all five AFIs are for Chief Constables. A full review has taken place and 21 of the recommendations / AFIs are already in place in Kent and can be fully evidenced. A further 12 are partially in place but need further attention to fully meet the recommendation.

The progress of recommendations is monitored through the Head of PSD and governance structures are in place, overseen by the Deputy Chief Constable and Deputy Chief Officer. In addition, further periodic reporting of progress to the National Police Chief's Council (NPCC) will take place. The recommendations will be formally signed off by the Force's HMICFRS Lead Officer.

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By: Anna Taylor – Panel Officer  
To: Kent and Medway Police and Crime Panel  
Subject: Draft Panel Annual Report – 2022/23  
Classification: Unrestricted

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### **Summary:**

Preparation and publication of an Annual Report by the Panel is a legal requirement under the Police Reform and Social Responsibility Act 2011.

The Panel is asked to consider and approve the below content for the 2022/23 Panel Annual Report.

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## **Draft Annual Report**

### **Introduction**

1. This report summarises the work of the Panel between February 2022 and February 2023. It follows annual reports that have been produced every year since the Panel was established in November 2012. The objective of the Panel is to scrutinise and support the Kent Police and Crime Commissioner in his role in helping tackle crime and disorder in Kent and Medway.
2. The Panel provides a 'check and balance' on the performance of the Police and Crime Commissioner regarding his priorities for Kent Police contained within his Making Kent Safer Plan. The Panel plays a vital role in holding the PCC to account and supporting him in the effective exercise of his duties, in particular in the way he holds the Chief Constable to account.

### **Meetings**

3. During this period the Panel met formally 5 times – 2 February, 16 June, 27 September, 12 December 2022 and 1 February 2023. The Panel also received a briefing from the then Temporary Chief Constable in November which addressed Kent Police's performance, service demand, workforce and finances. In addition to this, the Chair communicated with the Commissioner to assist and support the smooth running of Panel business.
4. The Panel also met informally in November 2022 and January 2023 to discuss the development of the precept proposal with the Commissioner's Officers.

## Panel business

5. The Panel met its statutory duty in February 2022 to consider and make recommendations on the Commissioner's draft "Making Kent Safer 2022-25" Police and Crime Plan, as well as his proposed budget and precept. The Commissioner attended to present his proposal and answer questions from the Panel. The Panel noted that the Commissioner's priorities within the plan remained unchanged and the Panel supported the Plan and precept proposal.
6. The Panel approved the Commissioner's proposed maximum permitted precept increase of £10 for the year for an average Band D, which equated to a 4.58% precept increase. The Panel noted that under the proposal a Band D property would pay £228.15 a year towards policing. The Panel noted that the Kent PCC remained within the lowest quartile of precepting PCCs across the country and Kent remained in the lower quartile for Government funding for PCCs.
7. The Panel met its statutory duty to consider the Commissioner's Annual Report for 2021/2022, which it considered at its meeting on 27 September 2022.
8. The Panel held a confirmation hearing for the Chief Constable at its meeting on 6 December 2022 and, following questioning, agreed to the appointment of Mr Tim Smith as Chief Constable of Kent Police.
9. The Panel received reports on the following issues between February 2022 and February 2023:
  - a. HMICFRS PEEL Inspection 2021/22 – The Panel was provided with an overview of Kent Police's Inspection, the Panel having previously received a copy of the full report, and an outline of how the PCC would hold the Chief Constable to account in relation to this. A further update was provided to the Panel in September. In December 2022 the Commissioner provided the Panel with an update on Kent Police's progress responding to the findings of KMICFRS' PEEL Inspection 2021/22 report as well as his scrutiny of performance. The Panel resolved to receive a further update in April 2023.
  - b. Update on Fraud – Members requested this update following concerns about the impact of fraud on victims. The Panel was provided with an overview of how fraud was reported and handled in Kent along with local and national activity to safeguard victims, the report also outlined how the PCC would hold the Chief Constable to account. A further update was requested by the Panel for June 2023.



- c. Update on the Commissioner’s Violence Against Women and Girls (VAWG) Inquiry– The VAWG Inquiry report was published on 26 July 2022. The Panel received an update in June and December 2022 and requested a further update in June 2023. The Panel had previously commended the Commissioner on his ongoing prioritisation of work against Violence Against Women and Girls and requested that this continued.
  - d. The Commissioner’s Annual Report 2021/22 – The Commissioner highlighted three key operational areas where significant progress had been made – prevention; neighbourhood policing; and combating county lines. Future risks included a less experienced police force as well as 999 and 101 line underperformance.
  - e. Update on the Police Uplift Programme – The Commissioner provided an overview of Kent Police’s progress as part of government’s Police Uplift Programme. At September 2022 all targets had been met and the force was on track to meet the overall target by March 2023.
  - f. Update on the Violence Reduction Unit – This update was requested by a member of the Panel. The Commissioner provided a verbal overview of the Kent and Medway Violence Reduction Unit’s key functions, impact and funding arrangements, in addition to information provided in his report on the Unit’s performance, structure, interventions, future plans and challenges.
  - g. 101 response times – The Panel requested an update from the Commissioner on the management of non-emergency 101 calls due to the deterioration of Kent Police’s performance in this area. The Commissioner explained that the Chief Constable had agreed a programme of strategic transformation which was underway – this would build a Force Control Room (FCR) that sought to provide a first-class service, meeting multi-channel future requirements. It was recognised that the current issues were not a reflection of the staff who worked in the FCR and the Commissioner thanked them for their hard work and resilience. Members of the Panel visited the FCR on 16 March 2023.
10. “Questions to the Commissioner” continued as a regular item at each meeting. The Panel welcomed the Commissioner’s willingness to answer questions, of which he had been given prior notice. This agenda item continued to provide a greater opportunity for Panel members to raise issues with the Commissioner that do not form part of his formal reports. Question topics included issues

