

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 **Wednesday, 15th November, 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 Brad Bradford	Ashford Borough Council
Councillor Pat Todd	Canterbury City Council
Councillor Chris Shippam	Dartford Borough Council
Councillor Michael John Holloway	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 Apologies and Substitutes
- 3 Declarations of Interests by Members in Items on the Agenda for this Meeting
- 4 Minutes of the Police and Crime Panel held on 28 September 2017 (Pages 3 - 12)

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

- B1 Update on Expenditure to Support the Police & Crime Plan (Pages 13 - 16)
- B2 Opportunities for the Future: progress update (Pages 17 - 20)
- B3 Emergency Services Network update (Pages 21 - 24)

C - Questions to the Commissioner

D - Panel Matters

- D1 Future work programme (Pages 25 - 28)
- D2 National Association of Police and Crime Panels - (oral item)

E - For Information

- E1 27 September 2017 Performance & Delivery Board Meeting Notes (Pages 29 - 34)

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

Tuesday, 7 November 2017

KENT COUNTY COUNCIL

KENT AND MEDWAY POLICE AND CRIME PANEL

MINUTES of a meeting of the Kent and Medway Police and Crime Panel held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday, 28 September 2017.

PRESENT: Mr P M Hill, OBE (Chairman), Mr Gurvinder Sandher (Vice-Chairman), Cllr B Bradford, Cllr M Dearden, Cllr F Gooch, Cllr R Hogarth (Substitute for Cllr P Fleming), Cllr A Horton, Cllr J Knight, Cllr B Luker, Cllr T Shonk, Cllr Sloan, Cllr P Todd, Cllr R Wells, Cllr M Eddy, Cllr H Tejan, Cllr J Burden 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 Mr J Cook (Scrutiny Research Officer)

UNRESTRICTED ITEMS

237. Minutes of the Police and Crime Panel held on 20 July 2017

(Item 4)

1. The Chairman offered the congratulations of the Panel to the Commissioner on the birth of his daughter.
2. The Chairman noted that the Commissioner had helpfully provided an update on items for further action. A Member thanked the Commissioner for the updates and requested that further information be provided in relation to Her Majesty's Inspectorate of Constabulary's report into Crime Data Integrity, as the Force continued to engage on the Area for Improvement relating to diversity information.

RESOLVED that the minutes of the meeting on 20 July 2017 were an accurate record and that they be signed by the Chairman.

238. Police and Crime Commissioner's Statement of Accounts 2016/17 - Statutory Requirement

(Item B1)

1. The Commissioner introduced the Statement of Accounts for 2016/17. He expressed thanks to all staff at the Office of the Police and Crime Commissioner (OPCC), in particular his Chief of Staff and Chief Finance Officer; Adrian Harper and Rob Phillips. He also highlighted the helpful contribution of Paul Curtis, the Chief Constable's Chief Finance Officer and Sonia Virdee, Kent Police's Chief Accountant.
2. The Commissioner explained that the impact of flat cash settlements was still being felt, with ongoing requirements to find savings and efficiencies. He noted the significant impact of reduced public sector funding across a range of organisations, some of which had faced more difficult situations than the Police

but he commented that this did not diminish the challenge policing was facing. He reassured the Panel that the Force had done well in this respect, noting that HMIC had praised Kent Police's financial management. The Commissioner commented that work already done by the Force to address financial challenges meant that Kent Police's finances were in a relatively strong position, and combined with the council tax increase last year, there had been sufficient funding to support increasing Police Officer numbers (3181 up to 3260). The strong financial situation also allowed for the protection of PCSO numbers and for future planning around maintaining them as it was expected that some may leave their post to become Police Officers.

