

## AGENDA

### KENT AND MEDWAY POLICE AND CRIME PANEL

Dear Panel Member

Notice is hereby given that a meeting of the **KENT AND MEDWAY POLICE AND CRIME PANEL** will be held in the **Council Chamber, Sessions House, County Hall, Maidstone** on **Thursday, 20th July, 2017, 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/Joel Cook on 03000 416478/416892

*Tea/Coffee will be available 15 minutes before the start of the meeting in the meeting room*

#### Membership

Councillor Paul Clokie	Ashford Borough Council
Councillor Pat Todd	Canterbury City Council
Councillor Richard Wells	Dartford Borough Council
Councillor Keith Morris	Dover District Council
Councillor John Knight	Gravesham Borough Council
Mr Mike Hill (Chairman)	Kent County Council
Councillor Fay Gooch	Maidstone Borough Council
Councillor Josie Iles	Medway Council
Councillor Peter Fleming	Sevenoaks District Council
Councillor Malcolm Dearden	Shepway District Council
Councillor Alan Horton	Swale Borough Council
Councillor Trevor Shonk	Thanet District Council
Councillor Brian Luker	Tonbridge and Malling Borough Council
Councillor Don Sloan	Tunbridge Wells Borough Council
Mr Nick Chard	Co-opted member
Dr Mike Eddy	Co-opted member
Councillor Habib Tejan	Co-opted member
Councillor John Burden	Co-opted member
Elaine Bolton	Independent Member
Mr Gurvinder Sandher (Vice-Chairman)	Independent Member

## **UNRESTRICTED ITEMS**

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

- 1 Introduction/Webcast Announcement
- 2 Election of Chairman
- 3 Election of Vice-Chairman
- 4 Apologies and Substitutes
- 5 Declarations of Interests by Members in Items on the Agenda for this Meeting
- 6 Minutes of the Police and Crime Panel held on 28 March 2017 (Pages 5 - 12)

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

- B1 Mental Health - verbal update
- B2 Update on PCC's expenditure to support the Police and Crime Plan (Pages 13 - 16)
- B3 PCC's Annual Report 2016/17 (Pages 17 - 34)
- B4 HMIC Reports on Crime Data Integrity and Vulnerability (Pages 35 - 40)

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

- C1 Record of Decision - Project Athena Deed of Variation (Pages 41 - 42)

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

#### **E - Panel Matters**

- E1 Complaints Against the Police and Crime Commissioner (Pages 43 - 48)
- E2 Future work programme (Pages 49 - 50)

### **F - For Information**

- F1 Minutes of the Commissioner's Governance Board held on 1 March 2017 (Pages 51 - 58)
- F2 Minutes of the Commissioner's Performance Delivery Board held

on 7 June 2017 (Pages 59 - 64)

**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)*

John Lynch  
Head of Democratic Services  
03000 410466

**Wednesday, 12 July 2017**

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**KENT COUNTY COUNCIL**

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**KENT AND MEDWAY POLICE AND CRIME PANEL**

MINUTES of a meeting of the Kent and Medway Police and Crime Panel held in the Darent Room, Sessions House, County Hall, Maidstone on Tuesday, 28 March 2017.

PRESENT: Mr P M Hill, OBE (Chairman), Cllr P Clokie, OBE, Cllr M Dearden, Cllr M Franklin, Cllr F Gooch, Cllr A Horton, Cllr J Knight, Cllr B Luker, Cllr K Morris, Mr T L Shonk (Substitute for Cllr Chris Wells), Cllr Sloan, Cllr P Todd, Mr R A Latchford, OBE, Cllr H Tejan, Dr M R Eddy and Mrs E Bolton

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

IN ATTENDANCE: Mr M Campbell (Policy Officer) and Mrs A Taylor (Scrutiny Research Officer)

**UNRESTRICTED ITEMS****217. Minutes of the Police and Crime Panel held on 2 February 2017**

*(Item 4)*

1. The Policy Officer clarified that page 5, paragraph 1 under 'Proposed Precept' should read £5 per year rather than £5 per week.
2. The Policy Officer confirmed that the Panel's report on the Commissioner's Police and Crime Plan had been published and the Chairman had received a response from the Commissioner confirming that he had accepted the suggestions made by the Panel and amended the wording of the Plan.
3. The Chairman thanked the Commissioner for revising the wording of his Plan following comments from the Panel.
4. The Commissioner updated Members on the issues raised within the minutes and in particular Mrs Bolton's questions.

RESOLVED that, subject to the above amendment of £5 per year, the minutes of the meeting held on 2 February were an accurate record and that they be signed by the Chairman.

**218. Police Cadet Scheme - progress report**

*(Item B1)*

1. The Police and Crime Commissioner introduced his report on the Police Cadet Scheme. The Commissioner thanked a number of organisations who, from their own budgets, had contributed to the Scheme; he particularly thanked Gravesham Borough Council and the charity Safer Kent.

2. The Commissioner explained that the plan was for 12 cadet units in total across Kent. This was with an aim of meeting the demand ensuring that the resources were available where there was demand.
3. Kent Police was recruiting a full time Youth Ambassador to work not only with the Police Cadets but with young people across the county.
4. The Chairman offered the use of KCC outdoor education facilities for cadet activities and the Commissioner thanked the Chairman for his suggestions and confirmed he would look into them.
5. A Member asked whether the Commissioner envisaged that the cadet scheme would result in young people joining the Police Force at an appropriate time. The Commissioner explained that the Cadet scheme gave young people policing experience, and they could apply to join the Force if they were interested.
6. A Member congratulated the Commissioner on the scheme, there were benefits but there were also a lot of resources being put in to the scheme and the Member asked how the success of the scheme would be evaluated? The Commissioner confirmed he did not wish to set targets but that he would ensure value for money and ensure that the young people felt that the scheme was worthwhile.
7. One Member commented on the £10 per month subscription, there was a concern that some vulnerable young people may not be able to afford this amount. The Commissioner confirmed he had made funding available to the Force to ensure the circumstances of young people did not prohibit them from applying and participating in the scheme.
8. In response to a question about safeguarding of cadets and preventing potential radicalisation the Commissioner confirmed that he would provide information outside of the meeting.
9. The Commissioner confirmed, in response to the Chairman's question, that the Youth Ambassador would be an individual over 18 employed by Kent Police directly.
10. A Member asked for more information about the Commissioner's 'Backing Young People' document. The Commissioner explained that this would be published on Monday alongside the Police and Crime Plan; it pulled together work done by the Commissioner to ensure young people in the county had a voice. The Commissioner wanted to ensure that those who could not vote had a voice and felt they were listened to.
11. The Chairman stated that the scheme had the support of the Panel and he wished the scheme well.

RESOLVED that the Police and Crime Panel note the PCC's report on Kent Volunteer Police Cadets and that the Commissioner provides information to Panel members about safeguarding and preventing potential radicalisation.

**219. Mental Health - verbal update (focus on progress in engaging others)**  
(Item B2)

1. The Commissioner said that Kent Police and Kent and Medway NHS and Social Care Partnership Trust (KMPT) had agreed a new mental health strategy outlining ways in which organisations can work together to support those in crisis.
2. In relation to governance, the Commissioner said this would be underpinned by a Mental Health and Policing Board that the Assistant Chief Constable and the KMPT Chief Executive had invited him to lead, at which he will hold both to account. Kent MPs had also invited the Commissioner to host a round table event on mental health. This group included the KMPT Chief Executive and representatives of most Clinical Commissioning Groups (CCGs) across the county and focussed on issues specific to policing, commissioning of future services and working together following the introduction of the Policing and Crime Act that prevents children from being held in police cells under S136 and adults only in extreme circumstances. The Commissioner explained that he was awaiting clarification on the definition of extreme circumstances.
3. The Commissioner was pleased to report that the street triage service was returning in limited form in Medway and Thanet from April, funded by the CCGs. The service will comprise of a mental health practitioner and police officer attending any incident where a person may have mental health issues and run Wednesday, Thursday and Friday nights in Medway and Friday, Saturday and Sunday in Thanet. The Commissioner added that both services would be for all ages
4. The Commissioner explained that both he and his predecessor had provided funding to reduce long waiting times for counselling sessions for child victims of sexual assault. Following engagement with CCGs, many had now agreed to take this on from the new financial year, so Commissioner funding would no longer 'prop up' a NHS statutory service.
5. The Commissioner's Mental Health and Policing Fund had opened, with £250k funding available for community groups and local authorities to bid into for new projects or the expansion of current services to help reduce demand on policing due to mental health. The Commissioner said that some money had already been allocated to those projects agreed last year, such as the continued presence of MIND counsellors in the Force Control Room, funding for two crisis cafes and the Medway safe haven bus. The Commissioner asked Panel Members to promote his fund where appropriate.
6. The Commissioner reaffirmed his commitment to the mental health and wellbeing of officers and staff, particularly in light of the recent Westminster attack and thanked those people who had taken time to write in or thank officers and staff for the job they do. He also referred to the longer term impact on the relatives, friends and colleagues of those involved in the Westminster attack, and those who witnessed it.
7. A Member thanked the Commissioner for his update, and asked if he was confident that alternative accommodation was available for young people in mental health crisis who could no longer be held in police cells? The Commissioner confirmed that the numbers were very low and that he was confident alternative accommodation would be found.

8. The Commissioner said he had undertaken training on the new legislation; this had given him confidence that officers were being equipped with the necessary training.
9. The Commissioner said there would be a new mental health team under the new policing model; there would be dedicated officers in addition to the street triage service.
10. In response to a question the Commissioner clarified that Kent Police and KMPT had put together a strategy which he had been consulted on and would be launched in June. As part of the governance arrangements, the Commissioner would be chairing a Mental Health and Policing Board at which he would be asking questions and holding them to account.
11. Referring to a question about information sharing the Commissioner confirmed that Kent Police did share information with the local authorities and the relationship was quite good, but sharing information with the NHS had been problematic, and this was something that needs work. Improving data sharing and data collection was one of the key ambitions of the new strategy that Kent Police and KMPT had put together.
12. The Chairman asked who would take on responsibility for young people who could not be looked after by the police. The Commissioner said it was necessary for the NHS to commission the right services. The Commissioner had provided funding for counselling for child victims of sexual assault. There was a need for a parity of esteem between mental health and physical health.
13. A Member asked whether the Commissioner found, from a policing perspective a difference between responses from CCG's across Kent. The Commissioner confirmed that he found the response variable. There were concerns about whether the right services are being commissioned.

RESOLVED that the Panel thank the Commissioner for his verbal update.

## **220. Public engagement plans**

*(Item B3)*

1. The Commissioner introduced his report; he holds the Chief Constable to account but was accountable to the people of Kent and it was therefore incumbent for him to get out and about to ensure wherever people live, they are getting a good service.
2. The Commissioner said his website had changed. It was based on the template for the Force website, which had saved money, and was clearer and more accessible. The Commissioner had also embarked on new 'Question Time' events as well as visiting schools and he was keen to be accessible to as many of Kent and Medway's diverse communities as possible. The Commissioner offered his presence at any groups Members might be aware of.
3. A Member asked whether there would be an increase in visible policing. The Commissioner confirmed that was what he expected to see and that if it didn't

happen he would continue to hold the Chief Constable to account. The new policing model should release some demand on police officers to provide a more visible policing presence. The Commissioner explained that he went out on patrol with police officers to ensure they were not taken away from their regular duties in order to talk to him.

4. Another Member asked what plans the Commissioner had regarding engagement with Looked after Children (LAC) and Unaccompanied Asylum Seeking Children (UASC)? The Commissioner explained that he had done some work in this area; in addition there was a challenge in the county with LAC and UASC. The Commissioner was keen to take suggestions if there were particular groups Members were aware of which would like to discuss issues with him. The Commissioner did have concerns around the exploitation of young people, and was keen to ensure that he engaged with young people directly.
5. A Member referred to bullet point 1 on page 13, that the Commissioner would ensure concerns are listened to and acted upon, and asked how this would be done? The Commissioner explained that he kept records of issues raised so that he could see an overall picture of issues raised and acted on. He also ensured that local policing teams were aware so that they could take action where appropriate.
6. The Chairman was pleased that the Commissioner would be present at the Kent County show this year and was aware that the Youth Council would welcome the Commissioner's presence at a future meeting.

RESOLVED that the Police and Crime Panel thank the PCC for the report on actively engaging with residents in Kent and Medway.

## **221. Questions to the Commissioner** *(Item B4)*

1. *My question relates to how useful the police in Kent and Medway find CCTV run by local authorities, and the value the police attach to the service in the light of possible alternative approaches to the use of technologies. This is also in the context of your statement that your policy of not funding local authority CCTV 'will not change'.*

*In particular how many suspects have been apprehended as a result of live monitoring by local authority CCTV and of these what percentage result in convictions? Can you also provide equivalent figures for passive viewing of CCTV? Has there been an increase in relevant crime figures where live monitoring has been discontinued? Similarly have the figures changed where CCTV monitoring, both live and passive, have been discontinued?*

*Finally what is your view on the deterrent value of CCTV? (Don Sloan)*

2. The Commissioner confirmed that CCTV provided reassurance to residents and businesses and important evidence to the police.

3. It was the Commissioner's opinion that CCTV did provide a deterrent, but, given the funding pressures on councils, he knew that some had been reviewing and reducing their services, and some were clubbing together to provide a service. Some councils had applied to police forces for funding and it was extremely rare that any force made a contribution to CCTV. It was not a statutory requirement for police forces or Commissioners to provide CCTV funding. The Commissioner gives £500k to CSPs every year so he considered that they might wish to use some of this for CCTV. The Commissioner suggested the Member might wish to contact local authorities direct for any statistics.
4. The Commissioner considered that CCTV was important and that it did benefit residents and businesses but the police were also researching what other methods of evidence capture could be used such as dash cam footage for example.
5. The Member asked for clarification on the £500k to CSPs and the Commissioner confirmed that he gave a grant of £500k to CSPs across the county, and that some used part of this to fund CCTV. The Commissioner said he hoped that councils will continue to provide the service but he understood it had to be in context of pressures on councils.
6. *The HMIC recently found that Kent Police was deemed as good in their recent review, which was reported in the local media. But the HMIC did state that Kent has a "significant problem" with how it works with victims of crime, having noticed "worrying overall trends" as more than one in five crime investigations (21.9%) failed to progress due to the victim not supporting police action. This places Kent Police as the second worst force in the country and is significantly higher than the national average (13.8%). They also reported a "considerable fall in victim satisfaction" over the last five years. The HMIC warned that these figures "suggest that the force has a significant problem with how it works and supports victims".*

*These results are not good for the victims of crime in Kent.*

*I would like to know what actions the Commissioner is taking to hold the Chief Constable to account to identify the reasons for why Kent Police are not supporting their victims, how they will ensure improved support and ensure that this support is sustainable. (Elaine Bolton)*

7. The Commissioner confirmed that victims of crime were his top priority, and it was the top priority of Chief Constable to ensure they receive good service. Victim services and force performance had been raised at every Governance Board and the Force had been challenged to justify performance. Victims would continue to be raised at the Commissioner's new accountability meetings and also continue to form part of his challenge at weekly 1-1 meetings with the Chief Constable. HMIC had recognised that the Force had improved its response to vulnerability but there was always scope for further improvement and work continues with providers of victims' services to improve. The Commissioner said the statistic quoted relates to the decision of the victim not to pursue criminal charges, and could not be directly attributed to Force performance. The figure represents those who do not wish to take the matter further, or police attendance itself serves as the intervention the individual wanted. The Force recently undertook an audit and

survey of those who did not wish to pursue charges and found satisfaction with officers to be high. The Commissioner explained that from April 2017 the Home Office would no longer collect victim satisfaction data in the same way. He was pleased to note that the Member acknowledged the Force's good rating in this area, but there were a couple of issues identified for future action. The Commissioner pointed out that Kent Police was rated as good or outstanding by HMIC in every area of inspection in 2016 – one of only four forces in the country. He said that there was no room for complacency, and he expected improvements to continue with the new model, but HMIC quite rightly change their questions each year and he expected challenges in future years.