such as Police Officer numbers, countywide policing priorities, 999 response times, 101 response times, anti-social behaviour, PCSO numbers and policing priorities.

## **Complaints**

11. The Panel, via its Officers, maintained oversight over formal complaints made against the Commissioner under the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012. One complaint was progressed to a Complaints Sub-Committee hearing in January 2023. The Panel resolved that the complaint not be upheld and no further action should be taken against the Commissioner. Officer contact with other Panels suggests that the number of complaints (recorded or otherwise) against the Kent Commissioner remains low compared with other Commissioners. The annual report setting out the number of complaints received against the Commissioner will be submitted to the Panel in September as usual.

## **Commissioner's decisions**

12. The Commissioner published the following decisions during this period, which were considered and noted by the Panel:

- a. Decision OPCC.D.029.22 - Legally Qualified Chairs and other members of Police Misconduct Panels (June 2022)

To approve the Association of Police and Crime Commissioners wording and provide indemnity for Legally Qualified Chairs and other members of Police Misconduct Panels until such time as a national solution is found.

- b. Decision OPCC.D.030.22 – PCC Succession Plan (September 2022)

To formally adopt and publish the PCC Succession Plan until such time as the Commissioner decides to appoint a Deputy, or the Government mandates the appointment of a Deputy in law.

- c. Decision OPCC.D.031.22 - Appointment of Temporary Chief Constable (September 2022)

To appoint Deputy Chief Constable Timothy Smith as the Temporary Chief Constable until the appointment and arrival of the new Chief Constable.

## **Panel terms of reference**

13. The Panel's terms of reference require them to be reviewed annually. It is considered convenient to do this at the same time as the Panel reviews its work over the past year. Minor wording changes, clarifications or

consequential amendments to address changes in law or external arrangements may be made from time to time by Officers, subject to review by the KCC Monitoring Officer. No significant changes to the terms of reference are proposed at this time for the Panel's consideration and approval. The full terms of reference can be found by following this [link](#).

## **Panel budget**

14. The Panel's terms of reference also require the Panel to review its budget on an annual basis. Finance for the Panel's work comes from an annual Home Office grant of £71,700. The expenditure incurred is predominantly on staff support to the Panel, but also relates to subscriptions to relevant membership bodies and payment of co-optee member allowances and expenses. The forecast outturn for 2022-23 is £37,371 (compared to £34,900 in 2021-22 and £37,594 in 2020-21). The Panel has, while meeting all statutory obligations and undertaking appropriate work as a Panel, kept its costs contained well within the existing Home Office Grant, demonstrating that Kent and Medway Police and Crime Panel continues to deliver good value for money.

## **Conclusions**

15. Panel Members remain focused on supporting and scrutinising the PCC in relation to key policing and crime issues in local communities. Meetings of the Panel have continued to be webcast to promote public engagement and the Panel welcomes the positive approach taken by the Commissioner in responding to questions as well as the standing invitation to all Panel Members to attend the Commissioner's Performance and Delivery Board meetings. As in previous years, the professional and balanced approach taken by all parties involved, with an emphasis on transparency and constructive criticism, has ensured that Panel Members have been able to make appropriate challenges to and ask important questions of the Commissioner, who has in turn been in a position to provide relevant information, assurances and commitments for the benefit of the wider public. This process allows for transparency around the strategic criminal justice and policing arena in Kent and Medway and also highlighted the many examples of excellent work by Kent Police. The Panel and Commissioner have, at several of the formal meetings this year, jointly recorded their praise for frontline officers, who face significant daily challenges in their role. They have also recognised the vital contribution made by support and specialist officers and staff whose work allows policing to function effectively.

**RECOMMENDATION**

To consider and approve the draft Kent and Medway Police and Crime Panel 2022/23 Annual Report.