3. The Commissioner explained that the Auditors reviewing the accounts had provided an 'unqualified opinion', which was a positive endorsement of the state of the financial management.
4. The Commissioner advised the Panel that he was lobbying government in relation to the ongoing inflationary pressures and recent pay rise for Police Officers, his view being that the increase should be funded by central government and not a savings pressure on Forces.
5. Mr Phillips, the PCC's Chief Finance Officer, provided an overview of the accounts report, explaining that it represented an attempt to make the financial information more accessible, including more context and explanation. He advised the Panel that the Kent Police Finance team had been able to complete all the accounts earlier in the year and he was hopeful the information could be reviewed and approved earlier in future years, which was positive as the statutory deadline was expected to be brought forwards.
6. A Member asked about the £5m worth of capital spend 'slippage'; the Commissioner explained that most of this was in relation to national projects such as the Airwaves radio replacement.
7. A Member congratulated the Commissioner and his team on achieving an unqualified opinion from the auditors but noted the potential risk around actively seeking to advance deadlines in terms of finalising the accounts. Mr Phillips reassured the Panel that the recommendation to advance the deadlines from their auditors had been taken as a compliment on the efficiency of the finance team, but it would not happen at the expense of accuracy.
8. A Member asked about the appropriate level of spendable reserves. The Commissioner explained that the majority of the reserves were earmarked for large spend capital projects, with the end reserve level expected to be back to around £6m. He commented that £6m would fund Kent Police for around 7 or 8 days in the event of an emergency, so the amount was not unnecessary or excessive. Mr Phillips advised that Kent Police maintains a 2% level of reserves as standard and that this was low compared to most other Forces who usually held between 3% & 5%.
9. In response to questions regarding staffing levels, the Commissioner explained that the figures did not include volunteers. He also recognised the limited representation, particularly in terms of ethnicity but advised the Panel that

additional work was being undertaken in relation to positive action for recruitment and broader diversity activity.

10. In response to questions about the efficiency of Kent Police and the percentage of revenue for the Commissioner's office, the Commissioner advised that HMIC had commented positively on Kent Police's efficiency, with 'relatively efficient' showing them in a good light when compared to other Forces. The Commissioner also clarified that the OPCC represented 1.3% of Kent Police revenue, which was in line with other Forces. He also highlighted that he has committed to transferring any underspend from the OPCC to the main policing budget.
11. Responding to questions about vacancies being carried at the OPCC, the Commissioner explained that the vacancies had been filled and that while the associated underspends could no longer be invested directly into projects, work was being undertaken to identify other efficiencies in the office which could contribute to future projects. He reassured the Panel that projects funded by the previous underspends had normally been time-limited and would therefore not suffer from a lack of ongoing funding due to the vacancies having been filled.
12. Responding to questions about financial monitoring, the Commissioner reassured the Panel that work to improve processes had been continuous. Mr Phillips explained that recent improvements highlighted in the report represented new attempts to increase transparency and more clearly explain some of the important details contained within all the data. He advised that the improvements were worth noting but they did not represent such a change as to be cause for concern regarding previous monitoring activity.
13. In response to a question about the pay increase for Police Officers, the Commissioner explained that the 1% pay rise was forecast and was included within the budget but that the additional 1% bonus would come from identified underspends and the use of reserves. He also advised the Panel that the Chief Constable intended to apply the same increase to Police Staff. The Commissioner stated this was a £2.1m additional spend and commented that work was underway to find the money in future years, but he was keen to challenge the increase being only 1%, which he felt did not represent the worth of Police Officers.

RESOLVED that the Statement of Accounts for 2016/17 be noted.

239. Police and Crime Act 2017 - new responsibilities for Police and Crime Commissioners

(Item B2)

1. The Chairman and the Commissioner agreed that the two main updates for this item in relation to new powers for Police and Crime Commissioners arising from the Police and Crime Act, be provided separately.