8. The Commissioner confirmed the results of the Force audit and survey would form part of his next accountability meeting and extended an invitation for Panel Members to attend.
9. *Community Safety Partnership grant letters were distributed last month, and your sustained support for the CSPs is most welcome. However I'm becoming aware of Maidstone's CSP concerns – and there may be similar concerns from other CSPs - about your additional stipulation that funding must not duplicate areas where your office has a formally commissioned service in place, and vice versa. The concerns appear to be that:*
  - a. *It could potentially impact on the way CSPs operate and their ability to deliver priorities at the local level. Equally it could potentially impact on smaller local voluntary sector organisations in receipt of CSP grants to deliver community safety projects on CSPs' behalf.*
  - b. *It could limit opportunities for match funding arrangements. In particular it could limit opportunities for providing additional funding for local projects that CSPs have a greater demand for than the PCC funding allows, such as Maidstone's Urban Blue Bus.*

*Would you consider that perhaps an even more effective, efficient use of funds and delivery of priorities in the Police & Crime Plan could be better achieved by a more stringent focus on outcomes and/or more concisely assembled SLAs? (Fay Gooch)*

10. The Commissioner explained that the Community Safety Partnerships would receive the same amount of money next financial year as last. The CSPs were free to spend this as they wished in support of the Police and Crime Plan's objectives. However, in the past some had been used to fund services he had commissioned elsewhere, or by someone else, which was inefficient for taxpayers. The stipulation about no duplicate funding had no impact on match funding bids, and he was aware that some CSPs had used his grant to match fund or to contribute to schemes that supported the Plan. In order to ensure the system was effective for all, including charities, councils and his office, he considered the funding should come via one mechanism rather than several so as not to spend taxpayers' money twice.
11. *At a recent Parish Council meeting at Minster Parish Council serious concern was expressed at the lack of policing in the village and the regular incidence of feral youths in Tothill Street., The frustration is now very serious, at the same time St*

*Nicholas at Wade also expressed the same lack of Police support in long term dogging and Drug issues in the village, They believe that Police action is vital to resolve this issue. Can the Commissioner comment and explain what he is doing to hold the Chief Constable to account for delivering effective policing in rural areas. (Roger Latchford.)*

12. The Commissioner was concerned to hear of the problems residents had been experiencing. The new Safer in Kent plan makes it clear that crime is important no matter where it takes place. The Crime Rural Advisory Group works alongside the Commissioner's office as an independent forum to assist the Force in addressing rural issues. The Rural Task Force, rural Special Constables, local PCSOs and Community Wardens are integral parts of the extended police family within rural communities. The Commissioner expressed his gratitude to Mr Latchford for raising the issues and confirmed that he had asked Kent Police to look into the matters and they would respond directly to Mr Latchford. The Commissioner said he did visit the areas in October and would visit again if it would be helpful.
13. Mr Latchford suggested that the Commissioner visited Minster Parish Council to discuss their concerns; the Commissioner confirmed that he would be happy to do this.

## **222. Commissioner's Decisions 013 & 014**

*(Item D1)*

1. Regarding decision 13 – Mobile First, Integrated Software Procurement. A Member asked for confirmation that if something was not suitable to Kent Police that the contract would enable the Force to quickly replace or remedy the problem. The Commissioner gave the assurance that there would be clauses within the contract that if the service was not working for the Force they could get out of the contract.

RESOLVED that the Panel note the Commissioner's Decisions.

## **223. Future work programme**

*(Item E1)*

RESOLVED that the Panel note the work programme.

**From:** Matthew Scott, Kent Police and Crime Commissioner  
**To:** Kent and Medway Police and Crime Panel  
**Subject:** Update on expenditure to support the Police and Crime Plan  
**Date:** 20 July 2017



### **INTRODUCTION:**

1. The commissioning allocations for 2017/18 are set out on page 19 of the '[Safer in Kent: The Community Safety and Criminal Justice Plan](#)'.
2. In accordance with The Elected Local Policing Bodies (Specified Information) Order 2011, the Office of the Police and Crime Commissioner (OPCC) also publishes all [expenditure over £500](#) via the website.
3. To support the Panel, and further to an initial report submitted to the 15 November 2016 meeting, this paper provides examples of how April to May 2017 published expenditure supports delivery of the 'Safer in Kent' plan priorities.
4. For information, the first three items were selected by Panel Officers on behalf of Members, with the last two being selected by the OPCC.

### **ASSOCIATION OF POLICE AND CRIME COMMISSIONERS, £19,750.00 – 29 April 2017:**

5. The [Association of Police and Crime Commissioners](#) (APCC) is the national body that supports all Police and Crime Commissioners (PCCs), and other local policing bodies across England and Wales, to provide national leadership and influence change in the policing and criminal justice landscape. This is the membership subscription cost for 2017/18.
6. The APCC helps PCCs make the most of their ability to influence at a national level, and deliver on their Police and Crime Plans. It supports PCCs in providing leadership, and by sharing best practice and identifying opportunities to work together, or paying for services jointly, helps PCCs to be more efficient and effective.
7. The APCC offers the following services:
  - information on national policing policy issues and legislation;
  - consultation to enable development of policy positions and to influence change;
  - facilitates leadership on national governance structures such as the College of Policing, National Crime Agency and Police Professional Bodies;
  - assists in collaborating to share practice, procure services, and identify ways to achieve efficiencies through working together.
8. In November 2016, the APCC adopted a new portfolio approach in which individual PCCs were given responsibility for leading on national policy development in 21 portfolio areas. The Kent PCC is portfolio lead on Performance and deputy lead on Mental Health.
9. The APCC has also been trusted with the administration of the Police Transformation Fund and is actively engaged in pursuing PCC ambitions in the arenas of fire, criminal justice and health.
10. The APCC is supported by a small, focused team of policing policy professionals with a wide range of experience in representing the interests of local police governance bodies at a national level.

### **SALUS, £25,000.00 – 10 May 2017:**

11. The previous Restorative Justice (RJ) contract ceased on 30 September 2016 and PCCs now receive Ministry of Justice funding to commission RJ schemes in their force area. The Kent PCC has taken the decision to review, refresh and re-launch RJ from 1 October 2017.

12. As a result, in November 2016, the PCC invited the public and partners to take part in a consultation to help understand the current RJ landscape and look for opportunities to develop and enhance future provision.
13. In April 2017, the PCC invited potential providers to tender to deliver RJ services from 1 October 2017. The deadline for bids has now passed and the OPCC is currently reviewing the submissions and will be making an announcement in due course.
14. However, there continued to be a need to deliver some RJ services from the point of the previous contract ending to the new service commencing. This includes support for existing Kent Police Youth Clinics which are focused on the delivery of out of court disposals to young people with the aim being that the outcomes are delivered restoratively.
15. [SALUS](#) were responsible for supporting the Youth Clinics process under the previous contract, and as a result had relevant systems, processes and policies in place to provide continuity of service.
16. Therefore, SALUS received this funding to continue delivering the service from 1 October 2016 to 30 September 2017.

**SWALE ACTION TO END DOMESTIC ABUSE (SATEDA), £7,299.00 – 24 May 2017:**

17. Following a successful award from the Victim Specialist Services Fund last year, this is the first instalment towards a total cost of £14,598 to support the continuation of a First Contact Coordinator post until March 2018. The second instalment is dependent on the OPCC receiving satisfactory monitoring reports.
18. Through their work with victims of domestic abuse, [SATEDA](#) has found that those who self-refer are most likely to make safe choices and become free from abuse. As a result of the Coordinators work in raising awareness of domestic abuse, there has been a continual increase in victims accessing services across the Swale District through One Stop Shops (OSS).
19. The Coordinator has developed and sustained additional 'drop in' sessions in areas of high reported domestic abuse where victims have traditionally felt isolated from accessing support. They have also enhanced partnership working, with sessions now taking place in children's centres and churches.
20. Clients primarily make contact via OSS and then go onto access other SATEDA services. Once free from abuse, clients are able to work with SATEDA's volunteer programme which supports and develops skills and resilience to empower them to support others and gain employment. SATEDA's ultimate aim is to ensure all victims are supported in relation to the abuse they're subjected to.
21. Outcomes from clients accessing OSS include:
  - 20% going on to receive free counselling from SATEDA
  - 33% seeing a complete end to their abuse
  - 54% reporting an improvement in their emotional wellbeing
22. This funding will enable the Coordinator to develop more partnerships and ensure aspects such as mental health support and welfare benefits assistance are available at every OSS. They will also work with hard to reach client groups (e.g. those with mental health issues, young people), and develop more diverse access methods through the use of technology.

**BARCLAYCARD, £2,233.78 – 26 May 2017:**

23. Following an absence of several years, this was to fund a stand at the Kent County Show held on Friday 7, Saturday 8 and Sunday 9 July at the Kent Showground, Detling.
24. The OPCC and Kent Police were joint exhibitors at the three-day event, with opportunities for the public to:
  - personally meet the PCC;
  - chat to the Kent Police Recruitment Team about a career in policing and/or voluntary roles; and
  - discuss online safety with the Cyber-crime team.In addition, there were activities for children focussed on how to stay safe online.

25. The PCC is committed to keeping the 'Safer in Kent' plan under review and regularly updated in line with what local communities want. As a result, the event presented an excellent opportunity to engage with up to 80,000 show visitors on those policing issues that matter most; how much they think is a fair amount to pay towards policing through their council tax; and on some ideas raised during last year's 'Safer in Kent' consultation.
26. It was also an excellent opportunity for Kent Police to highlight career opportunities and promote recruitment into paid roles, including police officers, Police Community Support Officers and Force Control Room staff, as well as volunteering opportunities with the Special Constabulary and Speedwatch.

**MEDWAY DOMESTIC ABUSE, 2,860.00 – 26 May 2017:**

27. This funding is to support Medway Domestic Abuse Forum's programme for women who have been victims of domestic abuse, have left their abuser and are struggling to cope with the after effects and impact it has had on their lives.
28. Women who have experienced and lived with domestic abuse frequently say that the hardest part of recovery is dealing with the psychological distress caused by the abuse. It affects how a woman perceives herself, how she uses her parenting skills and can leave her with issues around trust, boundaries and respectful relationships, sometimes contributing to repeat victimisation.
29. The Recovery Toolkit is a 12 week programme designed to assist women who are survivors of domestic abuse to look at ways to develop positive lifestyle coping strategies. The programme aims to give victims the tools to enable long term recovery and support resilience within themselves and their children.
30. Quite simply, it helps participants understand the impact of having experienced domestic abuse, explaining why they were unable to leave an abusive relationship and the thinking patterns they developed as a method of managing the risk which can hold them back moving forwards.
31. The programme accepts referrals from any partner agency including police, social care, health and the voluntary sector with the victim's consent, but the women must commit to attending the full course to achieve the maximum benefit.
32. The Recovery Toolkit has been running nationally for over 8 years and has a proven track record of supporting women recover from the trauma associated with having experienced domestic abuse and positively moving on with their lives.

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**From:** Matthew Scott, Kent Police and Crime Commissioner  
**To:** Kent and Medway Police and Crime Panel  
**Subject:** Annual Report 2016/17  
**Date:** 20 July 2017



**INTRODUCTION:**

1. Attached at Appendix A is the Police and Crime Commissioner's (PCCs) Annual Report for 2016/17.
2. As per the requirements outlined in Section 12 of the Police Reform and Social Responsibility Act 2011, the Annual Report documents progress made between 1 April 2016 and 31 March 2017 in meeting the objectives within the Police and Crime Plan.
3. It also discharges the PCCs duty under Section 3.2 of the Ministry of Justice's Grant Agreement for victim services funding;
  - the PCC must specify the Support Services they have commissioned or provided with a Grant, including referral services, in any Annual Report they produce pursuant to Section 12 of the Police Reform and Social Responsibility Act 2011.
4. The Annual Statement of Accounts for 2016/17 will be reported at the Panel meeting in September 2017 in the usual way.

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# Annual Report

2016 - 2017

*Version: Final*

## Commissioner's Introduction

Thank you for reading my first Annual Report. This report provides an overview of some of the work that I, supported by my office, have undertaken in the period since I took up office on the 12 May 2016 to 31 March 2017.

The job of a PCC is to make sure people's priorities for policing in their area are listened to, taken seriously, and acted upon by the police. That is why I have invested in visible policing within local communities, as well as specialist firearms officers to counter the threat posed by terrorist activities.

I have worked hard to ensure that there are resources to cut crime and reduce re-offending in all parts of the county, and taken action to tackle the harm caused by anti-social behaviour, domestic abuse, violence and substance misuse. I have strived to put victims at the heart of the justice system to ensure they get the support they need.

I have looked at how Kent Police can deliver a better service whilst ensuring value for money by implementing new technology and building strong relationships with other emergency services.

I have also started on a journey that will see the approach to mental health revolutionised, ensuring those with mental health issues who come into contact with the police, for whatever reason, receive the appropriate support without taking up valuable police time. In addition, I have engaged with officers and staff to ensure they have access to the right support when they need it.

During my election campaign I outlined my Six Point Plan for delivering effective policing in Kent which was subsequently incorporated into my interim September 2016 to March 2017 Police and Crime Plan. This Annual Report is structured around the six priorities within this plan, namely:

- Cutting crime and reducing re-offending
- Delivering value for money
- Visible, effective and dedicated policing
- Putting victims at the heart of the justice system
- Tackling the misery caused by abuse, substance misuse and anti-social behaviour
- Revolutionising the approach to mental health

## Policing Budget 2016/17

In 2016/17, the annual budget for gross spending on policing and community safety was £313.3m, broken down as follows:

<b><u>Kent Police budget by subject area</u></b>	<b>2016/17 £m</b>
Pay and overtime	258.7
Premises related	21.3
Transport related	7.6
Other supplies and services	28.7
Office of the PCC	1.5
Grants and victim services awarded by the PCC	4.2
Savings required	-8.7
<b>Gross police and community safety spending</b>	<b>313.3</b>
Less local income and specific grants for policing	29.2
Less specific grant for victims services	2.1
Less contribution from reserves	3.9
<b>Net police and community safety spending</b>	<b>278.1</b>
<b>Financed by:</b>	
General policing and legacy grants	186.2
Council tax precept	91.9
<b>Net financing</b>	<b>278.1</b>

The final accounts will be concluded in September 2017.

## 2016/17 Progress

### • Cutting crime and reducing re-offending

Public safety and security is my top priority, and I have ensured the force has the right resources in the right places to cut crime in urban, rural and coastal areas. My support for increasing visible policing has helped in achieving this aim, as I firmly believe that police on the beat helps to cut and prevent crime, whilst also providing reassurance.

### Diverting young people away from crime

I awarded grants worth £68,276 from my Youth Diversion Fund to fifteen organisations that provide activities to divert young people away from crime and anti-social behaviour.

It's really important that projects I support financially are wise investments that benefit local people and communities. As well as providing activities, many of the organisations also give young people skills they can take away and use in the future. Recipients included:

- West Kent YMCA: Foundations for the Future Project - Tunbridge Wells
- Health Action Charity: HACO African Youth Project - Gillingham
- Higham Youth Club: Youth Engagement Project - Higham
- Young Kent: Catalyst Programme - Countywide
- Kenward Trust: Think Differently Programme - Kent & Medway
- Shepway Communities Social Hub: Emerging Communities Sports Project - Shepway
- CVQO: Hard to Reach Leadership Programme - Maidstone
- CXK: NEET and Tidy Project - Swale/Canterbury

### Restorative justice

PCCs are responsible for commissioning Restorative Justice schemes and it is my intention to award a new contract from October 2017. To inform this work, I consulted with the public and partners to help me understand the Restorative Justice landscape and opportunities to develop and enhance future provision. In the interim though, I earmarked £100,000 to be shared between SALUS who continue to deal with referrals for young people and Kent Mediation Service who deal with adult referrals.

Restorative Justice is not a form of punishment. If both parties agree, the process is in addition to whatever sentence the offender may receive. It is also important to stress that if a victim doesn't feel that Restorative Justice is right for them then there is no pressure to enter into the process, but at its best Restorative Justice can empower victims to understand they are not to blame for what has happened.

For further information on Restorative Justice, click [here](#).

### Kent Volunteer Police Cadets

When I took up office, one of my first decisions was to allocate £80,000 over two years to support Kent Police in re-launching a Volunteer Police Cadet programme, which includes support for hardship.

I consider it really important to provide young people with opportunities to get involved in activities which support community policing and to learn about responsible citizenship. Following the success of cadet programmes in other areas of the country, I also felt it was worth exploring in Kent.

The Police Cadet programme is open to young people aged 13 to 17, who live in Kent irrespective of background or financial circumstances, including those vulnerable to crime or social exclusion.

To date there are six district based units in Tonbridge, Canterbury, Medway, Maidstone, Dover and Gravesend with approximately 275 cadets. It is anticipated that once units are established across the county, there will be approximately 600 cadets.

For more information on the Police Cadet programme, click [here](#).

- **Delivering value for money**

**Use of technology**

With the increasing demands on policing, and limited resources, forces nationally are looking to 21<sup>st</sup> Century technology and new innovation to deliver services more efficiently and effectively.

The Chief Constable has a digital strategy that aims to utilise and leverage technology to provide improved services with greater efficiency. That is why I invested in the region of £2m to enable the deployment of 2,000 Samsung Galaxy Note 4 smartphones to frontline officers - a significant step towards cutting bureaucracy and equipping the workforce for the challenges of today.

Officers can now conduct their own checks on the street and also complete a range of transactions without the need to return to the police station. The aim is to enable officers to stay on patrol longer and improve efficiency and costs across a range of police functions within Kent.

The Body Worn Video (BWV) roll-out has seen 2,300 units being issued to frontline officers. It is anticipated that the investment will pay for itself within two years, with benefits including:

- victims not having to attend court, as based on the footage, offenders are pleading guilty earlier;
- a reduction in complaints as offenders and/or officers are modifying their behaviour; and
- an improved service to the public as officers are spending less time at court and supervisors are not dealing with so many malicious complaints.