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**Police and Crime Panel - Future work programme – April 2023****27 June 2023**

Election of Chair	Statutory Requirement	
Election of Vice-Chair	Statutory Requirement	
Update on Fraud	Requested by the Panel/Offered by the Commissioner	PCC
Update on the Violence Against Women and Girls Inquiry	Requested by the Panel/Offered by the Commissioner	PCC
Update on Neighbourhood Policing Review	Requested by the Panel/Offered by the Commissioner	PCC

**17 October 2023**

Complaints against the Commissioner – Annual Report 2022/23	Statutory Requirement	Panel Officers
Contacting Kent Police (101/999)	Requested by the Panel/Offered by the Commissioner	PCC

**28 November 2023**


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

<b>Title:</b>	Performance and Delivery Board
<b>Date &amp; time:</b>	Wednesday 30 November 2022
<b>Venue:</b>	Kent Police Headquarters, North Kent (also broadcast via Microsoft Teams Live)
<b>Attendees:</b>	<p><b>Office of the Kent Police and Crime Commissioner:</b></p> <ul style="list-style-type: none"> <li>Matthew Scott - Police and Crime Commissioner (PCC)</li> <li>Adrian Harper - Chief Executive (CE)</li> </ul> <p><b>Kent Police:</b></p> <ul style="list-style-type: none"> <li>Tim Smith – Temporary Chief Constable (T/CC)</li> <li>Peter Ayling – Temporary Deputy Chief Constable (T/DCC)</li> <li>Ian Drysdale - Deputy Chief Officer (DCO)</li> </ul>
<b>Apologies</b>	Rob Phillips – PCC's Chief Finance Officer

## 1. Welcome & Introduction

- The PCC welcomed the T/CC, T/DCC, DCO and their team, and expressed his thanks for the papers.
- Mr Phillips' apologies were noted.

## 2. Notes of Previous Meeting – 31 October 2022

- The notes were agreed as a true and accurate record and there were no matters outstanding.

## 3. Making Kent Safer Plan: Delivery & Performance

- The T/CC advised that he would not read through the whole report but pick out some key areas/highlights.  
**Work with residents, communities and businesses to prevent crime and anti-social behaviour**
- The Force continued to see an increase in people signing up to My Community Voice (MCV); there was a concerted effort to promote its use as the preferred method of online engagement. Whilst not a replacement for other methods of contact, benefits included flexibility and being able to target specific groups (i.e. by geography, business type).
- The Digital Asset Management System (DAMS) went live in September 2022; the T/CC said it allowed the Force to manage all digital information, intelligence and evidence in one system and was already seeing significant usage.
- Victim based crime (August to October) reduced by 132 offences or 0.3%; importantly, the solved rate was 8.7%, an increase on 2020/21 and in terms of volume, 357 more charges and 42 cautions.
- ASB (August to October) reduced by 487 incidents or 5.9%; largest reductions seen in rowdy or nuisance gathering in public down 8.3% and neighbour disputes/nuisance down 17.3%.
- The T/CC advised the Force had a close relationship with the business community through the Business Crime Advisory Group. Noting a Business Crime day of action on 19 October was well supported with Town Centre Constables focusing on business crime and persistent offenders, the T/CC hoped the changes to the NH Policing model would provide more resource and opportunity to tackle business crime.
- In terms of 'safer' campaigns, the T/CC advised they were themed seasonally and reported that 32 areas within Kent with high harm scores for violence were being supported by Grip funding.
- Burglary Business and Community (August to October) increased by 57 offences or 12.8%; the T/CC said the Force was analysing the data to develop a plan for the future.
- Burglary Residential (August to October) increased by 45 offences or 3.7%; noting an unusual and unanticipated increase in August likely linked to a crime series, the T/CC said the Force would build into next year's plans.
- Violent crime (August to October) decreased by 1,307 offences or 5.7%; the T/CC also reported an increase in the charge rate from 5.5% in 2021 to 6.1%.
- The work of the Violence Reduction Unit continued and was contributing to the reduction in violent crime and increased interventions. The T/CC advised its medium-term objectives were focused on increasing agency

collaboration and partnership work to prevent serious youth violence. Noting the introduction of the Serious Violence Duty, the T/CC said it would enable the Force to do even more with partners to reduce violent crime.

- Robbery (August to October) increased by 46 offences or 15.7%; the T/CC also reported an increase in suspects arrested and interviewed which he hoped would translate to charges.
- He said the Chief Constable's Crime Squad predominantly focused on burglary residential and robbery offences and was achieving good results, including sentences totalling over 1,500 years imprisonment since its creation.
- Noting MCV was a valuable tool, the PCC asked about Force plans to promote further to increase up take. The T/CC advised it was promoted on the website and sign up would be monitored; if necessary, the Force would consider a longer term and more sustained awareness raising campaign.
- In relation to DAMS, the PCC asked about up take and how many times members of the public had used it. Noting it went live in September 2022, the T/CC reported that over 80,000 pieces of footage had been uploaded - over 7,000 directly from the public - and the Force had also shared items with the CPS and partners 29,000 times. Noting the Force was unable to quantify the efficiency savings as yet, he advised it was likely to save thousands of hours as each upload was potentially evidence that previously would have required collection and downloading. He also highlighted its importance as an evidential tool and in getting results quicker, referring to a recent example where it was used to obtain key footage from a shop which resulted in a CPS charging decision within 2 hours of submission. The T/CC described it as one of the more seismic changes in the way the Force managed information, intelligence and evidence. The DCO added 98% of the 80,000 loads and shares were successful on the first occasion.
- Thanking the T/CC, the PCC said DAMS was good news and the examples were helpful; he asked that his gratitude be passed to the team that delivered the project.
- With regards to the reduction in ASB, the PCC questioned whether it was linked to the challenges when calling 101. Acknowledging some incidents might not have been captured, the T/CC said he didn't believe there was a direct correlation because reports of ASB had been decreasing since around May 2021, prior to the 101 performance issues. He added it was more likely a mark of the Force's success in tackling ASB and the impact of societal changes.
- Noting the Government's emphasis on police attendance at burglaries, the PCC asked about current performance. The T/CC said the Government had set a clear direction and the Force would attend every residential burglary. However, he explained there were some exceptions which meant it would not hit 100% - for example where a building was derelict/abandoned, the victim/owner could not be traced or the victim denied police access. He added that in most residential burglaries an officer would attend and a CSI if there was forensic evidence.
- With regards to acquisitive crime, the PCC asked about the Force's prevention work with partners. Highlighting the Business Crime Reduction Partnership, the T/CC advised there was a lot to do and referred to the embedding of MCV in order to provide greater opportunities to identify where to focus activity. Noting the resources allocated to designing out crime, he added the ambition around the new Neighbourhood Policing model was to have more officers/staff in local communities with a remit to work with businesses and residents to prevent and reduce crime.