Fire & Rescue Governance

2. The Commissioner noted that the changes to Fire and Rescue service governance was one of the more controversial elements of the Act because it

allowed Police and Crime Commissioners, providing that they have Home Office approval and public support, to consider a range of different approaches including becoming a single employer of both Police and Fire services or abolishing and replacing the Fire Authority. The Commissioner had, in consultation with the Fire Authority, taken the decision to join as a Member at this time, with a view to working collaboratively across joint goals and improving both services. The Commissioner advised the Panel that the Essex Police and Crime Commissioner was due to be the first to become a Police, Fire and Crime Commissioner, taking on the full governance responsibilities for both. The Commissioner explained that he had advised his Essex colleague that it would be important to ensure that any subsequent changes did not negatively impact on the existing collaboration between Kent and Essex Police. The Commissioner re-iterated his support for the Representation model, joining the Fire Authority as a Member.

3. Responding to questions, the Commissioner recognised that joint working with the Ambulance service was not as developed as the collaboration between Police and Fire services but explained that the Ambulance Service was becoming more involved in collaboration, with some positive steps already being made such as consideration of shared estate use. He advised the Panel that he was due to meet the Chief Executive Officer of the South East Coast Ambulance service in November to explore further collaborative opportunities. The Commissioner commented that there were additional challenges involved in working with the Ambulance service, compared with the existing collaboration with the fire service such as not having co-terminus service borders.
4. Responding to questions, the Commissioner reassured the Panel that he was confident that his chosen approach of joining the Fire Authority was appropriate as it focused on co-operation and discussion on shared priorities and future improvement which was how he preferred to fulfil his role as Commissioner.
5. The Chairman highlighted the important role of the Kent Community Safety Team in the ongoing joint work between relevant partners, which the Commissioner agreed with and noted.

Complaints

6. The Commissioner explained that the government had offered PCCs a choice on how to manage police complaints in the future, rather than imposing one model. One of the elements was mandatory, but the other two models were optional and allowed a PCC to go further. The PCC explained that his office had prepared a business case, but he had not taken a decision as yet and so would welcome the Panel's views on which model would be most appropriate. He advised the Panel that further guidance was expected from government but that this would not be available until secondary legislation could be introduced, which was not expected before late October 2017.
7. Members commented on the significant resource implications of the additional work involved in some of the models, advising the Commissioner to await further guidance from government to help in assessing viability.
8. Responding to questions regarding the impact of complaint handling on the Commissioner's public representative role, the Commissioner agreed that there

was a risk involved in taking a greater role in managing police complaints and that this would be an important factor in his considerations about which model to pursue.

9. Members commented on the expected increase in Police complaints, with the definition being broadened out to include corporate or strategic complaints, rather than those solely about the conduct of individual police officers. Mr Harper reassured the Panel that responsibility for investigating complaints would remain with the Chief Constable but it was accepted that the additional work involved in complaint appeals and recording functions would have an impact on the Office of the Police and Crime Commissioner.

RESOLVED that the Panel note the update on new responsibilities for Police and Crime Commissioners arising from the Police and Crime Act 2017.

240. Making Offenders Pay - progress update

(Item B3)

1. The Commissioner advised the Panel that 'Making Offenders Pay' was a new commitment within his Police and Crime Plan. He outlined a range of activities, including use of the Proceeds of Crime Act to seize property and funds used in crime (£12m had been seized so far, of which Kent Police had kept £4m as it was split across various agencies). The Commissioner also outlined Operation Morris which involved seizing vehicles that were involved in crime and selling them. The Commissioner advised that he had re-invested the money, with £25k going to Kent Police to support volunteering; £25k to Speedwatch, specifically to develop the scheme; and £15k for the Communities Together Fund (which provides numerous grants to community groups).
2. The Commissioner explained that Restorative Justice formed a key part of making offenders pay, and is supported by the Victims Funding he receives from the Ministry of Justice. He advised that a new Restorative Justice provider had been appointed from 1 October - Restorative Solutions and he was keen the service was used appropriately to hold offenders to account. The Commissioner commented that the important role of Restorative Justice had been recognised at a workshop with Kent Police, Restorative Solutions, his Office and other agencies but it was not a substitute for other criminal justice sanctions.
3. The Commissioner advised the Panel that some PCCs were lobbying government for additional powers in relation to criminal justice for PCCs. He advised the Panel that in light of some of the concerns around Probation and 'Community Payback', one opportunity could be Police and Crime Commissioners working together to commission rehabilitation programmes. Responding to questions on PCC powers, the Commissioner explained that PCCs did not have a 'general power of competence' which limited their authority in relation to estates and capital spending. He advised that the Home Office had encouraged PCCs to try doing more things but that the freedom in some areas had to be balanced against their capacity and how some of the responsibilities across different areas may not be easily compatible.
4. Responding to questions, the Commissioner advised that Proceeds of Crime Act funds were re-invested directly in the police. He clarified that the Communities