I am committed to protecting the frontline and using smarter ways of working to ensure all communities across the county receive a quality service.

**Her Majesty’s Inspectorate of Constabulary (HMIC)**

PEEL is a HMIC annual assessment of police forces in England and Wales. Forces are assessed on their effectiveness, efficiency and legitimacy. They are judged as outstanding, good, requires improvement or inadequate based on inspection findings, analysis and professional judgment.

Therefore, I am very pleased that based on PEEL 2016, HMIC judged Kent Police to be one of the top performing forces in the country. However, this must not be a one-off and must be maintained in future years.

The force was assessed as ‘Good’ for Efficiency, ‘Good’ for Effectiveness and ‘Outstanding’ for Legitimacy - the only force to achieve this judgement in two consecutive years (see below).

Efficiency	□ □ □ □	Good	Effectiveness	□ □ □ □	Good	Legitimacy	□ □ □ □	Outstanding
How efficient is the Force at keeping people safe and reducing crime?		Good	How effective is the force at keeping people safe and reducing crime?		Good	How legitimate is the force at keeping people safe and reducing crime?		Outstanding
1. How well does the force understand the current and likely future demand?	□ □ □ □	Outstanding	1. How effective is the force at preventing crime, tackling ASB and keeping people	□ □ □ □	Good	1. To what extent does the force treat all of the people it serves with fairness and respect?	□ □ □ □	Outstanding
2. How well does the force use its resources to manage current demand?	□ □ □ □	Good	2. How effective is the force at investigating crime and reducing re-offending?	□ □ □ □	Good	2. How well does the force ensure that its workforce behaves ethically and lawfully?	□ □ □ □	Good
3. How well is the force planning for demand in the future?	□ □ □ □	Good	3. How effective is the force at protecting those who are vulnerable from harm, and supporting victims?	□ □ □ □	Good	3. To what extent does the force treat its workforce with fairness and respect?	□ □ □ □	Outstanding
			4. How effective is the force at tackling serious and organised crime?	□ □ □ □	Good			
			5. How effective are the force’s specialist capabilities?		Not graded			
			Comment: Kent Police has good plans to mobilise in response to the threats set out in the Strategic Policing Requirement.					

HMIC also assessed leadership across the force. This led to a narrative (as opposed to judgement) that confirmed Kent Police is ‘a well-led force’.

For further information on Kent’s PEEL Assessment, click [here](#).

## **Firearms licensing**

As a rural county, Kent has a large number of registered firearms owners - approximately 25,000 - many of whom include land owners, farmers, and members of gun clubs.

When I arrived there was an issue with the length of time it was taking Kent Police to process renewals, and grants of new certificates. Firearms licensing is an important legal process that is in place to help maintain strict gun laws. Residents applying for certificates are simply trying to comply with legislation, and so I released £39,000 to ensure extra staff were available to help clear the backlog of licence renewals and new applications, which stood at around nine months.

The funding has provided a dedicated member of staff on a 12 month temporary contract, and I'm pleased to report the situation has improved significantly. For grants between July 2015 and January 2016, the average turnaround time was 176 days. It has now reduced to an average of 42 days.

## **Dedicated Complaint Managers**

Historically Kent Police was effective in the administration, management and investigation of complaints. However, in recent years it has struggled with the increasing amount of complaints being reported - a national trend not one unique to Kent - and the increasing complexity which surrounds such matters.

The vast majority of complainants are either 'victims or witnesses'. They are members of the community expressing dissatisfaction with the service they have received. It is therefore incumbent on Kent Police to provide a quality service to such individuals and put them 'at the heart' of policing.

Historically, Sergeants and Inspectors have investigated complaints; however they have a day to day focus on more critical issues (e.g. high risk missing persons) and limited time to deal with them. To address this, I provided funding for a dedicated Complaint Manager on each of the three Divisions to manage 'live' complaints; improving investigation times and ensuring better communication with complainants.

- **Visible, effective and dedicated policing**

Police officers, Special Constables and police staff do so much for us all in the line of duty. Coming from a policing family, I understand and appreciate what they do for us out on the beat every day.

One of my most important functions as the PCC is to ensure Kent Police has the resources to deliver effective policing across the county.

## **Protecting the frontline**

I am keen to deliver the things that residents want to see, and of course number one on that list is usually boots on the ground.

Whilst this has been more difficult in recent years, I welcome and have supported the Chief Constable's plan to recruit:

- 400 police officers over 18 months, increasing the overall number to 3,260;
- 50 Police Community Support Officers (PCSOs), to maintain the overall number at 300.

In March 2016, the force had 3,182 officers, and whilst some new recruits have replaced officers who have chosen to move on, overall the number of police officers in Kent increased to 3,247 (March 2017). Not only have I had the pleasure of meeting many of the new officers at their Passing Out parade at the end of their initial training, but clearly this is great news for local communities across the county.

To strengthen Local District Policing Teams, I am also committed to maintaining PCSO numbers. To achieve this, and to protect the number in the event that some choose to progress and become warranted police officers, the force has embarked on a recruitment drive to find another 50 PCSOs - the first recruits in two years. As at March 2017, the number stood at 287.

PCSOs fulfil a number of important roles in the community and it has been a pleasure meeting many of the recruits and welcoming them to the force. I will continue to support them in their work preventing crime and anti-social behaviour and in providing a local reassuring presence within communities.

### **Tackling terrorism**

Tackling radicalisation and terrorism is a key concern. However, the nature of the threat has changed. In terms of public safety, the first few hours are the most vital and Kent Police must have the capability to mount an instant, immediate response.

As the gateway to Europe, with over 30 million people travelling through our borders annually, the county is in a unique position. In the event of a serious incident, it is important that Kent Police has the resources it needs - including firearms officers - to provide a suitable response irrespective of whether that incident happens in an urban, rural or coastal community.

Following the Paris terrorist attack in November 2015, the Home Secretary asked all forces to increase their firearms capability by up to 50%. That is why, when I took up office, I supported the plan to use money raised by the council tax precept to increase the force's firearms capability to the required level. In March 2016, the force had 84 firearms officers, it is anticipated that by January 2018 this will have increased to 100. The security of the people of Kent is my priority.

### **Wider policing family**

I am very supportive and appreciative of the work of Special Constables and other volunteers who work with, or alongside, Kent Police to keep communities safe and tackle issues of concern.

Each year, Special Constables in Kent provide thousands of hours of policing which is a magnificent achievement. These unpaid volunteers wear a uniform, have the same powers as regular officers and put themselves in harm's way like their paid colleagues - but all because they just want to give something back to their local communities.

Kent Search and Rescue (KSAR) volunteers support Kent Police in finding missing people. By the very nature of many who go missing, they often have poor mental health and are those who feel they have nothing to live for, or are vulnerable through illness, dementia etc. To support KSAR's vital work, I funded equipment for their new control vehicle which acts as a briefing and co-ordination centre, as well as a rest facility for volunteers who may be called upon to conduct searches 24/7 and in all weathers.

I would like to publically say well done and thank you to all the ordinary individuals who perform such extraordinary roles and help to keep communities safe.

### **• Putting victims at the heart of the justice system**

Victims of crime deserve to see offenders brought to justice and to receive the right support to help them recover and move on with their lives. They have to deal with the police, go to court, perhaps even give evidence and await a verdict - as well as deal with the emotional after-effects of a crime.

I want a service that puts victims first and foremost, in which they are treated as individuals and not simply a statistic.

### **Supporting victims and witnesses**

My victim services commissioning approach consists of the following:

- Compass House;
- Core Victim Service; and
- Specialist Victim Services.

### Compass House

Compass House in Ashford was launched in June 2015 and is the co-located hub for victim services in Kent. It aims to provide a central point through which victims and witnesses can access support services whilst also encouraging those services to work together more collaboratively. Victims are not required to visit Compass House.

In addition to Victim Support, as the commissioned service provider and Kent Police's Witness Care Unit, in May 2016 my office facilitated the co-location of the nationally commissioned Citizens Advice Court Based Witness Service within Compass House.

Other facilities provided at Compass House include:

- a staffed reception / welcome desk;
- support / counselling rooms for face-to-face meetings;
- two Live Link suites, for vulnerable witnesses to provide evidence at court remotely;
- private waiting room;
- training room; and
- 'hot desk' facilities.

These continue to be utilised regularly by organisations, free of charge, that support victims in Kent.

### Core Victim Service

Following a thorough tendering process and funded through a Ministry of Justice (MoJ) grant, on 1 April 2016 the independent charity Victim Support was awarded a three-year contract to deliver support services to victims of crime, from Compass House.

The service focuses on providing a tailored and individual response for victims reporting to Kent Police, British Transport Police or Action Fraud. The service is also accessible to those who do not wish to report a crime to the police.

The contract means:

- calls being answered by staff in Kent instead of a regional centre;
- victims of a greater range of crime types being helped;
- the use of more convenient contact methods to provide greater accessibility.

In recognition that some people face barriers when trying to access services, victims can also make face-to-face contact with Victim Support through Compass Points located in local communities. Compass Points are held in a variety of locations and open for two hours every week, providing a discrete service for people affected by crime either on a walk-in basis or by booking an appointment in advance.

For further information on victim and witness services, click [here](#).

### Victim Specialist Services Fund

Whilst Victim Support provides the core support service, it's vital that victims of crime get the help they need to cope with what's happened to them. People can be affected by crime in many different ways, and that's why there is a need to ensure appropriate specialist support services are in place, such as trauma counselling and support for sexual assault victims, that treat people as individuals and offer support tailored to their needs. These specialist services need to work in collaboration with the core support service to ensure there are effective referral pathways for victims to access the right services.

In June 2016, I awarded grants worth a total of £450,671 to thirteen organisations. The money went to groups specifically offering support to children and young people, victims of hate crime and male victims of crime, as well as therapeutic services and trauma counselling. Recipients included:

- Dandelion Time - Maidstone
- Family Matters - Countywide
- Juvenile Justice International - Countywide

- MCCH - Countywide
- Rubicon Cares - Countywide
- Sign Health/DeafHope - Countywide

To view an interactive map of where services have been commissioned, click [here](#).

The MoJ also allocates funding to PCCs specifically to support child victims of sexual assault. In 2016/17, Kent's share was £146,225, of which an initial £96,000 was awarded to three groups in April, prior to my taking up office.

I awarded the remaining £50,000 to two charities, with each receiving £25,000. Family Matters used the funding to provide more therapy sessions for under-18s and their families, and also towards the cost of a Child Independent Sexual Violence Advisor (ISVA). East Kent Rape Line used its share to fund a second ISVA.

Victims of child sexual abuse need and deserve specialist help. It is not enough just for the police to go after the offenders, we also have a duty to provide counselling for victims to help them try to come to terms with what has happened and to move on.

### **Reducing waiting times**

To reduce counselling session waiting times for sexual assault victims to under six weeks, I also provided £20,000 funding to both East Kent Rape Line and Family Matters to provide specialist therapy and counselling to victims of rape and sexual abuse from 1 October 2016 to the end of March 2017.

## **• Tackling the misery caused by abuse, substance misuse and anti-social behaviour**

There is no place for violence or abuse in society. I want to ensure victims get the support they need while perpetrators are brought to justice.

Drug addiction causes misery for individuals, their families and those whose lives it impacts upon, either through crime or anti-social behaviour. I want to support schemes that tackle substance misuse from a criminal perspective, and also assist those who want to tackle their addiction.

### **Domestic abuse victims**

Male victims of domestic abuse are a particularly hard-to-reach group, and I have worked in collaboration with partners and local organisations to ensure victims of domestic abuse, whether male or female, including the Lesbian, Gay, Bisexual and Trans (LGBT) community, are able to access appropriate support services.

In addition to the recipients listed previously, a number of domestic abuse services received a share of the £450,671 allocated under my Victim Specialist Services Fund:

- Choices DA Service, £45,145 - West Kent and Medway: provision of an Independent Domestic Violence Adviser for men and LGBT victims.
- DAVSS (Domestic Abuse Volunteer Support Services), £10,546 - West Kent: a nine-month project offering enhanced support to male victims of domestic abuse, including gay, transgender and disabled men.
- SATEDA (Swale Action to End Domestic Abuse), £23,297 - Swale: direct access to support, advocacy and advice for victims of domestic abuse, whether male or female through a range of service provisions.
- Rising Sun, £34,895 - Canterbury and Ashford: to teach organisations and different age groups about healthy relationships and domestic violence.

## **Drug and alcohol misuse**

Drug and alcohol misuse causes a wide range of problems for families and communities as well as for the person with the drug or alcohol problem. I have funded drug and alcohol misuse programmes in order to support individuals to turn their lives around, and tackle the harm that can be caused in communities.

In 2016/17, I provided £301,449 funding to Kent Drug and Alcohol Action team and £59,042 to Medway Drug and Alcohol Action Team. As partnerships combining representatives from local authorities, police, health, probation, prison and the voluntary sector, I consider Drug and Alcohol Action Teams critical for providing effective and accessible preventative information, treatment, support and recovery services.

They help individuals to reduce their alcohol or drug use and improve their physical and mental health, families to cope with the problems associated with alcohol or drugs misuse and as a result, local communities benefit from less alcohol or drug related crime and anti-social behaviour.

## **Knife crime initiative**

I supported a secondary school education programme for teenagers to learn about the dangers of gang culture and carrying knives.

Following the success of events with Glenda Crittenden, a Kent mother whose 21-year-old son died after being stabbed, and Francis Osei-Appiah, an ex-gang member who spent his teens in prison, I provided £4,500 funding to enable the programme to be delivered to Year 10 and 11 pupils at 36 schools across the county.

This hard-hitting initiative teaches young people that carrying a knife or getting involved in a gang can have a devastating effect on not only their own lives, but the lives of others too.

## **• Mental health**

Around one-third of all Kent Police time is spent dealing with cases involving mental health. This cannot continue. It is more often than not the reason why police officers are taken away from frontline policing, instead spending their time waiting for a Section 136 suite to become available or sitting around waiting for patients to be seen in Accident & Emergency (A&E).

This is not fair on the officers and it means local communities miss out because their frontline officers are being taken away to deal with mental health cases when someone else, with the right skills, should be supporting the individual in crisis.

I am equally committed to ensuring officers and staff receive appropriate mental health training and have access to specialist support to promote their own wellbeing.

## **Government funding**

In October 2016, the Department of Health awarded £8.4m for 47 projects across the country to ensure those in mental health crisis do not end up in police cells. This included three successful bids from the Kent and Medway Mental Health Crisis Care Concordat, of which my office is a member.

In total, the county received £59,000 funding for the following three projects:

- A Crisis Café in Tonbridge, run by West Kent Mind and aimed at reducing the number of people detained under Section 136 by providing an alternative and more appropriate place of safety;
- A mobile engagement vehicle, used by the Thanet Community Safety Partnership to provide information and advice in the community;
- A secure response vehicle, for use by KMPT to transport those in crisis from places of safety to appropriate care facilities.

Increasingly the Government is allocating its funding where agencies - including the police, fire authorities, the NHS, local councils and charities - can demonstrate an ability to collaborate and work in partnership. The signatories to the Kent and Medway Mental Health Crisis Care Concordat must work even closer in future to continue to draw on vital sources of funding such as this.

### **Street triage**

Kent Police and KMPT have developed a community street triage service, similar to that run previously in Kent, to provide the best and most appropriate care for those suffering a crisis.

Initially running in Thanet and Medway, the service sees a qualified health practitioner accompanying police officers to incidents involving someone suffering a mental health crisis at key times.

Police officers receive mental health training in the same way they receive first aid training, but they are not medical experts. The street triage service ensures those in crisis receive medical help and provides officers with access to on-the-scene advice from an expert to help them make informed decisions.

### **Mental Health and Policing Fund**

From 1 March 2017, my office began accepting bids for funding from the Mental Health and Policing Fund.

I have ring-fenced £250,000 for projects that help cut the amount of time Kent Police spends dealing with mental health issues. Anyone - particularly representatives of charities or local authorities and even staff and officers within Kent Police - is able to bid for a share

I'm looking for new and innovative projects that reduce pressure on policing through early intervention, raising awareness, counselling, crisis support or the provision of alternative places of safety. I also want to work with those who help protect vulnerable people with conditions like dementia from harm and exploitation.

Importantly, the funding will not be used to support mental health services which are the responsibility of the NHS, or to support those services where statutory funding has been withdrawn or reduced.

Some of the funding has been used to support and develop existing projects such as those below. In addition, the first wave of successful bids was announced in June 2017. Click [here](#) for further information.

#### Mind counsellors in the Force Control Room

Kent Police began hosting counsellors from the mental health charity Mind in its control room for two nights each week in December 2015, offering support to callers with mental health issues and reducing demand on police officers and staff.

With funding for the pilot due to run out in September 2016, I provided £40,000 to enable the scheme to continue for another year.

Having Mind counsellors working alongside police staff in the control room has made a difference. Vulnerable callers have received a better service by being able to speak to a trained mental health professional, and in some cases, patrols have been diverted from attending calls as a result of their intervention.