#### **Tackle violence against women and girls**

- Whilst not new to the Force, the T/CC stated it was now central to the Control Strategy. He said significant model changes had been made in the past including moving hundreds of staff into roles working with vulnerable victims, adding that at its heart was domestic abuse (DA) and rape that disproportionately impacted women and girls.
- The Force's VAWG Strategy had five areas of focus:
  - holding offenders to account;
  - supporting victims;
  - keeping people safe;
  - the Force's internal culture - particularly staff standards, professional behaviour and sexual misconduct; and
  - strengthening the system with other CJ agencies - particularly the CPS and Courts, as well as dealing with the backlog of cases and subsequent impact on victims in terms of delays.
- With regards to internal culture, the T/CC reported the Force had launched a sexism awareness video and work on the internal Counter Corruption Strategy had resulted in increased reporting. He said some was awareness, education and changes in behaviour, but sadly some related to officers breaching the standards and needed to be dealt with formally. The Force continued to encourage staff to report such matters and there was a focus on the importance of male officers standing up to inappropriate behaviour.
- The T/CC advised the Force had implemented a clear dashboard as part of its performance framework around VAWG in its widest sense; not just the key categories of DA and rape, but all issues that affected women and girls.
- The Ask Angela campaign had been launched on public transport and there was good partnership working via the DA and Sexual Abuse Executive Group and joint Kent Chief's Executive Board. The T/CC said the Serious Violence Duty would provide greater opportunities to work with partners, but Kent Police would continue to be the lead agency.
- The PCC asked for an update on the implementation of Kay's law, which enabled victims' views to be considered when setting bail conditions. Explaining it was early days, the T/CC said custody sergeants would be responsible for ensuring the officer in the case had consulted with the victim and would effectively not authorise bail until confirmed. He added where it was not possible to remand to custody, the officer in the case would update the victim and seek their views; importantly, this also provided an opportunity to re-check the safeguarding plan around them.
- The T/CC said there were Phoenix Teams dedicated to investigating rape offences and Sexual Offence Liaison Officers who were trained to an enhanced level to respond to, and support rape victims.



- Rape Offences (August to October) decreased by 19 offences or 3.1%. The T/CC noted that in each case there had been a good response in terms of care and encouragement to support prosecution where appropriate. Importantly, he said victim satisfaction continued to be high and the Force was proactive in reviewing any dissatisfaction. He added the charge rate had increased from 3.6% last year to 5.4% and the Force hoped its work under Op Soteria with the CPS would result in more charges.
- Sexual offences (August to October) decreased by 140 offences or 7.9%.
- The PCC advised he was going to ask about charges for rape but noted the T/CC had updated that both the charge rate and volume had increased. The T/CC confirmed the volume of charges had increased by 10.