Together Fund was open to anyone that wanted to provide some community benefit. The Commissioner confirmed that Town Councils could apply for this funding if they had community safety projects or schemes that would benefit the community.

5. Responding to a question about the money raised through fines, the Commissioner advised the Panel that HM Treasury collected all funds raised by fines issued by the Police.
6. In response to a question about publicity around the Proceeds of Crime Act, the Commissioner explained that success stories were shared on social media. He also highlighted that funds were raised through the sale of lost and stolen property.

RESOLVED that the Panel note the report on 'Making Offenders Pay'.

241. Mental Health - verbal update

(Item B4)

1. The Commissioner provided an update on the Community Street Triage scheme being run by Kent Police, in collaboration with the Kent and Medway Partnership Trust and local CCGs who were paying for mental health nurses involved in the scheme. The schemes were now being run in Thanet and Medway. He advised that referral numbers remained low at present so further work was being undertaken to examine demand to determine if some changes to the operating times could improve effectiveness.
2. The Commissioner explained that the Mental Health and Policing Oversight Board was progressing well, reviewing the delivery of the joint Kent Police and KMPT Mental Health Strategy. This met in April and was due to meet again in October.
3. The Commissioner explained that some Police and Crime Act 2017 changes, such as preventing the detention of children in Police cells under mental health legislation, had not yet been implemented via the necessary secondary legislation. He commented that s.136 detentions had increased in Kent but the number of people held in custody was down.
4. The Commissioner advised the Panel that as part of the New Horizon change programme in Kent Police, a new Mental Health team had been set up to revolutionise the Police approach to how mental health issues are handled. He commented that other Forces were already enquiring with Kent for guidance on how to mirror this good work.
5. The Commissioner advised the Panel that his 'Mental Health East' project with the Deputy Chief Constable of Cambridge Police was continuing as part of the Eastern Region collaboration.
6. The Commissioner also highlighted that he was committed to ensuring appropriate support was available to Police Officers and staff. He commented on a £150k grant from the Police Dependents Trust to help develop leaders for the Live Well, Feel Well programme.

RESOLVED that the Panel note the Mental Health Update.

242. Powers of Kent Police Community Support Officers

(Item B5)

1. The Commissioner introduced the report, advising the Panel that the Chief Constable had decided to grant some additional powers to Kent Police Community Support Officers. To provide context, the Commissioner explained that all PCSOs had certain standard powers that were universal across all Forces but that Chief Constables had discretion to grant a range of other powers.
2. The Commissioner advised that four new powers were being granted:
 - To require name and address for certain licensing offences.
 - To remove truant or excluded pupils found in a specific area to designated premises.
 - To close licensed premises consistently selling alcohol to children.
 - To disperse persons from a specified area under a Dispersal Order.
3. He also explained that the power to issue a penalty notice for parking in a restricted area outside a school was currently subject to discussion with Kent County Council and Medway Council's legal departments, but it was anticipated that the power would be granted in December.
4. The Commissioner outlined the views of the Chief Constable in that PCSOs should remain non-confrontational and the decision on additional discretionary powers reflected that.
5. Members welcomed the new powers but also commented that it was difficult to make effective distinctions between confrontational and non-confrontational powers, when it could be argued that all enforcement powers were confrontational by definition. In relation to these operational concerns, a Member highlighted the benefits of attending the Performance and Delivery Boards to observe the discussions between the Commissioner and the Chief Constable.
6. Responding to questions about public feedback in relation to PCSOs, the Commissioner explained that he had received positive feedback that PCSOs were the eyes and ears of the police, but he recognised concerns that there could be an over-reliance on PCSOs for all community policing, thereby not involving Police Officers enough.
7. Members commented on operational concerns about arrest guidance for PCSOs / Police Staff. The Commissioner agreed to flag up the concern to the Chief Constable.
8. Members commented positively on their local PCSOs and also highlighted the need to maintain numbers.