#### Out of hours support

In conjunction with NHS West Kent Clinical Commissioning Group, I have helped fund two new mental health wellbeing cafes.

Run by local branches of the mental health charity Mind, the [Solace Café in Tonbridge](#), and the [Hope Café in Maidstone](#), offer out-of-hours support for people who wish to chat or seek support with any element of their mental health.

I have committed to providing £10,000 to each café annually to prevent mental health problems escalating into a crisis, and unnecessary referrals to emergency services such as Kent Police, A&E and secondary mental health services. They also aim to improve mental health and wellbeing, increase independence and self-management and reduce isolation.

I am also providing £7,000 annually towards the running costs of the Medway Safe Haven Bus. The primary purpose of the service is to offer immediate non-judgemental assistance to people at risk and who present at the vehicle.

Working closely with Kent Police and Medway Street Pastors, the vehicle provides a 'safe haven' for those using the night time economy and needing assistance for a range of issues, including:

- emotional distress and mental ill health;
- drug and alcohol concerns; and
- first aid.

### **Mental Health and Policing Oversight Board**

Issues related to mental health cannot be addressed by the police in isolation. That is why I have established a Mental Health and Policing Oversight Board; to review all of the inter-connected issues and to hold Kent Police, KMPT, the Clinical Commissioning Groups and other services to account on behalf of the public.

### **Officer welfare**

Research conducted by the independent charity Police Dependents Trust shows that members of the emergency services are more at risk of experiencing a mental health problem than the general population, but less likely to seek support.

I have engaged with representative bodies such as the Police Federation, Unison, Superintendents Association and Kent Police Staff Support Groups to understand the challenges officers and staff face, and to identify opportunities to support them now, and in the future.

### Feel Well Live Well Programme

This programme which I have funded is designed to enhance the health and wellbeing of officers and staff. The programme is written and delivered by the Welfare and Counselling team. It offers employees a boost in resilience, self-awareness and general wellbeing - equipping people with learning skills and positive coping strategies.

The programme is particularly tailored to those working within an emergency service and the enhanced 'stressors' from shift work, unsociable hours and potential trauma and high stress exposure. It is delivered over four modules of three hours each, spread across a four week period.

The course is open to all on a voluntary attendance basis. In excess of 50 courses have been delivered and the popularity and high attendance rates have contributed to a positive change in attitude and culture towards mental health and wellbeing within Kent Police.

### Protect the Protectors Campaign

I support this Police Federation national campaign that calls for:

- a change in legislation, leading to tougher sentences for those who assault emergency service workers;
- better training and access to equipment - wider roll-out of protection measures, such as Taser, body worn video and spit guards;
- more accurate data on police assaults; and
- improved welfare support.

Police officers face extraordinary situations and risks every day and these can often happen in the blink of an eye. Quite simply an assault on a police officer or any other emergency worker is abhorrent and should never be seen as a part of the role they perform for the public.

## **Dementia friendly training**

Alzheimer's Society's Dementia Friends programme is the biggest ever initiative to change people's perceptions of dementia. It aims to transform the way the nation thinks, acts and talks about the condition.

All the staff in my office attended a training session to learn more about dementia, what it's like to live with dementia and the small ways they can help to create dementia friendly communities.

## **• Other highlights**

### **Holding to account**

A key duty of PCCs is to be democratically accountable to the public for the provision of an efficient and effective police force by holding the Chief Constable to account. It is important that these accountability arrangements are visible to the public, and for policing to be responsive to local communities.

To ensure the Chief Constable is robustly held to account, I have improved the governance arrangements; they include:

- Weekly one-to-one meetings with the Chief Constable to discuss topical issues.
- A quarterly Performance and Delivery Board meeting at which the Chief Constable is held to account in public. During 2016/17, I have held three meetings and examples of matters raised on behalf of the public include the delays in firearms licensing and 101 call answering times.
- A joint Audit Committee that looks at financial and risk management as well as internal controls.
- Attendance at the internal Kent Police Culture Board, which is chaired by the Chief Constable and focuses on the development of a culture consistent with the Chief Constable's and my shared Mission, Vision, Values and Priorities.

### **Extension of Chief of Staff appointment**

Under the Police Reform and Social Responsibility Act (PRSRA), PCCs are required to appoint 'a person to be the head of the commissioner's staff'.<sup>1</sup>

My Chief of Staff - Adrian Harper - was appointed by the previous PCC in June 2015 on a temporary basis until 30 September 2016 to provide a period of stability.

I'm very pleased that the Kent and Medway Police and Crime Panel supported my proposal to extend Mr Harper's appointment for a further two years, until 30 September 2018.

### **Appointment of Chief Finance Officer**

Under the PRSRA, PCCs are also required to appoint 'a person to be responsible for the proper administration of the commissioner's financial affairs'.

My Chief Finance Officer - Sean Nolan - left the office in August 2016 to join the Chartered Institute of Public Finance and Accountancy (CIPFA) in a national role advising on local government finance.

Following a comprehensive, fair and merit based selection process, and unanimous support from Kent and Medway Police and Crime Panel, I was very pleased to appoint Mr Robert Phillips as my Chief Finance Officer. Mr Phillips commenced in the role on 31 October 2016.

### **National portfolio responsibilities**

All PCCs are members of the Association of Police and Crime Commissioners (APCC) which is a national body that helps PCCs make the most of their ability to influence at a national level. The APCC supports PCCs in providing leadership, and by sharing best practice and identifying opportunities to work together, or paying for services jointly, the APCC helps PCCs to be more efficient and effective.

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<sup>1</sup> The Act refers to the position as the Commissioner's Chief Executive, but there is no requirement for the post to be formally titled Chief Executive.

In November 2016, the APCC adopted a new portfolio approach in which individual PCCs were given responsibility for leading on national policy development in 21 portfolio areas. I am very honoured to have been appointed portfolio lead on Performance and deputy lead on Mental Health.

### **Extension of Chief Constable's contract**

In December 2016, I took the decision to extend the contract of Chief Constable Alan Pughsley QPM for a further three years.

I will continue to hold Mr Pughsley to account on behalf of the people of Kent, including in public at my Performance and Delivery Board, and I expect the high standards of personal and professional integrity and ethics within the force to continue. The Chief Constable fully understands that if Kent Police falls short of what the public expects then I will continue to challenge and ask difficult questions.

Mr Pughsley became Chief Constable in January 2014 when he signed a five-year contract. The three-year extension sees him commit to Kent Police until 2022.

### **Recruitment of Independent Custody Visitors (ICVs)**

Managing this scheme is one of my responsibilities and during the year I was really pleased to welcome 24 new volunteers. They completed their training in January 2017, and take the pool of ICVs in Kent to 51, plus two coordinators.

By making unannounced visits to police custody suites, speaking to detainees about their treatment, checking they've received their rights and ensuring conditions are up to standard, ICVs provide a real insight into what is going on behind closed doors and help me to make sure Kent Police is upholding its high standards.

For further information on the Kent scheme, click [here](#).

### **Public engagement**

Tackling local issues requires local knowledge. During 2016/17 I developed a varied engagement programme which enabled residents to have their say on how their streets and communities are policed.

The programme allowed people to express their views in a way which was most convenient for them, including in urban, rural and coastal locations right across the county, and with opportunities outside of normal office hours.

### Website development

In March 2017, my office transitioned to [a new website](#) with a number of significant benefits including:

- meeting national accessibility standards and availability in a multitude of languages;
- optimisation for mobile devices; and
- allowing users to request a meeting with the PCC or submit funding bids online.

### 'Street stalls'

I have actively sought opportunities to engage face-to-face with residents by setting up a 'street stall' in high footfall locations. For example, in autumn 2016 I undertook a tour of shopping centres and supermarkets across the county to consult on the priorities for my [Safer in Kent 2017-2021 Plan](#) (published April 2017).

### 'Question time' events

Community organisations and local councils have been able to request a meeting with me, so I can talk about my work and answer questions from residents. Some of these have been 'closed' - such as a talk with pupils at Oakwood Park Grammar School in Maidstone - while others have been advertised in advance - visits to the Swale Seniors' Forum in Sittingbourne and to the Kent branch of the Federation of Small Businesses in Tonbridge, for example.

### Public consultations

Occasionally, I have wanted to seek public and partner views on a specific topic/idea and embarked on a multi-channel consultation exercise designed to reach as many people as possible. For example, I consulted widely in relation to the Restorative Justice landscape, and received almost 1,700 responses to my consultation on the priorities for my [Safer in Kent 2017-2021 Plan](#) (published April 2017).

### Traditional and social media

My office has regularly issued press releases to the local and national media to showcase my work. Where appropriate, these have been supplemented by me giving interviews with local and national TV, radio, online and print journalists.

Social media has offered further opportunities to engage with residents and partners, and good use has been made of popular digital channels. The corporate [@PCCKent Twitter account](#) boasts more followers (10,700) than any other PCC account in England and Wales. In addition, I also personally use Twitter, YouTube, Facebook and Instagram to keep residents and partners up-to-date.

### Direct engagement

I have met with various community organisations and partner agencies on a regular basis, both in my office and out in the community. These meetings have enabled me to talk about my work and also helped me to understand different groups' priorities.

I have also met with elected officials, including local councillors and MPs, to better understand their priorities and those of the residents they represent.

### Proactive E-News alerts

More than 5,000 people have subscribed to receive regular free news alerts from my office by e-mail. These alerts are useful in drawing attention to significant announcements and provide another means for my office to communicate in a way which is efficient and convenient. People can also unsubscribe should they no longer wish to receive the alerts.

### Engaging with harder-to-reach audiences

I have the ability to communicate with harder to reach groups and support those who might feel left out, are disenfranchised or cannot vote at all due to their age.

Therefore, I am keen to be accessible to as many of Kent and Medway's diverse communities as possible and have actively sought opportunities to engage with harder-to-reach audiences. I have met with the Kent Equality Cohesion Council, the Show Racism the Red Card group, the Kent Minority Ethnic Police Association and also discussed hate crime with representatives from the Muslim, Sikh, Baha'i and Eastern European communities at a conference hosted by Medway Youth Parliament.

I am also keen to support the vast majority of young people who are good citizens. They have unique perspectives and often ask the best and most challenging questions. In addition to attending meetings of the Kent Youth County Council and Medway Youth Parliament, I have visited a number of schools and colleges to speak face-to-face about my work, including:

- Oakwood Park Grammar School, Maidstone
- Fort Pitt Grammar School, Chatham
- Sir Joseph Williamson's Mathematical School in Rochester
- Orchard Academy, Swanley

In December 2016 I hosted a Youth Forum where representatives from youth organisations across the county came together to challenge me on community safety issues. I also had the pleasure of opening Kent Police's Young Digital Leaders' Day in February 2017, where around 80 Year 5 pupils from across Kent came together to mark international Safer Internet Day and learn about staying safe when online and using technology.

## MOJ Grant for Victim Services - Funding Recipients

£

Victim Support - Core contract	880,845.00
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### Domestic Violence

Commissioners Fund - DV	666.67
Domestic Abuse Volunteer Support Service (DAVSS)	10,546.00
Choices	45,145.00
Oasis Domestic Abuse Service	44,035.00
Swale Action to End Domestic Abuse (Sateda)	23,297.00
Rising Sun	34,895.00
Independent Domestic Violence Advisor (IDVA)	115,000.00
Kent Domestic Violence Co-ordinator	2,380.00
Children of Domestic Abuse Victims	11,009.00
Oasis Domestic Abuse Service	50,000.00
Kent Safeguarding	11,483.50
Medway Safeguarding	3,858.50
Deaf Hope and Sign Health	40,588.00
Oasis Domestic Abuse Service	27,900.00
Dandelion Trust for Children	20,700.00
Medway Mediation	19,850.00
Victim Support - Innovation Fund Bid	41,489.00
Victim Support - high risk set up costs	25,705.00

### Child Sexual Abuse

Juvenile Justice International CIC - survivors of sexual assault	39,900.00
NSPCC	6,952.00
Family Matters	25,000.00
East Kent Rape Line	25,000.00
Dandelion Trust for Children	20,700.00
Rising Sun	16,666.00
Maidstone Community Support/Centre (Rubicon Care)	40,300.00

### Restorative Justice

Kent Criminal Justice support services	40,000.00
Medway Youth Offending	10,164.83
Kent Youth Offending	55,021.40
Why Me?	450.00
Salus	25,000.00
Kent Mediation Service	10,975.00

£

### Sexual Violence

East Kent Rape Line - specialist counselling	40,015.00
Family Matters - specialist counselling	40,000.00
Family Matters - Counselling and therapeutic services	41,000.00
Family Matters - specialist counselling	19,896.00
East Kent Rape Line - Counselling	20,000.00
East Kent Rape Line - SARC	27,500.00
Family Matters - SARC	27,500.00
Mountain Healthcare - SARC	45,000.00
Kent Police - Video interview room equipment	4,984.00
Kent Safeguarding Children	11,483.50
Medway Safeguarding Children	3,858.50
Child Sexual Exploitation	20,000.00

### Other

Commissioners Fund - VC	3,201.67
Maidstone Community Support/Centre (Rubicon Care) Cont..	29,333.00
Maidstone Community Support/Centre (Rubicon Care)	50,000.00
Brake	2,000.00
Juvenile Justice International CIC	39,900.00
MCCH	48,170.00
New Romney Counselling Services (NRCS)	15,880.00
Medway District Citizen Advice	40,000.00
All CSP	25,561.40
Force Control Room - Kent Police counsellors	20,000.00

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**From:** Matthew Scott, Kent Police and Crime Commissioner  
**To:** Kent and Medway Police and Crime Panel  
**Subject:** HMIC Reports on Crime Data Integrity and Vulnerability  
**Date:** 20 July 2017



## **INTRODUCTION:**

1. Her Majesty's Inspectorate of Constabulary (HMIC) independently assesses and reports on the efficiency and effectiveness of police forces and policing. HMIC is independent of the Government and the police. In preparing reports, Inspectors ask the questions which citizens would ask, and publish the answers in an accessible form, using expertise to interpret the evidence and make recommendations for improvement. It is for Chief Constables, Police and Crime Commissioners (PCCs) and, in extreme cases, the Home Secretary to take action as a result of HMIC's recommendations.

## **CRIME DATA INTEGRITY**

### **Previous crime recording inspections in Kent**

2. In February 2013, the previous PCC commissioned HMIC to conduct an inspection to determine whether the people of Kent could have confidence in the force's crime figures. HMIC's findings were that Kent Police was recording approximately 90% of crime correctly, that more than 25% of no-crime decisions were incorrect and that the force had a target-driven culture. HMIC's judgment was that 'appreciably more needed to be done before the people of Kent could be confident that the crime and resolution figures published by the force were as accurate as they should be'.
3. An interim report published in January 2014, found that Kent Police was recording 96% of crime accurately, and that there was a high standard of decision making in relation to no-crimes. The force had also moved away from a target-driven performance culture to one that was focused on outcomes and quality of service. HMIC's judgment was that the force had made significant improvements over the period but that they would need to be sustained over a longer period of time before the people of Kent could be confident in the crime and resolution figures published by the force.
4. A third inspection of crime data integrity published in November 2014, found that Kent Police was recording 96% of crime accurately and that the high standard of decision making on no-crimes had continued. HMIC also found no evidence to suggest any remaining pressure to meet numerical performance targets. HMIC therefore concluded that the people of Kent could have confidence in Kent Police's crime figures, although the force needed to continue to make improvements and maintain focus to ensure the continued accuracy of crime recording in Kent.

### **Crime Data Integrity inspection 2017**

5. Unfortunately, HMIC's latest inspection – [Kent Police: Crime Data Integrity inspection 2017](#) - published in June 2017, found that Kent Police has not maintained the standards of accuracy reported in November 2014. Based on the examination of crime reports for the period 1 June to 30 November 2016, HMIC estimates that the force fails to record over 24,000 reported crimes each year. This represents a recording rate of 83.6%. A summary of HMIC's report is attached as Appendix A.
6. HMIC commented that:
 

*"This regression from the force's previous high standards of crime-recording accuracy is disappointing. Improvements must be made. In particular, we consider that there are too many failures to make the correct crime-recording decision at the first opportunity. These failures are often due to an insufficient understanding of crime-recording requirements by officers and staff, compounded by limited supervision to correct these decisions at the earliest opportunity."*
7. HM Inspector of Constabulary Zoe Billingham stated:
 

*"The force had taken its eye off the ball as a result of poor supervision of crime-recording decisions and inconsistencies in its own auditing system that was giving it 'false positive' results. In other words, the force thought it was still doing the right thing whereas in reality its crime recording standards were slipping and this was not being detected though its own checking mechanisms."*

*Too often the correct crime-recording decisions were not being made at the first opportunity. We found that some rapes and other sexual offences including domestic abuse crimes were being actively investigated but had not been properly recorded.”*

8. Commenting on the report, the PCC said:

*“The findings are unacceptable. I welcome HMIC’s independent report on this matter as it has highlighted some serious issues that needed to be resolved as a matter of urgency.*

*What this shows is that really vulnerable victims of crime were not always getting the service that they should rightly expect... I will continue to monitor progress closely.*

*I have put victims and vulnerable people at the heart of my Police and Crime Plan and have been holding the force to account in public at every opportunity to ensure that they get the support they need.*

*What this report should not be is a reflection on the frontline officers and staff within Kent Police who I know will be disappointed too, and who will be continuing their focus on keeping our county safe.”*

### **Force response**

9. The Chief Constable has apologised to any victim who did not receive the service they were entitled to and approved a comprehensive Kent Police improvement plan. Progress reports are provided weekly to the Deputy Chief Constable.