#### **Protect people from exploitation and abuse**

- The T/CC said DA was a key part of the VAWG Strategy and Force performance framework. August to October, offences decreased by 674, or 7.0%; the charge rate improved from 5.2% to 6.9% and solve rate from 7.2% to 9.3%.
- He said the Proactive DA Investigation Teams were now embedded and worked alongside the DA Hub and other Vulnerability Teams to focus on those offenders who presented the greatest risk to the public.
- Highlighting the use of rapid video response (RVR), the T/CC advised it was attracting a lot of interest nationally. He reported the 3-month evaluation of the pilot had shown some impressive numbers in terms of victims engaged with, as well as good examples of it leading to the immediate deployment of officers and arrest of a suspect. In due course, he said the results would be presented to the PCC, but victim satisfaction was also good and in fact higher than when an incident was attended in person. Noting it was a good innovation and the Force wanted to offer to more victims, he added it would never be a replacement should a victim wish to see an officer in person.
- Violence against the person (August to October) saw a decrease of 1,213 offences or 5.8%.
- In terms of Homicide Prevention, the T/CC said the Force was working closely with the Homicide Working Group and NPCC lead. Highlighting work around the new DA Act and associated orders, he said the Force would use them in a robust fashion as it did the current DV Prevention Notices.
- Noting the reduction in Stalking and Harassment of 1,060 crimes, the PCC asked if the Force understood the reasons and given that about half of victims used 101 to report their crime, was there any concern. The T/CC advised the Force had adopted the DARA DA Risk Assessment tool in October 2019; he said there had been some changes to its application as in his view the Force had been over-recording crime on some occasions. He added it wasn't a conscious decision, but a natural consequence of applying a complex set of rules to questions that were purely for risk assessment purposes.
- The T/CC reported that child exploitation was reflected in the Control Strategy and Force plans. The well established Missing and Child Exploitation Teams focused on the most vulnerable and worked closely with the County Lines and Gangs Team, Youth Engagement officers and Online Investigation Teams to arrest offenders.
- The T/CC said the Force continued to have a robust stance around online exploitation and abuse of children, adding the investment continued to pay dividends in terms of increased prosecutions and convictions.
- With regards to modern slavery and human trafficking, the T/CC stated the team had been established for some time and were making a real difference. He advised the Force was one of the highest in the country for referrals into the National Referral Mechanism, the recognised route for identifying and safeguarding those who had been trafficked.
- In terms of organised immigration crime, he said there was no fully established team, but the Force was in discussion with the national lead and the plan was to build capacity in SCD. He added whilst other agencies such as Border Force and NCA dealt with immigration crime, given Kent's geographical location and the impact of such criminality, it was an area the Force would be investing in.
- Welcoming the emphasis on organised immigration crime as a strategic risk at Kent's borders, the PCC said he looked forward to receiving further details about the team in due course.

#### **Combat organised crime and county lines**

- The T/CC said he was pleased with the Force's approach and investment in both areas; they continued to generate real results in terms of combatting both the harm and impact of organised crime and county lines.
- As of October, there were 50 OCG's mapped and scored in Kent; the T/CC reported there were 72 disruptions in the last 6 months which translated to people going to prison for serious criminality.
- In terms of the importance of mapping OCGs and their impact, the T/CC advised it wasn't all about serious criminality such as importation of drugs or firearms as many had a more visible and local impact and were owned on Division and supported by SCD. He said the Force continued to see a month on month reduction in the harm caused by OCGs.
- The T/CC stated in July 2020 when the Force started using its current system to assess risk and impact, there were 85 county lines. He reported that in July 2022 there were 37 active lines with a risk score of 571, and in October 2022 there were 29 lines with a risk score of 365.
- Noting the Force was charging more offenders through its use of other evidence, particularly telephony and other tactics, the T/CC stressed it would continue to invest heavily in combatting gangs and county lines criminality as the level of violence was a major concern. He added between February and October 2022, the County Lines and Gangs Team achieved 145 charges and over 100 years in sentences.
- The PCC congratulated the teams on their excellent work in reducing county lines, OCGs and the associated harm.

#### **Be visible and responsive to the needs of communities**

- In relation to the re-design of the NH Policing Model, the T/CC said he hoped to be able to go into more detail at the next meeting. However, at the heart of the proposed changes was increased community visibility and responsiveness

with more officers dedicated to ward/beat patrolling, an increased problem-solving task force capability at District level and continued investment in Child Centred Policing through youth and school engagement.

- Recognising School's officers almost universally received positive feedback, the T/CC advised in light of the challenges facing the Force, it had been necessary to post some officers into the FCIR. He stated it was not unusual to move resources around to deal with peaks and troughs in demand. He stressed it was a short-term decision and provided an assurance they would be back as soon as possible. He said he reserved the right to move staff around.
- In terms of mental health and S136 detentions, he reported a positive pattern with record low deployments and use of the power. He advised the Force was working with the NHS on changes to the 111 service which he hoped would provide the ability to respond to people in crisis in a far more rapid way. He said he would like to get to the point where individuals received the right help and support and officers only had a role in preserving life or preventing injury.
- The T/CC said Citizens in Policing was a positive picture with growing numbers of volunteers. He noted there were now over 70 Community Policing Volunteers and in the period August to October, the Special Constabulary contributed 23,973 hours.
- With regards to the FCIR, the T/CC summarised 999 performance as strong despite a national phenomenon of exponentially increasing demand and calls for service. He advised work was underway nationally and locally to try and understand, adding whilst the Force was planning for continued increases, it was a challenge for every force.
- The T/CC advised the 999 call attrition rate had remained under 2% in the period August to October and provided reassurance the Force contacted every single caller missed on the first occasion. Noting the Beating Crime Plan included some speed of answering measures, the T/CC expressed concern at using rudimentary indicators; he said he was interested in speed, but also quality of assessment and support provided to those contacting the Force.
- In terms of 101, the T/CC stated it was a threat to the Force and currently the single biggest performance challenge. Noting the attrition rate at times in October was over 50%, he advised there had been a robust response and he hoped to see significant improvement soon. He reported it was not just increased demand, but there were also medium and long term plans to address challenges around recruitment and retention of staff. He said every time he visited the FCIR he was impressed with the staff and the challenge was not down to them as individuals – it was ultimately his responsibility to ensure the resourcing was right. He advised it was an area he was prioritising and this included posting of 35 officers into the FCIR; he said it was not something he had done likely, but it was not unusual for the Force to move resources around to manage risk. He stated the long-term solution lay in an examination of the whole business - the mix of staff, the resourcing of teams, staff remuneration - as well as some technological solutions to ease demand by enabling calls to be managed outside the FCIR environment. He said the growth in Live Chat was positive and encouraged the public to use online facilities, adding that whilst not the answer to the 101 performance challenge, it was part of the wider Force offer around helping the public to make contact.
- With regards to the posting of officers into the FCIR, the PCC asked how the Force had minimised the impact of their extraction on colleagues/teams. The T/CC stated such decisions were not taken lightly but there were thousands of officers, so 35 was a very small number. He advised they had not all come from one team or place, adding it was not unusual to send 100+ officers on a mutual aid requirement to support another Force. However, acknowledging it was unusual to put officers into an FCIR environment where there were no established posts, he said it was something the Force would be looking at in the future.
- Noting some School's Officers had been posted into the FCIR, the PCC welcomed the commitment that it would only be for the short term but sought confirmation other teams would be focusing on schools. The T/CC said the Schools Officer posts would not be vacant for a prolonged period and if there was a need, the Force would seek the support of other staff to backfill and help where they could. He added that whilst Schools Officers were important, so were many other roles and he reserved the right to spread the challenges equitably across the organisation.
- With regards to the PC attachment to Speedwatch, the PCC asked if there was currently an officer in post. The T/CC said an officer was on attachment until December, but no decision had been made as to whether it would continue or the post would be advertised.