RESOLVED that the report on new PCSO powers be noted.

243. Governance of Kent Fire and Rescue Service - Record of Decision

(Item C1)

RESOLVED that the Commissioner's decision be noted.

244. Procurement of Restorative Justice Service - Record of Decision

(Item C2)

RESOLVED that the Commissioner's decision be noted.

245. Questions to the Commissioner

(Item)

Question 1

Can the Commissioner explain to the Panel how he ensures that the Chief Constable is not retaining digital photographs of individuals who are not convicted of a crime?

(Gurvinder Sandher)

1. The Commissioner responded, explaining that digital imaging was a fast moving technology and there was no doubt that it had the potential to offer great benefits to the police, but full consideration must be given to how the resultant images will be handled. As a result, the Home Secretary issued a code of practice on the Management of Police Information in 2005, with guidance on how it should be applied to custody photographs coming into effect in 2006, and a second edition in 2010.
2. In 2012, the High Court ruled that the Metropolitan Police Service had breached the human rights of a woman and boy they arrested, by keeping their custody pictures after taking no further action against them. In light of this ruling, in 2017 the Home Secretary ordered police forces to delete on request millions of images of innocent people unlawfully retained on the Police National Database. It was acknowledged that to insist police forces assess all 19 million custody images and delete those who have not been convicted of an offence was impractical.
3. The Chief Constable had assured the Commissioner that all information, including digital images of people, was managed in accordance with the Management of Police Information Guidance. In addition, in terms of evidential imagery, such as BWV footage, that all persons not involved in an incident were edited in order to protect their identity.
4. Of course, as well as the Management of Police Information Guidance, digital photographs fall within the scope of Data Protection legislation and the remit of the Information Commissioner's Office.
5. To date, the Commissioner had not had concerns expressed to his Office, but the issue has been raised with the Chief Constable who had provided assurances that Kent Police operate within the guidance. However, should an issue arise, the Commissioner had the ability to raise matters with the Chief Constable directly at their weekly one-to-one meetings, or in public at the Performance and Delivery Board.

6. In response to the Vice-Chair's supplementary question, the Commissioner confirmed the policy was that relevant images would be deleted upon request.

Question 2

In a recent visit to Swale to share with the Leader and Chief Executive the vision and practical realities of the New Horizons Project the Chief Constable took time to explain in detail his continued support for CCTV across the County, in particular, as an investigative tool. With Council budgets ever more under pressure, many Local Authorities are considering significant cut backs in their CCTV capability. This year the PCC has withdrawn financial support for CCTV, yet it clearly remains a priority for the public of Kent and also the Chief Constable, given that he appears to be at odds with public opinion will the PCC reconsider his funding decision, even if only in allowing Local Authorities to allocate some of his Crime Prevention Grant to this purpose?

(Alan Horton)

7. The Commissioner explained that Councils could use community safety funding provided by his Office for CCTV, but with it not being a core function of the police, no additional funding would be provided. He advised that it was for each local authority to review and assess its own CCTV needs and fund accordingly.
8. Responding to Mr Horton's supplementary question regarding appropriate strategic options to make best use of CCTV footage, the Commissioner explained that Kent Police was in the process of developing Digital Asset Management services that will enable the public to upload digital evidence and make life a little easier all round.