10. Activity to date is summarised below:

- All crimes that failed audit have been quality assured to make sure that a proper investigation into the allegation took place, and that safeguarding issues were appropriately attended to.
- The Data Audit Team has received immediate additional training in respect of the National Crime Recording Standards and Home Office Counting Rules. This will be supplemented by one weeks training which will be delivered by HMIC auditors.
- The force has suspended the practice of allowing the Deputy Force Crime and Incident Registrar to be seconded to HMIC, until a state of normality is established within the data audit function.
- Three temporary data audit positions have been made permanent (through the realignment of posts).
- The Audit Calendar has been presented to Chief Officers for approval, and all areas reviewed by HMIC will now be subject to audit in order to identify failings earlier.
- The Crime Data Integrity (CDI) Improvement Board Terms of Reference, and the Tactical Recovery Plan have been ratified by Chief Officers, and the Recovery Plan, incorporating all HMIC’s recommendations and other actions, is being progressed.
- HMIC CDI recommendations are being managed through the CDI Improvement Board, and updates on progress reported monthly to the Chief Constable and the Director of Corporate Services.
- Terms of reference for the Change Team have been approved by the Chief Constable to develop costed crime management options, in light of HMIC’s findings.

11. Since the plan was implemented, significant improvements in crime data integrity have already been made, and an upward trajectory is being maintained. This is supported by comments made by HM Inspector of Constabulary Zoe Billingham at the time of publication:

*“Since our inspection in March 2017 I have been in close contact with Kent Police and I am encouraged by the immediate steps that the force has taken to rectify the situation. It has appointed a new head of crime recording and investigative standards, as well as increasing staff in its audit unit. I am told, by the force, that its levels of crime recording accuracy have been restored to close to those we found three years ago.”*

12. However, this will need to be verified by HMIC when the PCC invites them back.

### **Holding to account**

13. Victims and vulnerable people are at the heart of the PCCs [‘Safer in Kent: The Community Safety and Criminal Justice Plan’](#). As a result, the PCC considers the findings totally unacceptable.

14. Whilst the PCC welcomes the independent report, as clearly there are times when forces cannot get it right when they are auditing their own work, it highlights some serious issues that Kent Police must resolve as a matter of urgency.
15. However, the PCC has been advised that:
- in a number of instances where the crime was not recorded, the force had responded to the victim's needs, conducted an effective investigation and safeguarded the victim;
  - all those crimes that failed audit have subsequently been quality assured;
  - officers and staff approach crime recording in a positive and ethical way and have no desire to under-record crime; and
  - the force is working closely with HMIC to ensure all of the issues that led to crimes not being recorded are addressed.
16. Crime Data Integrity was discussed at the PCC's Governance Board on 1 March 2017 and subsequently at the Performance and Delivery Board on 7 June 2017.
17. In terms of oversight, Mr Harper, the PCC's Chief of Staff and importantly, former Force Crime and Incident Registrar (FCIR), receives all CDI Improvement Board papers and has a standing invitation to attend. Having played a pivotal role in improving crime recording accuracy following HMIC's 2013 inspection, Mr Harper has significant experience, as well as technical knowledge of Kent Police's crime recording systems and processes. Mr Harper also meets with the recently appointed FCIR on a monthly basis to discuss progress.
18. Whilst the PCC has been assured that victims who contact Kent Police today would not receive the same level of service that they received before March 2017, he will continue to monitor progress closely.
19. Clearly, Mr Harper is able to provide the PCC with a unique perspective on progress, but the PCC will also continue to hold the Chief Constable to account via their weekly one-to-one meetings and also in public at future Performance and Delivery Boards.
20. In addition, the PCC will be asking HMIC to conduct a further inspection as soon as is appropriate to make sure the force is getting it right.

## **VULNERABILITY**

### **Police effectiveness 2015 (Vulnerability)**

21. As part of its annual inspections into police effectiveness, efficiency and legitimacy (PEEL), HMIC's 2015 effectiveness programme assessed how well forces keep people safe and reduce crime. Within this programme, HMIC's vulnerability inspection examined the overall question, 'How effective are forces at protecting from harm those who are vulnerable, and supporting victims?'
22. HMIC considered how forces respond to and support missing and absent children and victims of domestic abuse (DA), and assessed how well prepared forces are to respond to and safeguard children at risk of sexual exploitation. The report was published in December 2015.
23. HMIC judged Kent Police as 'Requires Improvement' as there were some important areas where improvement was needed to ensure the service was consistent and that vulnerable people, particularly children, were kept safe. The force had the lowest charge rate in England and Wales for DA and needed to understand all the factors fully to ensure that outcomes for victims were appropriate. HMIC found that frontline officers' knowledge of how to identify the risk factors associated with child sexual exploitation (CSE) was limited and that the force needed to ensure greater understanding and management of CSE by officers and staff.

### **Force response**

24. Prior to the report being published, and based on verbal feedback at the conclusion of the inspection, the force conducted an immediate review of the areas requiring improvement to establish the issues and action required. This was reported to the Protecting Vulnerable People (PVP) Board.

25. As a result, force key activities included:

- Changing the Force Control Strategy so CSE and DA were top priorities.
- Implementation of a dedicated multi-agency CSE Team.
- Comprehensive training package for all frontline staff on key areas of PVP.
- Completion of national CSE awareness training by all frontline staff.
- Enhanced resources to identify and tackle online abuse of children.
- Development of a multi-agency CSE operational response to increase partner agency intelligence flows and referrals (Op Willow).
- Enhanced training on Domestic Violence Protection Notices and Claire's Law.
- Changes to the Case File Quality matrix to capture Victim Code compliance and Victim Personal Statement completion as well as ensuring victim vulnerability was recognised throughout case progression and into the criminal justice system.
- Production of an analytical report regarding DA performance across the force.

26. The force also visited Sussex, Durham, Greater Manchester, Derbyshire, Merseyside, Norfolk, Lancashire, Thames Valley, Gwent, Dorset, Cheshire and Northumbria, who were all graded as 'Good' to ensure best practice was understood.

### **Update - Police effectiveness 2016**

27. As part of its PEEL: Police effectiveness 2016 inspection, HMIC re-assessed 'How effective forces are at protecting from harm those who are vulnerable, and supporting victims?'. The report was published in March 2017.

28. HMIC found that Kent Police had improved from the previous inspection, and judged the force to be 'Good' at protecting those who are vulnerable from harm, and supporting victims.

29. In summary, HMIC stated:

*"Frontline officers' knowledge and understanding of child sexual exploitation has greatly improved. They understand the link between missing children and sexual exploitation, and all frontline staff we spoke to have received training and direction on the subject. The service provided to vulnerable people, particularly children, is now consistent across the force. The force's paedophile online investigation team is highly effective and is making Kent a more difficult place for paedophiles to operate in.*

*The force has expended time and effort in reflecting on its domestic abuse response and the reasons for its low arrest and charge rates, and has given clear direction and guidance to officers that have resulted in a rapidly improving rate of arrest and charge/summons levels for domestic abuse cases. The force is clearly improving in how it responds to opportunities to intervene positively in domestic abuse cases to reduce risk to victims and hold offenders to account for their actions."*

30. Protecting vulnerable people from harm is one of the Guiding Principles in the PCCs '[Safer in Kent: The Community Safety and Criminal Justice Plan](#)'.

31. Whilst reassured by HMIC's assessment, the PCC will continue to engage with organisations that support victims of crime and help the most vulnerable to gauge the effectiveness of Kent Police's approach, as well as service provision. He will also continue to hold the Chief Constable to account via their weekly one-to-one meetings and in public at the Performance and Delivery Board.

## Kent Police: Crime Data Integrity Inspection 2017 Summary of HMIC's report

### **Overall judgment: Inadequate**

Kent Police has failed to maintain the improvements to crime-recording accuracy reported in HMIC's 2014 Crime Data Integrity inspection report. The force is currently under recording too many reports of crime, including violent crimes, reports of rape, and other sexual offences.

The force needs to act promptly to improve the accuracy of its recording of these reports and to provide all victims with the service to which they are entitled and deserve.

However, HMIC found that:

- officers and staff are placing the victim at the forefront of their crime-recording decisions;
- the force has worked hard in bringing about improvements in the use and scrutiny of out-of-court disposals among officers and staff; and
- its victim support hub is well-established, providing those victims who get their crime recorded with access to support services to which they are entitled.

### **How effective is the force at recording reported crime: Inadequate**

- Overall, 83.6% of reported crime recorded; HMIC estimates over 24,000 reports of crime not recorded.
  - *The force has considerable work to do in order to ensure it records all reports of crime in accordance with the Home Office Counting Rules (HOCR).*
  - *The force has taken immediate steps to develop and implement an action plan designed to address problems.*
- 79.2% of reported violent crime recorded; HMIC estimates over 10,000 reports not recorded.
  - *As violent crime can be particularly distressing for the victim, this is an area in which the need for improvement is particularly acute.*
- 90.2% of reported sexual offences (including rape) recorded; HMIC estimates over 400 reports not recorded.
  - *The failings are significant given the very serious nature of sexual offences and harm they cause to victims.*
- 102 out of 112 reports of rape recorded.
  - *As rape is one of the most serious sexual offence crimes, the accurate recording of such reports is especially important as it helps ensure victims receive the service they have a right to expect and deserve.*
  - *HMIC found that Kent Police provided support and safeguarding in all ten cases not recorded, including referrals to partner organisations when appropriate.*

### **How efficiently do the systems and processes in the force support accurate crime-recording: Inadequate**

- 5 out of 18 vulnerable victim crimes recorded.
  - *The force must improve its recording of crimes reported directly to its public protection teams.*
  - *HMIC found that Kent Police provided support and safeguarding in all 13 cases not recorded, including referrals to partner organisations when appropriate.*
- Modern Slavery
  - *The force has identified modern slavery as a priority and has comprehensive intelligence collection plans.*
  - *Officers and staff have a good, basic knowledge of modern slavery offences and of their respective responsibilities in relation to the recording of such offences and where to find further information.*
- Timeliness
  - *HMIC found that generally, when the force makes correct crime-recording decisions, its recording procedures are effective at ensuring the crime is recorded within 24 hours, as permitted by the rules.*
- Cancelled crimes
  - *Where additional verifiable information (AVI) is obtained to show that a recorded crime did not occur, the crime record can be cancelled. In this respect, HMIC found the force has made limited progress.*
  - *Of the 19 recorded crimes of rape reviewed, HMIC found that all 19 had been cancelled correctly.*
  - *The force needs to improve in respect of informing victims of the decision to cancel their reported crime.*
- Code of Practice for Victims of Crime
  - *The force is complying with all of its responsibilities.*
  - *Kent Police, through a hub funded by its PCC, supports victims of crime. The hub is well resourced and has access to specialists from many organisations to enhance the support it provides.*
- Equality
  - *HMIC found that the force must improve its collection of information regarding crimes affecting identifiable groups within communities.*

- Officer and staff survey
  - 597 officers and staff completed HMIC's survey on their experience of crime-recording.
  - They stated that messages from the chief officer team are unequivocal that crime recording, and the victim and their voice are of the utmost importance.
  - Staff agreed they understood the need to record all crime and many believed that all crime was being recorded.
  - There was no suggestion that any pressure was put on staff to not record crime.

### **How well does the force demonstrate the leadership and culture necessary to meet the national standards for crime recording: Good**

- HMIC found that officers and staff are placing the needs of the victim at the heart of their crime-recording decisions. However, there are deficiencies in crime-recording arrangements, together with an insufficient knowledge of crime-recording requirements among some officers and staff.
- HMIC were impressed with the process to monitor out-of-court disposals, including independent scrutiny panels.
- The force took immediate positive action upon receipt of the findings. This includes the development of an action plan, improvements to the level of governance, and recruitment of additional staff to support the recording and auditing of crime reports.

### **Conclusion:**

- Kent Police's crime-recording arrangements are unacceptable.
- The force has been unable to maintain the compliance levels reported in HMIC's 2014 report. This is as a result of the failure of systems that are designed to support effective crime-recording, poor supervision of crime-recording decisions and a lack of effective audit.

### **What next:**

- HMIC expects the force urgently to make progress implementing the recommendations and is pleased to see action has already started.
- The serious causes of concern found during this inspection are such that HMIC may re-visit the force in early 2018.

### **Recommendations:**

- Immediately, the force should take steps to identify and address gaps in its systems and processes for the recording of reports of crime. This work should:
  - include a review of the quality of incident recording;
  - provide a consistent and structured approach to call-handling quality assurance processes; and
  - identify and address shortcomings in the identification and recording of reported crime by the investigation management unit (IMU).
- Immediately, the force should take steps to ensure that all reported crimes of rape are recorded without delay and that classification N100 is used correctly.
- Within three months, the force should review the use of secondary incident records when a crime has been disclosed and in particular where crimes are disclosed during the course of investigations, to ensure the use of secondary incidents does not inhibit crime-recording accuracy.
- Within three months the force should develop and implement procedures to ensure that where more than one crime is disclosed within an incident record or is identified as part of other recorded crime investigations; that these are recorded;
- Within three months, the force should develop and implement procedures for the effective supervision of crime-recording decisions throughout the whole force.
- Within three months, the force should ensure sufficient audit capacity and capability is available to the Force Crime and Incident Registrar to provide reassurance that the force is identifying and managing any gaps in its crime-recording accuracy. This is particularly important for vulnerable victims and those crimes where the risk to the victim is greatest, such as rape, sexual offences, domestic abuse and modern slavery.
- Within six months, the force should design and provide training for all staff who make crime-recording decisions. This should include training in regard to:
  - the extent of the information required to provide for a crime-recording decision to be made;
  - the expectation that reported crime is recorded at the first point that sufficient information exists to record a crime, which in the majority of cases will be at the point of report;
  - the proper use of classification N100 for reports of rape and recording crimes of rape involving multiple offenders and from third party reports;
  - offences involving the public order act, malicious communications, harassment and common assault; and
  - the additional verifiable information required in order to make crime-cancellation decisions.

### **Areas for improvement:**

- The force should immediately improve how it collects diversity information from all victims of crime and how it uses this to inform its compliance with its equality duty.



# Record of Decision

**ORIGINATOR:** Chief of Staff

**REFERENCE:** OPCC.D.015.17

**TITLE:** Project Athena Deed of Variation

**OPEN**  **CONFIDENTIAL**

*Reason if Confidential:*

## EXECUTIVE SUMMARY

Athena is a fully integrated, web based information and communications technology solution designed to manage core policing business, including crime recording, intelligence, investigation, custody and case preparation.

It is a fully managed service, centrally hosted in a secure private cloud by Northgate Public Services. A 10 year contract was awarded in December 2011 to the seven founder forces - Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk, Suffolk, Kent and Essex - and the then local policing bodies, Police Authorities (superseded by Police and Crime Commissioners under the Police Reform and Social Responsibility Act 2011).

In 2015, two further forces contracted the solution (Warwickshire and West Mercia). All parties signed a Police Act Section 22 agreement giving a legal basis for the collaboration.

Currently, Essex, Norfolk and Suffolk are operationally live. In Kent, it is anticipated that Athena will go live in 2018, replacing the existing Genesis system.

Following negotiation with Northgate Public Services, it has been determined by all parties that there is a need to vary the original Athena contract with the provider.

The full details are commercially confidential.

## RECOMMENDATION

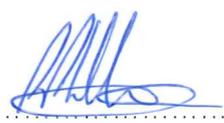
The Commissioner is recommended to approve the Deed of Variation which brings into effect the changes in service required.

## DECISION

To grant authority to the Chief of Staff to execute the Deed of Variation to vary the original contract between Northgate Public Services and the nine Athena local policing bodies.

**Chief Finance Officer:**

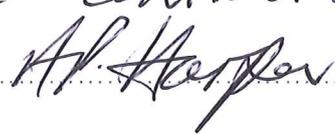
**Comments:** The variation to the contract has undergone appropriate scrutiny. This ~~does not~~ variation does not require any further financial commitment

**Signature:** 

**Date:** 8 March 2017

**Chief of Staff:**

**Comments:** As this variation has been through significant legal scrutiny, I fully support the request to pay the contract.

**Signature:** 

**Date:** 08/03/2017

**POLICE AND CRIME COMMISSIONER FOR KENT**

**Comments:**

**Signature:** 

**Date:** 08/03/2017

**BACKGROUND DOCUMENTS:** Deed of Variation

**IMPACT ASSESSMENT:**

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

Supports delivery of the Safer in Kent plan by ensuring Kent Police has an effective and efficient integrated system that is an 'enabler' in the fight against crime, and supports officers and staff in delivering a 1<sup>st</sup> class service to the communities of Kent and Medway.