#### **Prevent road danger and support Vision Zero**

- The T/CC reported a 38% reduction in road deaths (August to October) compared to last year, or 7 less fatalities.
- He said he couldn't be anything but impressed with the work of the Serious Collision Investigation Unit; excellent level of investigations to ensure those who should face justice did, but also a very supportive and compassionate response to families who experienced such awful tragedies.
- In terms of partnership working, the T/CC advised the Force chaired a weekly meeting focused on the key areas of education, engagement, enforcement and reaction to ensure taking every opportunity with partners to reduce deaths and serious injuries on the roads.
- He said there was a robust approach to preventing road danger by the Force and enforcements continued to be high.
- Noting the report included an update on the Just Stop Oil protests, the PCC commended the Force on its efforts to bring protestors causing disruption to justice. Advising it was led by the T/DCC, the T/CC said the Force would always try to be proactive and identify areas of vulnerability early; on this occasion, he said many of the arrests were effected before the protestors got anywhere near the motorway network.

#### **Protect young people and provide opportunities**

- The T/CC stated there was a focus on Child Centred Policing and it was central to the Control Strategy.
- He explained version two of the Force's Child Centred Policing Plan was being refreshed and updated ready for launch in January 2023, adding that in due course he would brief the PCC in more detail.

- The T/CC advised the Strategy existed now and was ably led by the T/DCC. He said the key approaches around engagement, early intervention, education and enforcement helped to ensure policing, which was sometimes too focused on the enforcement element, played its part through not just the Schools Officers but the work of other teams. He added that where children were brought into police protection or social services care, it was often the result of investigations completely unrelated to child matters, but officers understood the approach and spotted something.
- With regards to the Cadet programme, the T/CC advised it was an area of real strength and the Force would continue to invest in it. Whilst the Cadets and Mini-cadets was very much about future potential police officers, he said more importantly it was about role modelling and presenting real opportunities for children with perhaps acute needs or from deprived backgrounds, and ultimately creating better citizens. He added it was impressive the amount of time staff and members of the public gave up to help and support children.
- The PCC congratulated the team on their achievements with young people.