Question 3

With mounting pressure on the police to stop potentially radicalised persons from carrying out attacks, and requirements to provide more firearms officers, would it not be prudent to bolster the number of local officers in order to build a better picture, gather more community intelligence and possibly prevent a person from carrying out such attacks? In short, would it not be better to place more resources at the lower end of the scale to address prevention, than at the expensive end and paying for more firearms officers?

(Fay Gooch)

9. The Commissioner advised that there were elements of the question that he agreed with and parts that he disagreed with. He advised that the national threat assessment had highlighted the need for additional firearms officers, relevant direction had come from the Home Office and the Precept increase had been permitted to fund this. However, he recognised that community policing did represent a very important way to tackle radicalisation and contribute towards preventing terrorism related incidents from occurring. The Commissioner advised the Panel that the New Horizon Policing model being rolled out in Kent Police, which was focused on protecting vulnerable people, was the right approach to

support the type of community policing being suggested and he would continue to hold the Chief Constable to account for visible neighbourhood policing.

RESOLVED that the Panel note the Commissioner's responses to questions.

246. Future work programme

(Item E1)

RESOLVED that the future work programme be noted.

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: 15 November 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. Further to previous reports, this paper provides examples of how recent 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 one being selected by the OPCC.

Amelix Ltd, £31,335.00 – 14 July 2017:

5. This funding has been provided to enable [Amelix Ltd](#) to deliver the 'Is it worth it?' tour to young people across Kent and Medway in years 7 to 10 (ages 11–15).
6. The tours have been delivered in schools for a number of years and the Police and Crime Commissioner (PCC) has taken over the responsibility for funding. The focus of the tours is cybercrime, staying safe online, the consequence of digital footprints, risks of youth produced sexual imagery (sexting), how to report cyberbullying and seeking help.
7. The tours are positively received by schools and the method of delivery is innovative and engaging for young people. This is due to Amelix Ltd working in collaboration with the music industry to deliver the tours through match funding and the content being delivered by an up and coming artist.
8. The tours run for six weeks per year, in three two week blocks in October, February and July.
9. The OPCC will be working with Amelix Ltd and Kent Police during 2017 and 2018 to develop the delivery of the tours and the feedback process to ensure the impact can be identified (e.g. behavioural change as result of the messages being provided). There is also a need to ensure the messages remain current and relevant for young people and are delivered in an engaging way.
10. The service is being managed via a grant agreement, which clearly sets out the expectations and the funding being provided. This ensures that there are clear governance processes and accountability with regards to delivery.

Magnate Generation, £10,000.00 – 15 August 2017:

11. [Magnate Generation](#) Community Interest Company submitted an application to the first round of the Safer in Kent fund, which opened for bids on 7 March 2017 and closed on 30 May 2017.
12. Magnate Generation is focused on providing business support opportunities for young people in Kent who currently run, or are looking to start a business. The bid to the PCC was to support young people who maybe experiencing challenges such as disadvantage or offending behaviour and inspire entrepreneurial approaches.
13. The funding was requested to support delivery of local workshops, business mentoring, peer to peer support and presentation events.

14. The project supports a number of positive outcomes including diverting young people from crime and anti-social behaviour, reducing youth unemployment and the development of business skills.
15. The project will initially deliver in Folkestone, extending to Ashford and Canterbury; the aim being to run the programme in at least one school per town in Kent.
16. All projects funded by the PCC are required to provide an update report on progress and a year-end report which evidences delivery and the outcomes achieved. The update report received from Magnate Generation in October 2017 highlighted a number of positive outcomes, including:
 - mentor support for a young person to create his own carpentry business;
 - support for an ex-offender with a number of difficulties to obtain part-time employment; and through a partner organisation to also receive help with his health needs.
17. In addition, Magnate Generation will be delivering their core programme to three groups of students, for three days per week in one school. Each group will consist of 10 students, thereby a total of 30 students each day.