Has an Equality Impact Assessment been completed?

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

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

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

By: John Lynch: Head of Democratic Services, Kent County Council  
Mike Overbeke: Head of Public Protection, Kent County Council

To: Kent and Medway Police and Crime Panel – 20<sup>th</sup> July 2017

Subject: Complaints against the Police and Crime Commissioner

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## **1. Introduction**

- 1.1 The Police and Crime Panel asked, in June 2014, to receive an annual report on complaints against the Police and Crime Commissioner. The previous report covered the period June 2015 to March 2016, to enable the Panel to review complaints against the outgoing Commissioner before she left office. This report covers the period from May 2016 to June 2017, i.e. the period since Mr Scott was elected Police and Crime Commissioner.
- 1.2 The Elected Local Policing Bodies (Complaints and Misconduct Regulations) 2012 set out the statutory arrangements for dealing with complaints against Police and Crime Commissioners. Police and Crime Panels bear the statutory responsibility for resolving complaints and the Panel has established a Sub-Panel to undertake this role.

## **2. Complaints procedure**

- 2.1 When a purported complaint is received the Regulations provide for an initial decision to be made on whether to record the complaint and, if so, whether to disapply the Regulations. The criteria by which these decisions are made are set out in Regulations and in the policy (see Appendix). The Panel determined that these initial decisions should be delegated to the PCC's Monitoring Officer. This delegation was in line with clear Home Office advice and is the approach adopted by most other Panels. The Explanatory Memorandum that accompanies the Regulations states: - "The Government takes the view that the task of the initial handling of complaints and conduct matters sits well with the role of the monitoring officer. Further, allowing scope for these matters to be dealt with internally in the first instance will promote the early resolution of minor complaints without unnecessary bureaucracy".
- 2.2 A complaint against the Police and Crime Commissioner is an allegation or expression of concern that he has taken or not taken an action personally. General criticisms of a PCC or of PCC's in general, or complaints about actions or lack of actions by the police do not come within the scope of the Regulations. A year ago, the Government consulted on possible changes to the Regulations and one of those possible changes was to make this point clearer in the Regulations. However, to date no changes have been made in the Regulations

## **3. Complaints since May 2016**

3.1 Since May 2016 there have been 5 recorded complaints against the Commissioner, compared with 10 in the period June 2015 to March 2016. Of those 5, the Regulations have been disappplied in 4 cases, compared to 7 cases in the previous period. In line with the Panel's policy, details of the cases where the Regulations were disappplied, and the reasons for disapplication, were provided to Panel officers at the time and officers are fully satisfied that the PCC's Monitoring Officer made the correct decision in every case. There were a further 2 complaints which were not recorded as they simply repeated matters that had been dealt with previously. Decisions not to record complaints were made after consultation with Panel officers, who were in full agreement with both decisions.

3.2 In 1 case the Regulations were applied and the complaint was considered by the Complaints Sub-Panel, The Panel decided to partially uphold the complaint and made a request to the Commissioner, by way of local resolution. The Commissioner has responded to this request and the Chairman of the Complaints Sub-Panel has confirmed that he is fully satisfied with the Commissioner's response.

3.3 Compared to the previous period, there has been a decrease in the number of recorded complaints against the Commissioner, although the previous period related to a different Commissioner. The number of complaints recorded against the Kent Commissioner remains low compared with most other Commissioners. Although 1 complaint was partially upheld, this too is a low figure compared to a number of other Commissioners.

#### **4. Review of Complaints Policy**

4.1 There is a policy adopted by the shadow Panel in 2012. There is also a procedure approved by the Panel in 2014 and used by both Panel officers and the PCC's Monitoring Officer when dealing with complaints. It is considered more helpful to have a single document covering both policy and procedure which, once approved can be published on the Panel's website. This is set out in the Appendix and contains no substantive changes from the two separate documents from which is it drawn. The Panel is recommended to approve it.

#### **5. Recommendation**

5.1 That the Panel approves the policy set out in the Appendix, notes the contents of this report and requests a further report in June 2018.

**Contact:** Anna Taylor/Joel Cook

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Mike Campbell

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## Complaints against the Commissioner- Policy and Procedure

<b>Version 1</b>	<b>Approved by panel 29.11.2012</b>
<b>Version 2</b>	<b>Incorporating amendments made by Panel 28.5.14</b>
<b>Version 3</b>	<b>Updating policy to clarify processes</b>

This policy is to be read in conjunction with the 'Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 ('the Regulations') and the associated guidance.

Any complaints made about the Police and Crime Commissioner for Kent are to be handled by either the Police and Crime Panel ('the Panel'), or the Independent Police Complaints Commission ('the Commission').

### **Making a complaint**

A complaint is defined as "an expression of dissatisfaction by a member of the public." It covers matters of conduct, acts, omissions, statements, decisions, policies and procedures and standards.

A complaint does not have to be marked as such to be considered a complaint, nor does it need to be in writing. All complaints, and purported complaints, will be registered.

Where a complaint is made, it will be the duty of any recipient to send a copy of that complaint to the Commissioner's Monitoring Officer, who is the Chief of Staff. The Police and Crime Panel has delegated the initial handling of complaints to him.

There will be an initial consultation between the support officers of both the Police and Crime Panel and the OPCC. The Monitoring Officer will then make the decision whether to record the complaint.

### **Recording a complaint**

The Monitoring Officer will, on receipt of the complaint, register its receipt and details.

If this has not been received via the Police and Crime Panel, the Monitoring Officer will inform the Panel both that a complaint has been received, and of the complaint's content.

A decision will be taken by the Monitoring Officer whether to record the complaint formally within ten working days and after consultation with the officers supporting the Police and Crime Panel.

Where the complaint is recorded, copies of the record will be provided to the complainant and to the person complained about. The Monitoring Officer will send a copy of the

complaint to the Police and Crime Panel. The identity of the complainant may be kept anonymous.

The Monitoring Officer may decide not to supply a copy of the complaint if he feels it would be against the public interest or could prejudice a criminal investigation.

The Monitoring Officer will not record the complaint if:

- he is satisfied that the matter under consideration is being dealt with by criminal proceedings;
- the complaint has been withdrawn

The Monitoring Officer also has the right not to record a complaint, or a part of a complaint, where, in his judgement, the complaint is not about the conduct of the Commissioner.

In all cases, the complainant will be notified of the decision, and where the complaint is not being recorded, the grounds for this decision. A copy of this decision will be provided to the Police and Crime Panel. There is no right of appeal against non-recording.

A record will be kept by the OPCC and Police and Crime Panel of all complaints against the Commissioner, whether recorded or not.

If the individual chooses to withdraw the complaint, they must do so in writing to the Monitoring Officer.

### **Serious complaints and conduct matters, and referral to the Commission**

Where a complaint is made that is deemed to be:

- A serious complaint
- A conduct matter, or conduct matter arising from civil proceedings brought by a member of the public
- Or, where the Commission requires it

then the matter will be referred to the Commission.

The presumption shall be made that if there is any doubt about whether the matter should be referred, it shall be. The matter will be referred as soon as is practicable, and within 24 hours in any case. The complainant and the Commissioner will be notified if the matter is referred to the Commission.

Where a complaint is referred to the Commission, and the Commission determines that it requires an investigation to be carried out, this shall be done in accordance with Part 3, and Part 2, section 8, of the Regulations.

### **Disapplication**

If a complaint falls under the following categories:

- the complaint concerns the conduct of the Commissioner, and is made by someone in their capacity as a member of Commissioner's staff at the time of the alleged conduct;
- more than 12 months have elapsed between the incident, or the latest incident, giving rise to the complaint and the making of the complaint and either—
  - i) no good reason for the delay has been shown, or
  - ii) injustice would be likely to be caused by the delay;
- the matter is already the subject of a complaint;
- the complaint is made anonymously
- the complaint is vexatious, oppressive or otherwise an abuse of the procedures for dealing with complaints;
- the complaint is repetitious

the Monitoring Officer may decide (after OPCC and Panel officers' initial consultation) to disapply the Regulations .

The Monitoring Officer shall notify the complainant of the decision to disapply, and how the matter will be handled, which may include taking no action. A copy of the record of complaint, and of the decision to disapply, will be provided to the Police and Crime Panel. There is no appeal against the decision to disapply the Regulations.

### **Locally resolving the complaint**

When the decision has been made to record a complaint, (and there is no decision to disapply) the Monitoring Officer will:

- Send a record of the complaint to the complainant and will include the contact details of the officers supporting the panel;
- Pass the record, and copies of all the associated documentation, to the officers supporting the panel. This will normally be no later than five working days after the complaint has been recorded.

On receipt of the complaint, the Panel officers will:

- Convene a meeting of the Sub-Panel of the Panel. This will be within four weeks of receiving the recorded complaint from the Monitoring Officer.
- Write to the complainant, setting out timescales, and what they may expect from the process. They will also request that they comment on the matter, and give ten working days to respond.
- Write to the Commissioner, and ask him to comment on the matter, giving him ten working days to respond.

The officers will compile a brief report for the Sub-Panel, setting out the pertinent details of complaint, and giving any appropriate advice.

The Sub-Panel will first consider if any action needs to be taken. If not, it will record its reasons.

If, on considering the complaint, the Commissioner's response and the officers' report, the Sub-Panel feels that the matter needs to be formally resolved, it will decide its course of action, and will suggest an action plan based on the local resolution principles. This plan will include an indicative timeframe.

The sub-committee will also decide whether it wishes to:

- reconvene to consider the matter when the action plan has been completed
- refer the matter to the Panel when the action plan has been completed

The plan may include (for example):

- An explanatory letter being written by an officer of the Panel (or on behalf of the Panel)
- An explanatory letter being written by an officer of the OKPCC
- A suggested change to OKPCC policy
- A request that an apology is tendered

The plan may, in more serious cases, first require more information being collected from the Commissioner (in addition to the response previously given) or that the Commissioner be required to appear before the Sub-Panel or Panel to provide an explanation and answer questions.

Once the actions from the plan have been completed, the matter may be referred back to the Sub-Panel or the Panel, or signed off by the Chair.

### **Actions when the complaint is resolved**

When the complaint is finalised, the Sub-Panel will make a record of this. It shall be sent to the Commissioner and to the complainant.

The findings will only be made public if both parties are given the chance to comment on this proposal, and the Sub-Panel feels that it is in the public interest to publish the record.

The decision of the Sub-Panel is final.

**Police and Crime Panel Forward work programme (as at 20<sup>th</sup> July 2017)****28<sup>th</sup> September 2017**

<b>Subject</b>	<b>Reason for report</b>	<b>Author</b>
PCC's Accounts 2016/17	Statutory requirement	PCC
Police and Crime Act - new responsibilities for PCC's (including complaints and role in Fire governance)	Requested by Panel (Feb 2017)	PCC
Making offenders pay - progress	Requested by Chairman	PCC
Mental Health - verbal update	Proposed by PCC	PCC
Possible additional powers for PCSO's - further report	Requested by Panel	PCC

**15<sup>th</sup> November 2017**

<b>Subject</b>	<b>Reason for report</b>	<b>Author</b>
Update on PCC's expenditure to support the police and Crime Plan	Proposed by PCC	PCC
"Opportunities for the Future" - progress report	Requested by Chairman	PCC
Mental Health - verbal update	Proposed by PCC	PCC
Emergency Services network update	Requested by Panel (Feb 2017)	PCC

**8<sup>th</sup> February 2018**

Progress in delivering the Safer in Kent plan	Requested by Panel (Feb 2017)	PCC
Refreshed Safer in Kent	Statutory requirement	PCC

plan 2017/20		
Budget and precept proposal 2018/19	Statutory requirement	PCC
Panel Annual report	Requested by Chairman	Panel officers

**25<sup>th</sup> April 2018**

Mental Health update	Proposed by PCC	PCC
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**July 2018**

Election of Chairman and Vice-Chairman	Annual requirement	N/A
Complaints against the PCC and policy review	Requested by Panel	Panel officers
PCC's Annual report 2017/18	Statutory requirement	PCC
Update on PCC's expenditure to support the police and Crime Plan	Proposed by PCC	PCC
Mental Health - verbal update	Proposed by PCC	PCC

Standard item at each meeting

Questions to the Commissioner

Items to note at each meeting

Commissioner's decisions

Performance and Delivery Board minutes



# Meeting Notes

**Title:** Governance Board

**Date & time:** Wednesday, 1 March 2017, 1000hrs

**Venue:** Clift Room, Kent Police Headquarters, Sutton Road, Maidstone, ME15 9BZ

**Attendees:** **Office of the Kent Police and Crime Commissioner:** Matthew Scott (Police and Crime Commissioner), Adrian Harper (Chief of Staff), Rob Phillips (Chief Finance Officer)

**Kent Police:** Chief Constable Alan Pughsley, Deputy Chief Constable Paul Brandon

## 1. Welcome & Introduction

The Commissioner (PCC) welcomed everyone to the Governance Board. He reminded those present that the meeting is held in public and it is where he fulfils his duty to hold the Chief Constable to account.

## 2. Notes of Previous Meeting

The Meeting Notes from the Governance Board held on 7 November 2016 were noted as a true and accurate record.

The PCC commented that from today, the policing of the county's roads would be strengthened by the introduction of heavier penalties for mobile phone use whilst driving.

The following action updates were provided:

- Provide an update on arrests, charges and convictions for DA
  - The Chief Constable reported there had been an immediate impact on DA offender arrest rates as a result of Op Unity. It was anticipated the charge rate would increase in due course.
- Outline work to support male victims of DA
  - Analytical product received by the PCC outside of the meeting.
  - The PCC highlighted the proportion of male victims in a heterosexual relationship was around 18%, compared to 35% in the Crime Survey for England & Wales.
  - Through Op Unity and Op Recital investigative outcomes were being quality assured, but there was also a focus on encouraging male DA victims to report crimes.
  - The PCC advised he was giving an interview on Five Live today in relation to male DA victims.
- Update on North Wales pilot that allows public to upload webcam footage
  - The PCC had received an update outside of the meeting.
  - The Force is developing an alternative and better system for uploading digital footage.
  - The PCC stated there is an appetite for this functionality and requested an update at the next meeting.
- Update on activity to target specific drivers to reduce crime
  - The PCC had received an update outside of the meeting.
- Outline preparations for the Policing and Crime Bill (particularly implications for those in a mental health crisis)
  - The PCC had received an update outside of the meeting.
  - The Police and Crime Act became law on 31 January 2017, and will be implemented from 1 April 2017.

- Provisions relating to police stations as a place of safety had been postponed and the PCC asked if the Force had received any further operational updates. The Deputy Chief Constable (DCC) offered to find out and to provide a further update at the next meeting.
- The PCC welcomed the re-introduction of Street Triage from 1 April to help ensure those in crisis receive the right care from the right person.
- Update on representation at Health & Wellbeing Boards
  - The PCC is currently discussing with Kent and Medway Health & Wellbeing Board Chairs.
  - Brandon Lewis, Minister of State for Policing and the Fire Service had circulated a letter encouraging more formal policing representation.
  - The PCC said he hoped the situation would be more encouraging by the next meeting.
- Update on review of victim satisfaction survey
  - The PCC had received an update outside of the meeting.
  - The DCC explained the Home Office would no longer be publishing national satisfaction statistics and the Force was looking at alternative victim satisfaction measures.
- Provide overview of Hate Crime victim satisfaction and activity to address decline
  - The PCC had received an update outside of the meeting.

### **Actions**

- **Force: Update at next meeting on development of system for uploading digital footage.**
- **Force: Update at next meeting on Policing and Crime Act provisions relating to police stations as a place of safety.**

### **3. Overview of Collaborative Arrangements**

The Chief Constable provided a summary of the supporting [paper](#).

The following points were discussed:

- Police and Crime Act introduces a duty on forces to consider collaboration with other emergency services.
- Collaboration has been going on in Kent for some time. In terms of the financial challenge, the Force wouldn't be where it is today without collaboration.
- The Force's preferred partner is Essex Police, as very similar in terms of scale and cross border criminality. Was seen as the flagship for collaboration nationally.
- Objectives are to deliver economies of scale, whilst ensuring the Force remains efficient and effective.
- Joint Serious Crime Directorate (SCD) became fully operational in 2011. Concentrates on Major Crime, Serious & Organised Crime, Covert Support, Intelligence, Forensics and Serious Economic Crime.
- Both forces now also share back-office functions via the Support Services Directorate (SSD).
- Over last 4/5 years has saved £60m, of which £20m+ has come from SCD and SSD - £8.3m from SCD and £17.5m from SSD so far. The reality is that every £1m saved has meant retaining 20 police officers.
- The PCC chairs a joint Collaboration Board and the two Chief Constables jointly chair a Chief Officer Group meeting; below this there are local meetings within SCD and SSD.
- Regionally, the Force has a footprint in the South East, but most collaborative work is with the Eastern region. Based on three key pillars: SCD; shared support services; and the Athena IT system.
- The 7 Force Strategic Alliance is looking at areas like procurement, information management, records storage, criminal justice, occupational health, armed policing etc.
- Athena IT system – currently 9 forces (including those in Eastern region) working on project and replaces legacy crime, custody, case and intelligence systems.
- The Chief Constable said it is an outstanding product, but he wants to ensure full functionality by 2018 before implementing in Kent.
- Nationally, the Force is actively involved in the Specialist Capabilities Programme and continues to support projects such as the National Police Air Service and the replacement for Airwaves.
- Strong, on-going collaborative work with Kent Fire & Rescue Service (KFRS), including staff working in the Force Control Room, a joint Resilience Team, and at a tactical level, joint planning for emergencies.