#### **4. Inspections, Audits & Reviews**

- The T/DCC advised the paper set out 3 principle updates – 2 publications by HMICFRS and PEEL improvement.
- HMICFRS Publication – Police response to burglary, robbery and serious acquisitive crime (SAC): the T/DCC said the report was published in August 2022 and drew evidence from several sources, including PEEL Inspections. As reinforced through the Beating Crime Plan, the report concluded that SAC needed to be seen as a priority and identified several inconsistencies. However, the T/DCC advised the definition of SAC was broader than forces traditionally focused on. HMICFRS made 2 specific recommendations for Chief Constables - to ensure compliance with APP related to crime scene management and effective supervision of investigations. Noting SAC was provided for in the Control Strategy under the banner of high harm crime and the Force received a 'Good' for prevention, the T/DCC said there was a raft of activity but performance would continue to be monitored cognisant of the recommendations.
- HMICFRS Publication – Inspection of vetting, misconduct and misogyny in the police service: The T/CC advised it was published on 2 November 2022, but the Force's own vetting inspection was also recently published for which it received an 'adequate' grading. Kent Police were one of the eight forces chosen for inspection and it identified 43 recommendations and 5 areas for improvement (AFIs); 29 of the recommendations and all the AFIs were for Chief Constables and the Force was working through them. The early indication was that for the vast majority the Force was already at a level of compliance or on a trajectory to meet them well within the prescribed timeframes.
- PEEL Update – the T/DCC advised the Force had 19 areas for improvement and 4 concerns. He advised progress was monitored by himself and the DCO through the Force Improvement Board, with regular updates provided to HMICFRS via the Force Liaison Lead. He added all were shown as on track or good progress and a number were ready to be reviewed by HMICFRS for sign off.
- With regards to the vetting and counter-corruption inspection specific to Kent Police, the PCC asked how the Force was addressing the AFIs. The T/DCC stated the Force was graded 'adequate' which clearly showed there was room for improvement, but highlighted that of the other forces inspected, 2 were graded as 'good', 2 'requires improvement' and a number were not graded as they had more challenging issues. In summary, he said the Force was probably 'middle of the road'; not where it wanted to be and clearly a focus for concentrated effort. Two principle areas emerged: i) the sheer volume of demand on the Force Vetting Team born of the PuP resulted in difficult decisions being made, particularly in relation to those requiring Enhanced Vetting for specialist roles – the T/DCC said having looked at every case, he was confident there was an effective mitigation around any risk and they all subsequently passed; ii) the Force should analyse potential disproportionality in some of its vetting decisions – the T/DCC reported that there had been further investment into the Vetting Team and the process tweaked, with oversight of those that failed through a Disproportionality Scrutiny Panel.
- The DCO reported that 11 audits were still to be completed; largely due to the late re-engagement of the Internal Auditors which was nobody's fault, but an administrative issue. Of the 11 audits, 3 were joint and 1 was a follow-up. He advised they were managed and overseen by the Joint Audit Committee with the respective CFO's, adding 2 remained from 2021/22 and of the 10 completed, there were 36 recommendations but none were high risk.
- In terms of External Audit, the DCO advised the Statement of Accounts had been completed and published earlier than any other year with no material findings.

#### **5. People**

- The DCO said in terms of Kent's share of the 20,000 national police uplift, this was the third year and was always going to be the most challenging – 195 officers in addition to replacing those who left.
- The Force's establishment threshold was 4,144 officers, an increase of 449 officers by 31 March 2023. The DCO advised the current strength was 4,056.5 officers.
- With regards to officer intakes, the DCO said two more were planned in January and March and subject to the leaver projection being accurate, the Force intended to recruit 130 in each - making 260 in total.
- Between April and October 2022, 322 new joiners started; adding the 260 to be recruited by the end of March 2023 and the total was 582 which represented 15% of the entire Force and 46% of Local Policing Teams. The DCO said it was a lot of renewed and fresh energy, but also demand in terms of training, supervision etc.
- The DCO advised changes to recruitment routes, a very competitive recruitment market and aggressive MPS techniques all served to make the year incredibly challenging.
- The number of current applications was 1,389; females represented 39.7% and ethnic minority 12.7%.

- Female representation in the Force = 34.2% or 1,408 officers; ethnic minority representation = 3.62% or 149 officers. The DCO reported that overall ethnic minority representation was stable and female representation had increased.
- Due to the impending launch of the Neighbourhood Policing Business Case, the DCO said there had been a freeze on PCSO recruitment; as at 31 October, PCSO strength was 196.22fte which was 139.8fte under establishment.
- He reported that Covid remained and continued to cause absences.
- The DCO advised 32 officers had transferred to MPS but it could increase to 63 by the end of March which was less than predicted. Overall, between April and November he said total transferees out of Force was 39 (32 to MPS and 7 to other forces) and total transferees into Force was 16, 3 of whom were returners. This equated to a net loss of 23 which was 0.5% of the Force's strength and about what was expected.
- With regards to the NH Policing Review and the current Business Case, the PCC asked how the Force was managing the welfare of those potentially affected. The DCO advised the HR department and line managers were continuing to provide opportunities for staff to discuss the consultation or raise issues. Noting the PCC attended a recent session, the DCO said he would have found the PCSO's to be balanced, pragmatic and professional. The DCO added that so far the Force still had a very engaged, active and positive workforce which it intended to look after during the course of the formal consultation phase, but also beyond into the action phases of the case.
- Noting the return in the long-term of the IPLDP programme which was the previous non-degree entry route, the PCC asked if the Force had given any early consideration as to how it would maintain both non-degree and degree routes. The DCO advised the Force was currently working on it and welcomed the opportunity to have different routes with the rich mix of diversity it would bring. However, noting there were complexities in that it had to project numbers for the degree programme to its academic provider by a certain deadline, he said the Force was currently trying to understand what proportion of those it intended to recruit next year would come via the routes available.