- Complemented by a delivery plan that captures all collaborative opportunities (e.g. deployment of fire engines into predictive policing zones), and a Strategic Board with the Chief Constable and KFRS equivalent.
- The PCC said Body Worn Video was a good example of where forces could work together to procure more widely. He asked if the Force was seeing the benefits of the Body Worn Video roll-out.
- The Chief Constable explained that cameras can be bought off the shelf, but forces also need to have the back office infrastructure to service the products. The investment by both PCCs meant this was working well.
- Currently, 2,200-2,300 units on the streets of Kent. The Chief Constable outlined the benefits: for victims, the footage often results in them not having to attend court as the offender pleads guilty on 1<sup>st</sup> appearance; offenders pleading guilty early reduces demand on officers as they spend less time at court; a reduction in complaints as offenders and/or officers modify their behaviour; and since Inspectors do not have to deal with so many malicious complaints, the Force can provide a better service.
- An unintended consequence is that officers and staff feel empowered, trusted and have greater confidence to tackle incidents on their own. They also feel that they will be believed in court.
- The Force still has a traditional policing philosophy, but now utilising 21<sup>st</sup> century technology to deliver.
- The PCC asked the Chief Constable if he was confident the region was working effectively to obtain money from the Transformation Fund. The Chief Constable said the systems and process exist, and the 7 Chief Constable's and PCCs were determined to collaborate as best they can to make policing more effective, but there needed to be greater integration and a more dynamic push to deliver on aspirations.
- The DCC expressed concern the Home Office was seeking futuristic and conceptual bids, when forces needed the money now for service delivery.
- The Chief Constable said the Eastern region collaboration is an opportunity to look at economies of scale and to do things differently in a difficult financial environment. Also great opportunities to work more collaboratively with strategic partners, such as Kent County Council (KCC), Medway Council, South East Coast Ambulance Service or wider with KFRS.
- The Chief Constable stated that he is very comfortable to look anywhere that will enhance service delivery and allow the Force to retain as much money as possible to protect the frontline.

#### 4. Delivery of the Police and Crime Plan

The Chief Constable provided a summary of the supporting [paper](#).

The following points were discussed:

- The PCC explained he had inherited a Police and Crime Plan and had taken the decision to refresh it. He thanked the Police and Crime Panel for reviewing it and said his new plan would be published on 1 April 2017.
- The Chief Constable said the new policing model, 'New Horizon', complemented delivery of the interim plan and addressed the priorities and challenges in the new Police and Crime Plan.
- Tackling crime/ASB & catching criminals: the Force has a dedicated Communities & Partnerships team which works well with strategic partners. For example, Op Locality involved working with Trading Standards, Environmental Health and other partners to target ASB, particularly in the night-time economy. In addition, quality intelligence was gathered on issues like modern slavery.
- Providing visible community policing: vision of policing model was to have a 'footprint in local communities'. Financial challenge means that if the public believe they will see same levels of officers/staff in communities compared to 10-15 years ago it simply will not happen. The Force will do everything it can to remain as visible as possible, but in reality there are less officers/staff doing more work.
- Reducing repeat victimisation & offending: Integrated Offender Management model is based on evidence that a small number of offenders are responsible for the most harm. Originally focused on burglary, but now expanding to include wider crime types, such as gangs, domestic abuse and violent offenders.
- Protecting the public from harm: Vulnerability is central to the Force Control Strategy. The Vulnerable Peoples Board is chaired by an Assistant Chief Constable (ACC), and receives updates from local Boards that highlight threat, risk and harm. The Force regularly focuses on high risk sexual offenders and repeat domestic abuse, with a number of Boards ensuring improved DA performance is maintained.
- Meeting national commitments for policing: uplift in firearms officers linked to Strategic Policing Requirement and local requirement to effectively deal with terrorist threats.

- The Chief Constable said the new policing model would be in place by September 2017 and described elements: Local Policing Teams retained in the 3 Divisions; 300 PCSOs retained, whilst many forces are reducing numbers; dedicated Vulnerable Investigation Teams to deal with crimes against vulnerable adults and children; and work to address new/emerging crime types such as cybercrime embedded.
- Model is sustainable and planned in line with everything currently known financially over next 3-4 years.
- In relation to the recruitment of firearms officers, the Chief Constable said he was confident the Force would achieve the numbers for both Specialist Firearms Officers and Armed Response Vehicle officers. As the most confrontational and dangerous area of policing, he said the level of expectation and expertise could not drop, so the Force must ensure they are the best; well-trained with the right equipment.
- Not losing officers to the Metropolitan Police mainly due to support from the Chief Constable and the DCC. The Force continues to provide training, guidance and support to those officers prepared to carry firearms, and who would be expected to respond to a marauding terrorist style attack.
- The Chief Constable said the uniqueness of the role can be recognised financially, and the Force was considering a second reporting base to provide a faster response.
- The Force is considered exceptional nationally in terms of facilities and equipment, and historically loses fewer firearms officers compared to other forces.
- The PCC commented that he had recently spent time with the Specialist Firearms Officers and their skills and bravery were beyond admiration. He asked that his thanks and full support be recorded.
- Whilst he couldn't see a time when all officers would be issued with Taser, the Chief Constable said the allocation of equipment was based on demand, threat, risk and harm.
- The Chief Constable explained that whilst he rejected spit hoods previously because they looked inhumane, there design had improved and he had now agreed to officers being issued with them. He also provided reassurance that officers would be required to properly record their use, as they do for any other use of force.
- The PCC said whilst he will retain oversight, subject to the Force having the right checks and balances, the impact of an officer being spat at and having to undergo health checks and/or treatment outweighs any issues around perceived impact on offenders or negative perceptions.
- The Chief of Staff (CoS) queried the Force's training capability and sustainability. The Chief Constable said currently there was the capability to train the projected number of Taser officers based on threat, harm and risk, but if all officers were to be trained, it would become an issue and capacity would have to be reviewed.

## 5. Firearms Licensing Update

The DCC provided a summary of the supporting [paper](#).

The following points were discussed:

- The PCC explained there was an issue around the length of time it was taking for renewals and grants of new certificates, so this was an update 12 months on from his provision of £39k funding.
- Whilst the Force still uses a paper system to deal with the 25,000 licenses which can be challenging, there had been a significant overhaul of the governance and processes.
- Strategic and operational meetings had been introduced to ensure appropriate scrutiny, management information had been revitalised and there were weeks of action to reduce delays.
- The funding had predominantly enabled recruitment of an additional member of staff, on a 12 month temporary contract to focus on delays in processing and grants of firearms.
- Best indicator of progress was Figure 4 - shows average turnaround time for grants (July 2015 to January 2016) was 176 days, but in last 6 months of 2016 had reduced to 50 days.
- The Force has a good system for notifying firearms holders about renewals, but if holders don't respond, the Force has to chase and issue a temporary certificate which is a longer process. Consideration being given to introducing some form of financial 'claimback' if person doesn't respond to initial renewal notification.
- THRIVE principles are adhered to by the Firearms Licensing Team. Incidents involving firearms are regularly reviewed by Chief Officers, and they are always reassured that where appropriate weapons are seized, Firearms Licensing Department are notified and revocations processed.

- The DCC said he was confident the Force is tight around management of risk now – only outstanding element was getting backlog cleared so everybody has relevant certificates, and not temporary certificates.
- Future challenge was sheer volume. It was hoped there would be a new national firearms licensing system, but it had been withdrawn so the Force was exploring other options including the system used in Essex.
- Looking to issue laptops to Licensing Officers so they can upload information when visiting firearm holders as opposed to completing paper forms that subsequently need inputting.
- Feedback from the National Lead on Firearms had been positive with Kent signposted as one of two forces with good practice. The Firearms Licensing Manager, Wendy Phillips, was also one of the best in the country and sits on the national Working Group.
- The DCC said he was reassured the June 2017 target date was achievable and that all the work that had taken place will put the Force in a strong position moving forwards.
- The PCC commented that his office hadn't received many complaints in relation to firearms licensing recently which was a positive sign. He was also disappointed the national system had been withdrawn.
- The PCC congratulated the Firearms Licensing Team on turning the situation around under such pressure and for the national recognition.
- The CoS asked what happens when the PCC's £39k runs out. The DCC said the Force was on track for June 2017, but he would either approach the PCC for further funding, or it would come from his existing budget.

## 6. Emerging Risks & Cross Border Crime

The Chief Constable summarised the [Modern Slavery](#) and [Child Sexual Exploitation](#) papers.

The following points were discussed:

- Caroline Haughey Review resulted in 80 recommendations for all agencies to improve how collectively deal with modern slavery. The Prime Minister has now requested that a taskforce be set-up by October 2017.
- The National Referral Mechanism (NRM) provides a process to help identify and support victims. However, Haughey Review talks about better and more sophisticated ways of identifying both victims and perpetrators.
- The National Crime Agency (NCA) leads on modern slavery nationally and engages with Kent via the SCD.
- The NCA and National Police Chiefs Council are trying to coordinate activity, so it is not postcode policing. Looking to create a central multi-agency team to provide a national response to modern slavery.
- With support from the PCC, an Anti-Slavery Partnership Coordinator had been appointed and a commitment/aspiration to focus on modern slavery had been signed by Kent and Essex PCCs and Chief Constables.
- The Chief Constable said there had been an increase in reports of modern slavery across Kent, particularly in the east of the county. Generally, females are forced into prostitution and males into forced labour.
- Recent examples of operations in Kent:
  - Op Jaguar – human trafficking of Lithuanian females. Within 24 hours of public call expressing concerns, the Force Control Room identified a possible brothel. A local PCSO visited the premises, and a warrant was executed, with 3 victims identified. Multiple brothels were subsequently identified and in total 6 females safeguarded. 5 offenders were arrested and to date, 1 has been convicted.
  - Op President – investigation into human trafficking and modern slavery. Initiated by a male attending the Romanian Embassy claiming he had been tricked into coming to the UK and forced into labour, working long hours for little pay. Working with partners, 6 warrants were executed and 4 suspects arrested; 9 potential victims were safeguarded.
- Modern slavery being dealt with as a new crime type, but is also one of the 6 priorities in the Control Strategy.
- There is a corporate statement outlining action being taken to clamp down on modern slavery, which includes ensuring contracts are not awarded to organisations with a history of employing people on low pay.
- The PCC has recently authorised extra funding to enable the Force to provide more effective multi-lingual support to victims of modern slavery and human trafficking.
- The CoS asked the Chief Constable if he was confident officers/staff understood their responsibilities, and the appropriate response. The Chief Constable stated that awareness amongst officers/staff had increased in the last year and training is on-going.

- The PCC said Child Sexual Exploitation (CSE) was no. 1 in the Police and Crime Plan consultation. The Chief Constable said it is also one of the 6 priorities in the Control Strategy.
- The Force has a dedicated partnership CSE Team which is working well and seeing an increase in offences – dealing with around 24 live investigations per month.
- The Chief Constable said police resources in the team are in place and there has been great support from a number of partners, including KCC, but current risk around staff commitment from Medway Council.
- The PCC asked about links between CSE, online grooming and cybercrime. The Chief Constable said learning was currently in its infancy, with the Cybercrime Unit being newly introduced.
- The PCC praised the 'Is it Worth It' school tour as a good way of engaging with children. The Chief Constable added that under the new policing model, the dedicated Youth Engagement PCSOs will focus on vulnerability and provide greater intelligence.
- The Chief Finance Officer (CFO) asked if there was any further update on the funding bid for triage investment referenced at paragraph 6. The Chief Constable said he was still awaiting the outcome.

## 7. Financial Monitoring and Savings Update

The DCC provided a summary of the supporting [paper](#).

The following points were discussed:

- The PCC thanked the Kent and Medway Police and Crime Panel for supporting the £5 per year precept increase (average Band D household).
- Regular meetings between the Force and the PCC's office to review position and financial challenges.
- The DCC said the legal case Allard and others vs Devon & Cornwall Police was not currently expected to affect the financial forecast.
- As evidenced by Her Majesty's Inspectorate of Constabulary (HMIC), the Force consistently achieves the savings target despite the challenges. Target for this year was £8.7m, but could be in region of £12m as some business cases to be concluded and further non-pay savings possible. This was a really positive achievement.
- In terms of investment, agreed budget for 2016/17 was £18.9m (including £3.7m brought forward from previous year) and currently forecast to be just over 81% spent (£15.3m).
- The Force has held its first Capital Transformational Estates meeting, jointly chaired by the DCC and the CoS. Will have to make some difficult decisions in relation to future estate as insufficient capital reserves to fund all work. May have to revisit sale of land or consider borrowing which the PCC and the Chief Constable have historically been reluctant to do.
- The DCC outlined the savings required over the next three years referenced at paragraph 15, and commented that post 2021, it is predicted similar amounts will be required.
- In light of unknown impact of Funding Formula review, £5.1m contribution from Reserves in 2017/18 will assist the Force in planning future savings.
- The DCC said there was strong governance around the savings, the Force has an excellent record and Chief Officers are confident future projections will be achieved based on previous history and existing plans.
- The PCC stated that he was keen to avoid borrowing and there would be no further Private Finance Initiatives. He added that despite the outcome of the Funding Formula Review, a new Comprehensive Spending Review wouldn't bring more money and there would be a gradual shift in funding from central to local.
- The PCC also stated the Force could end up like Sevenoaks local authority, which has become self-sustaining very early on by investing assets more effectively so as to get a decent return.
- The CFO asked about risks associated with the Emergency Services Network (ESN). The DCC stated the national Airwave contract will need to be extended due to ESN not going live by 31 December 2019. A 12 month extension will cost UK policing around £366m, with a potential cost to Kent of £7.3m. An alternative based on policing regions, would cost the Force around £1.8m.
- How this will be funded is unknown, but it could require top-slicing of force budgets. Clearly a significant risk and potential challenge.
- In terms of levels of future savings, the DCC confirmed the Force works on worst case scenarios, but the plans have some flex built into them.

## 8. HMIC Inspections and Performance Update

The Chief Constable and the DCC summarised the supporting [paper](#).

The following points were discussed:

- The Chief Constable stated that from a HMIC point of view, the Force had never been as good as it is now across the totality of policing, but the organisation continually seeks to improve.
- In terms of HMIC's PEEL inspections, the Force had received 'Good' for Efficiency, with no areas of improvement and 'Outstanding' for Legitimacy - the only Force to achieve 'Outstanding' in both 2015 and 2016.
- The Chief Constable said these results should be considered in the context of the financial challenge over recent years and whilst it was hard to achieve 'Outstanding', it was even harder to retain it.
- The Effectiveness report was due out tomorrow (2 March). Last year the Force received 'Good' and the Chief Constable said he would be mightily disappointed if the grading was less.
- The Leadership review was also extremely positive with the headlines being a strong healthy culture, exceptional leadership at all levels and outstanding avenues for staff development.
- The Chief Constable said at worst the Force is 'Good' and he is very proud of all officers and staff.
- The Force was in the middle of its crime data integrity inspection and HMIC would return in April to conduct in-depth testing of historical crime reports. The Chief Constable hoped they would find the Force was still in a strong position with regards to crime data accuracy.
- All HMIC recommendations are being addressed, but some require work nationally before sign off locally. The Chief Constable said any posing a risk to Kent were actioned immediately instead of waiting for progress.
- Op Recital - force-wide plan led by ACC Shiner to improve the quality of investigations, with huge amounts of training and work underway. Additional 'Investigation' theme added to Quality Performance Framework (QPF).
- The crime profile is changing, and the new policing model will ensure the Force can manage effectively. For example, in 1993, there were 20,000+ burglary dwelling offences; in 2016 there were 4,400.
- Mr Pointon, Kent Police Federation Chairman was present and the PCC thanked him for his support and wished him well in his retirement as a police officer, and future role with the Force.
- The PCC asked about organisational memory and the retention of skills amongst officers and staff. The DCC explained that a report on the reasons for staff leaving, based on exit interviews, was presented to Chief Officers on a six-monthly basis. The Force is projecting a decline in turnover rates this year.
- The Chief Constable highlighted the new police pension rules/regulations as an ongoing risk since it badly affects experienced officers with 10-20 years' service. He said the Force reviews all leavers and their level of service to understand the risk and constantly looks at lateral and promotional opportunities.
- The level of victims who decline to support a prosecution had been highlighted by HMIC. The PCC asked for further information on research being conducted by the Force. The DCC explained that a small group of officers on restricted duties were reviewing all reports where the victim had declined to support a prosecution, and re-contacting them to understand the reasons.
- Early findings suggest many had concerns about the prospect of going through the criminal justice process, or as it wasn't serious, they took the decision not to progress.
- The PCC said that with the new Police and Crime Plan's focus on victims, it would be helpful to have a further update at the next meeting.
- The CoS asked if there were any links between HMIC monitoring and the QPF. The DCC explained there were no links, the aspiration was to get good or outstanding in all strands of the QPF, but the Force assessment was actually more challenging and harsh than HMIC's.

### Actions

- **Force: update at next meeting on findings from research into why victims decline to support a prosecution.**

## 9. Topical issues and update on significant operational matters

- The Chief Constable stated that the investigation into General Election expenses in South Thanet was still on-going, although he expected it to be concluded within the next couple of months.
- An update on 101 non-emergency call handling was provided by the Chief Constable, who described performance as much better than a year ago.
  - 2015/16: 6% increase in calls; 23% of callers lost (i.e. hanging up); average time to answer 3½ minutes; longest waiting time 1 hour 25 minutes.
  - Jan 2017: 6% increase in calls; 10% of callers lost (i.e. hanging up); average time to answer 1½ minutes; longest waiting time 27 minutes.
- The Force has shifted demand from the phone to the internet by implementing a new website which offers self-service functionality and greater flexibility in accessing services. The Control Room shift patterns and flexible working arrangements had also been reviewed to align resource to demand.
- The Chief Constable reiterated that in an emergency the public should dial 999 and not 101.
- The PCC asked when online crime reporting would be implemented and was informed September 2017.
- The CoS referenced layout and user habit analytics coming from the website. The DCC explained analytical work was on-going, but when trends were identified, the website was amended to improve the user experience.
- The PCC congratulated the Force on improving 101 call handling and thanked the Force Control Room staff.

The PCC explained this would be the last Governance Board in this format as the arrangements were being reviewed in light of the new Police and Crime Plan. Details of the next meeting would be published in due course.

The PCC thanked all those who had come to observe the meeting and also the Chief Constable and the DCC for the papers and for presenting them.

### Overview of Actions

	Status	Owner	Due date
Update on development of system for uploading digital footage	Open	Chief Constable	07/06/2017
Update on Policing and Crime Act provisions relating to police stations as a place of safety	Open	Chief Constable	07/06/2017
Update on findings from research into why victims decline to support a prosecution	Open	Chief Constable	07/06/2017

### Date of Performance & Delivery Board: 7 June 2017



# Meeting Notes

**Title:** Performance and Delivery Board

**Date & time:** Wednesday, 7 June 2017, 1000hrs

**Venue:** PCC's Meeting Room, Kent Police Headquarters, Sutton Road, Maidstone, ME15 9BZ

**Attendees:** **Office of the Kent Police and Crime Commissioner:** Matthew Scott (Police and Crime Commissioner), Adrian Harper (Chief of Staff), Rob Phillips (Chief Finance Officer)

**Kent Police:** Chief Constable Alan Pughsley, Assistant Chief Constable Jo Shiner

## 1. Welcome & Introduction

The Commissioner (PCC) welcomed those present. He explained that this was the first of his new Performance and Delivery Boards where he will hold the Chief Constable to account in public. He said the meetings would focus on key issues around accountability and transparency.

## 2. Notes of Previous Meeting

The Meeting Notes from the Governance Board held on 1 March 2017 were noted as a true and accurate record.

The following action updates were provided:

- *Update on development of system for uploading digital footage* – The final specification had been written and finalised in May 2017. Two years funding had been secured. The procurement process could take 7-8 months; the force expects to start testing in December 2017. Full implementation anticipated around July 2018.
- *Update on Policing and Crime Act provisions relating to police stations as a place of safety* – The PCC explained that secondary legislation was on hold due to the General Election. The Chief Constable said letters had been sent to partners explaining custody cells will only be used in exceptional circumstances, therefore expect them to provide appropriate number of beds, but if they don't, officers will take patients to A&E. Partners aware of this for some time and force will monitor going forwards. However, force will always protect the vulnerable.
- *Update on findings from research into why victims decline to support a prosecution* – This was covered in the Performance paper under item 3.

## 3. Performance

The Chief Constable provided a summary of the supporting [paper](#).

The following points were discussed:

- The Commissioner asked whether the Chief Constable felt confident that officers understood the new referral pathways for victims of domestic abuse and how to use them, i.e. accommodation, support services. The Chief Constable stated that he was confident officers knew how to refer victims and that this formed part of their continuous training. In addition, information was accessible to all staff via inSite.

- The PCC asked the Chief Constable if he had any statistics on the gender of domestic abuse victims. The Chief Constable stated that 8% of victims coming forward were male. More victims were coming forward.
- In relation to firearms officers, the PCC asked how many had been recruited since the 2016-17 precept increase. The Chief Constable confirmed that 22 had been recruited and that two more were due to start shortly.
- The PCC asked when it was anticipated the force would achieve its requirement for 100 firearms officers. The Chief Constable said he expected all 100 officers to be in post within the next 6 months, with courses scheduled for August and January 2018. Officers who pass the assessment process, then have to complete a rigorous training programme.
- In terms of firearms recruitment, the PCC asked where it sat in terms of HR priorities. The Chief Constable confirmed that it was the team's top priority.
- Adrian Harper asked whether there was any evidence to indicate officers were not applying. The Chief Constable said officers were applying, but due to the nature of the role, it was not for every officer. The Chief Constable said he was exploring ways of rewarding firearm officers, who perform a challenging role voluntarily.
- Referring to the internal inspection of rape investigations referred to in paragraph 13, the PCC requested an update at the next meeting.
- The PCC asked whether there was anything more the criminal justice system could do to give rape victims the confidence to report offences and support a prosecution. The Chief Constable explained that a dedicated Kent Police resource was working with the CPS on rape and serious sexual offences, and this had resulted in better outcomes for victims.
- The PCC asked how many victims had been re-contacted by the force as part of Op Furlong to better understand their reasons for declining to support a prosecution. ACC Shiner confirmed that 700 victims had been re-contacted.
- In relation to the results from the survey of domestic abuse victims presented in the paper, the PCC sought reassurance around the actual number of victims. The Chief Constable confirmed the figures were based on feedback from 115-120 victims.
- In terms of the Victims' Code, the PCC asked what measures the force had in place to ensure compliance. The Chief Constable stated that there was an automated system which provides senior managers with compliance information for their staff, and that he expects them to intervene if there are any failures.
- In light of recent HMIC inspection, which was under embargo, the PCC asked about plans to improve crime recording accuracy. The Chief Constable confirmed that an improvement plan was in place; a new Force Crime and Incident Registrar had been appointed; the number of supervisory staff within the Force Control Room and Investigation Management Unit had been increased; and identified gaps in IT processes were being improved. The Chief Constable said that he holds the Deputy Chief Constable to account on the improvement plan every 3 weeks and also confirmed that crime recording accuracy had improved significantly since HMIC's inspection.
- The PCC asked for an update on 101 call handling performance. The Chief Constable stated that the force had experienced a significant increase in demand over recent weeks, similar to levels normally experienced on New Years' eve. He said that on average 101 calls were being answered within four minutes, but work was underway to better understand peak, and off peak data.
- The PCC asked whether there had been an increase in hate crime following the Manchester and London attacks. The Chief Constable confirmed there had not been a significant increase in hate crime.

#### **Actions**

- **Force: update at next meeting on internal inspection of rape investigations.**

#### **4. Police and Crime Plan Delivery**

The Chief Constable provided a summary of the supporting [paper](#).

The following points were discussed:

- The PCC asked when crime reporting via the website would go-live, as he had received positive feedback about its introduction from the public. The Chief Constable said he expected it to be implemented by the end of 2017, and would be disappointed if there was any delay.

- The PCC requested an update on burglary generally, and Asian Gold in particular. The Chief Constable confirmed that burglaries had decreased slightly in the past year, but it remains a priority for the force. He said that officers had successfully charged a number of individuals with theft of Asian Gold in the North and East of the county and that there are a number of active operations.
- ACC Shiner explained that offenders aged 14-18 were committing burglaries on the Metropolitan border, and using mopeds as their preferred mode of transport. The force had successfully arrested and charged a number of offenders, and items of stolen property had also been recovered. The Chief Constable stated that he was committed to ensuring victims of burglary receive the best possible service from Kent Police.
- In relation to New Horizon, the PCC asked whether the Youth Engagement Officers will be working with schools. The Chief Constable said he welcomed the return of the Youth Engagement Officers, and that they will be working closely with schools across the county. He also said that he hoped this collaboration would have a significant impact on youth offending.
- The PCC asked how other partners are supporting Kent Police in dealing with the issue of 'county lines' and gang related crime in the county. The Chief Constable confirmed that councils, including social services and housing services, all work closely with Kent Police to safeguard victims and offer the support they require.
- ACC Shiner also explained that the Youth Engagement Officers will be in a position to identify and engage with vulnerable young people to try and prevent them becoming involved in gangs and the associated culture.
- The Chief Constable confirmed the force will aspire to provide visible policing within those areas of greatest need at the time, based on threat, risk and harm, providing complete flexibility in resourcing. However, he emphasised that the days of having officers on every street corner have gone due to the reduction in resources. The Chief Constable also said that he values the Special Constabulary and supports giving them as much flexibility around roles as possible.
- The PCC requested further information on the approach to roads policing. The Chief Constable said the force focused on bigger roads around road safety, and on denying criminals the use of the county's road network. ANPR cameras, dedicated roads policing units and the Special Constabulary regular target motorways as the routes used by criminals to enter and exit the county.
- The Chief of Staff (CoS) asked whether Kent Police actively supports campaigns such as those relating to the use of mobile phones whilst driving. The Chief Constable stated that locally and nationally the force supports campaigns relating to the 'fatal four' – drink/drug driving, use of mobile phones, speeding and not wearing a seatbelt.

## 5. Finance

Assistant Chief Constable (ACC) Shiner provided a summary of the supporting [paper](#).

The following points were discussed:

- The PCC asked for reassurance that the savings made were an overachievement of planned savings and not the result of underspends. ACC Shiner confirmed this was the case. She said the culture was to look for savings in order to either re-invest or move elsewhere to improve service delivery.
- The Chief Finance Officer (CFO) asked whether the transfer of £6.1m to reserves included the £4.3m set aside within the budget for the New Horizon Programme for 2017/18. ACC Shiner confirmed that it did.
- In relation to the vacancy factor being slightly higher than expected, the CFO asked if it was under continual review in terms of the reasons and takes account of future budget setting. ACC Shiner confirmed that it was kept under continual review, with reasons including some business cases changing slightly, not recruiting to vacancies as quickly as expected and a culture of 'do we really need the post'.
- The CFO stated that the capital programme was very ambitious and asked about plans to manage the programme in light of the slippage last year. ACC Shiner agreed the programme was ambitious and said the plans and associated governance had been tightened up.
- The CFO asked for assurance around the savings process and its robustness. ACC Shiner said the savings plan was reviewed at a number of corporate meetings, chaired either by the Chief Constable or Deputy Chief Constable. She explained that all savings are monitored and scrutinised to determine whether they are: truly possible; more could be achieved; and they need to be actual savings or reinvested. ACC Shiner said this was

complemented by dynamic plans around collaboration and other plans with partners which may enable the force to realise further savings.

- Mr Drysdale, Director of Corporate Services said the savings were getting more difficult, the force record to date had been very successful, but it was not complacent. He added that towards the latter end of the programme, the force was reliant on a number of collaborative opportunities with the wider region.

## 6. People

ACC Shiner provided a summary of the supporting [paper](#).

The following points were discussed:

- ACC Shiner said DevelopYou was going from strength to strength, being very popular with officers and staff as an opportunity to experience different elements of policing.
- In terms of BAME officer recruitment, ACC Shiner said the increase in 2016/17 was very welcome and the force was working hard to build upon the increase in the future.
- The PCC said that whilst there were some challenges around the tactic of Stop & Search, it is a tactic that he believes the police should have.
- In relation to Stop & Search, the PCC asked what work was taking place to ensure there wasn't targeting of certain communities, those who feel traditionally unfairly targeted. ACC Shiner said there was a need to look at gangs and the make-up of some criminality. She explained the scrutiny around Stop & Search focused on the person and the outcome. She also confirmed one third of Stop & Searches resulted in an arrest, caution or other form of sanction and that although searches of BAME groups had remained stable, there had been an increase in positive outcomes.
- The PCC requested an update on sickness data and an assurance that staff feel supported. ACC Shiner stated that absence had decreased in terms of overall figures, and predominant reasons continue to be psychological and muscular-skeletal. She said the force was focusing on PCSO's, but there had been some sad cases of long term absence which disproportionately affected the figures.
- The PCC said he was pleased to see the long list of positive action activity undertaken by the force, many of which he had attended himself with a representative from the Black Police Association to show his support and encourage recruitment.
- ACC Shiner confirmed the new Diversity Manager had been appointed and would be starting as soon as possible. She said the post would lead on re-energising and re-invigorating some of the approaches to diversity work streams, including the Diversity Board.
- In terms of positive action, and whilst recognising there are no numerical targets, the PCC asked what success looks like. ACC Shiner stated the force's aspiration was to improve confidence by having a workforce that reflects the communities that it serves. She explained that the Chief Constable had recently chaired an Infinity Session with a number of support associations, and this was where the Diversity Manager role came out of. She said it looked at where the force wants to be around individualism and making sure there were no boundaries to inhibit where it goes in terms of encouraging people from diverse communities to join.
- The PCC thanked the force for releasing officers and staff to join him at the Kent County Show this year, enabling engagement with people around the county which he considered a positive step.

## 7. Collaboration

The Chief Constable provided a summary of the supporting [paper](#).

The following points were discussed:

- The Chief Constable said the force will continue to collaborate with those organisations that bring benefits. The force is looking to deliver economies of scale, or same or better service delivery for less money, so it can be re-invested in frontline policing.
- The Chief Constable said a huge amount of savings had been achieved through the collaboration with Essex since it commenced in 2009.

- Speaking about the Occupational Health Review, the Chief Constable said that importantly there must be no degradation of service to officers and staff in Kent Police from a welfare point of view. He added that this was important in any element of collaboration.
- The Chief Constable stated that probably due to there being 7 Chief Constables and 7 PCC's, working in the Eastern Region was a lot harder than collaboration with just Essex. Therefore the outcomes/outputs are slightly frustrating – they are happening, but more slowly than he would like. The Chief Constable said that in his view, there needs to be a focus on 2/3 key elements.
- In terms of the Kent and Essex Contact Management Command Review, the Chief Constable said there were around £3m savings wrapped up in the project from a Kent perspective.
- The PCC asked the Chief Constable if he remained confident that Athena was right for Kent, and that it would be implemented on schedule. The Chief Constable said he had dedicated resources working on Athena exactly for this reason – he needs to be confident that it is a great system and it will be great for the force. He stated he was reassured this was the case. The Chief Constable added the main reason Athena had been delayed was because the force required information within the existing system to be transferred into it (back record converted). This included casefiles, custody and victim information.
- The Chief Constable said the force was on schedule for implementation early in 2018. He stated it is a better system, with the main benefit being that it talks to nine other forces – the current system is standalone. He stated that it was disappointing officers have needed to be trained twice, but it's only right they receive refresher training. He added that it is a really good product, particularly the mobile system which was being used in some forces already and will enable officers to spend more time in communities.

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

- The PCC asked for an update on the investigation into election fraud in South Thanet. The Chief Constable stated three individuals had been summoned to Westminster Magistrates Court on 4 July - Mr Mackinlay, Mr Grey and Marion Little – to face allegations relating to the election campaign in 2015.
- The Chief Constable reassured the PCC that, following the recent terror attacks in Manchester and London, all tried and tested plans locally and nationally were enacted seamlessly. Kent Police offered support at the time, and subsequently Kent detectives continue working on the live investigations. Kent Police had also offered additional welfare support to those officers affected by the attacks.
- The Chief Constable confirmed that should such attack happen in Kent, local officers would be sent to deal with the immediate threat, which would include London officers as they may get to the incident just as quickly. He said that he believes strongly forces should support each other in times of crisis and he was very pleased with the support provided to Manchester and London.
- The Chief Constable confirmed there was no direct threat to Kent in terms of the General Election; but plans had been put in place and additional resources made available as a precaution. Only two Counts would receive a particular focus: Sevenoaks as one of the candidates was a significant individual in the Government; and Thanet due to possible interest around the election fraud court case. The Chief Constable said he was confident Kent Police were ready to respond to any issues as necessary.

The PCC thanked all those present for attending and also the Chief Constable and ACC Shiner for the papers and for presenting them.

**Overview of Actions**

	Status	Owner	Due date
Update on internal inspection of rape investigations	Open	Chief Constable	27/09/2017

**Date of next Performance & Delivery Board: 27 September 2017**

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