## 6. **Finance**

- With regards to the Capital Budget, the DCO reported it was set at £39.5m and the Force was forecasting a committed spend of £37.6m. However, he said it may not be spent in the current financial year due to issues around the availability of goods and services which was a global phenomenon.
- The DCO reported the total Revenue Budget was £373.2m and the Force was forecasting a spend of £373.7m after six months – a 0.1% overspend with 6 months remaining.
- He advised there was a higher overall pay increase than nationally predicted and locally budgeted for, with all officers receiving a £1,900 increase which was also applied to police staff. In terms of range, it represented a welcomed and deserved 8.8% pay increase for police constables, but a 2.2% pay increase for Chief Superintendents.
- Having seen 152 leavers between April and September, the DCO advised the Force expected a further 175 leavers between October 2022 and March 2023. He explained those officers were likely to be at the top end of their pay scale and would be replaced by new officers at the lower end; whilst giving a financial opportunity for the Force, it also represented a loss of operational experience.
- Noting staff vacancies, including PCSOs and others deliberately held had made a significant contribution to the in-year savings plan, the DCO said the Force was not immune to the impact of inflation.
- The DCO advised previous good planning had seen the Force secure an energy package that was equivalent to the 6-month Government Business package recently announced.
- Looking forward, the DCO stated the Force anticipated receipt of the Home Office Settlement on 12 December and by 18 January would submit its budget report to the PCC's CFO in time for the PCC's precept considerations. In the meantime, the Force was working hard to strengthen the MTFP with the PCC's CFO.
- Thanking the DCO, the PCC asked if he could articulate the process the Force would go through to identify savings for 2023/24. The DCO advised it was an ongoing process and within the MTFP there were both risks and opportunities to the budget next year, but it was not currently possible to determine which would come to fruition. He said there was critical information the Force was not in receipt of, much of which would be received within next 2-3 weeks which would enable it to determine the figure required. He added there was a worst case and best case scenario and the Force would make a decision with the involvement of the PCC's CFO; a savings plan would then be applied against it, approved by the CC and recommended to the PCC.
- Noting Business Services was facing exceptional demand, the PCC asked about the impact and how it was being managed. The DCO said the staff generally dealt with three areas of business – accounting transactions; the receipt and processing of application forms; and other administrative matters – but the department was often overlooked and so he was grateful for the PCC's interest. He advised the Force had moved people away from core functions and into the processing of officer applications, adding that Vetting had seen a significant increase in demand also. The T/CC stated the issue was discussed with HMICFRS and whilst he had no issue with the findings, it was right to say their inspection was conducted when the department was 'white hot'. He said the impact of recruiting so many people so quickly was not lost on him, but he was hopeful that come March 2023, the Force would be back to a steady state in terms of recruitment. He added the Business Centre was under pressure, but it was well supported and there were lots of very dedicated and hardworking people.
- The PCC expressed his thanks to those teams delivering exceptional service during an exceptional period of demand.

## **7. Complaints about Kent Police – Annual Report**

- The T/DCC noted the paper set out the 2020 change and the difference between Schedule 3 complaints and those outside of it.
- In terms of the number of Schedule 3 complaints per 1,000 employees, the T/DCC reported Kent was 179 compared to 146 nationally and 164 in the MSG. He said Kent was running slightly higher, but when looking at the overall trend and movement between 2021 and 2022, the Force had seen a reduction of 384 complaints.
- The T/DCC advised that in line with usual trends the Force had seen an increase in complaints over the summer but they were now reducing. He added that he was in dialogue with the Head of PSD to ensure volumes did not exceed the workload of officers and staff within PSD.
- With regards to allegation type, the T/DCC reported the highest number was for 'Delivery of duties and service', followed by 'Police powers, policies and procedures'. He highlighted the 'other' category at 5% was lower than the national and MSG average, but said the Force was pleased it had a more accurate recording base.
- The T/DCC stated that 'Discrimination', 'Stop/Search' and 'Use of Force' complaints were subject to very close scrutiny through the IPAG set-up and Policing Powers Oversight Board.
- In relation to timeliness, he reported the average number of days to finalise a complaint in Kent was 86 compared to 111 days nationally and 106 in the MSG. Whilst a positive picture, he said he would like to see a decrease over the next 12 months as it impacted on the wellbeing of officers and public confidence.
- Over 60% of complaints were resolved outside Schedule 3 – in other words, the Force was able to immediately resolve to the satisfaction of the complainant by providing further explanation or a mediated response. 8.4% resulted in the service being found to be unacceptable and less than 0.1% resulted in a case to answer for misconduct proceedings.
- The T/DCC reported 84% of Reviews were not upheld and 16% required further investigation.
- Noting the percentage of allegations for 'Discriminatory behaviour' and 'Access and/or disclosure of information' was higher than the national and MSG figure, the PCC asked if this was cause for concern. Whilst acknowledging the point, the T/DCC said he didn't believe it was. Noting the total for the two types was 9%, he said there was a greater chance of fluctuation in categories with small numbers; he also advised the IOPC figures were published as 'experimental data' and so it was likely there were inconsistencies in how it was recorded and extracted nationally. Stating there was a focus on recording correctly which was reflected in the lower percentage of 'other', he said in summary there was no cause for concern, but the Force would continue to carefully review and monitor the data.

## **8. Topical Issues & Update on Significant Operational Matters**

- In light of their weekly briefings, the T/CC advised that there was nothing further to report.

In closing the PCC thanked the T/CC, T/DCC, DCO and their teams for the papers and his team for their excellent work with the technology. He said he looked forward to the next meeting in the New Year.

**Date of next Performance and Delivery Board: 15 March 2023**

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