Shepway Chariots, £500.00 – 5 September 2017:

18. One of the priorities in the Safer in Kent Plan is to make offenders pay for the harm they have caused. The Communities Together Fund was created through the use of monies Kent Police receives by seizing and auctioning property from offenders, often vehicles which have been used to commit crimes such as drug dealing in local communities. This fund therefore enables money to be reinvested into the local communities that have potentially been harmed by those offenders.
19. The fund was open to local volunteer, community, charity groups and social enterprises and bids had to meet at least one of the below criteria:
 - Support volunteering and community involvement / neighbourhood action to reduce crime and anti-social behaviour
 - Promote social inclusion, community cohesion and integration
 - Improve and support the awareness of local residents in mental health and wellbeing
 - Improve community safety
 - Enable approaches which support the wellbeing of children and young people
20. [Shepway Chariots](#) originally submitted a bid to the Safer in Kent Fund, however it was transferred to the Communities Together Fund as the project had greater alignment to the criteria above.
21. The bid was to support the Community Garden Pathways and Octagon Outdoor Classroom Project. The project aims to bring the Shepway community together by creating a community garden and outdoor classroom which provides a space where people can learn new things whilst reducing social isolation and negative behaviours.
22. The project provides learning and craft opportunities, plus other engagement activities to build community spirit, with the aim of supporting Shepway to become an engaged community.

PCC for North Yorkshire, £2,000.00 – 1 August 2017:

23. Established in July 2014, the [National Rural Crime Network](#) (NRCN) is funded by 28 PCCs and their member police forces based on a current annual subscription of £2,000, with additional sponsorship from the insurer NFU Mutual. The Network's finances and budget are administered by North Yorkshire Police.
24. It was initially set-up by those PCCs with significantly rural constituencies who felt that more needed to be done to highlight the needs of those communities. In addition, when considering the evidence base of 'what works' in policing, they felt there were opportunities to consider in greater detail effective policing, crime prevention and community safety in rural areas.
25. The Network is concerned with all crime and anti-social behaviour occurring in rural areas and recognises that the challenges and solutions are often different to those in cities and urban areas. It is non-political and comprises a range of organisations who either represent or have a deep interest in community safety and rural affairs. In addition to PCCs and the police, the Network includes charities, commercial and not-for-profit organisations including Neighbourhood Watch and Historic England.

26. Its work falls into three principal areas; sharing best practice to help tackle crime in rural areas; representing the interests of rural communities; and influencing policy and practice.

27. The Network has five key aims:

- Highlight the social, economic and personal costs of crime and anti-social behaviour to help ensure fair distribution of resources nationally and locally.
- Provide the public, police and partners with examples of best practice and innovative work in rural locations, so that they can be taken up more widely across England and Wales.
- Provide reassurance to people living in rural areas that their concerns are being taken seriously and to encourage people to come forward with their views.
- Encourage a stronger local response from the public and businesses to help promote community safety and reduce crime in rural areas.
- Working alongside professionals and practitioners, act as a forum to help develop effective preventative community safety and crime reduction initiatives.

28. Members of the Network meet quarterly at locations across England and Wales to share ideas and innovations from different parts of the country. Initiatives are assessed for their quality, effectiveness and potential for wider implementation in other areas.

29. The work of the Network is co-ordinated with the national policing lead for rural crime and the College of Policing. It also works closely with the national policing lead for Heritage and Cultural Property Crime.

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From: Matthew Scott, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: Opportunities for the future: progress update
Date: 15 November 2017



Introduction:

1. In the '[Safer in Kent' plan](#) the Police and Crime Commissioner (PCC) committed to exploring and progressing a number of 'Opportunities for the future'.
2. Recognising that the plan runs from April 2017 to March 2021, and therefore the 'Opportunities for the future' are a work in progress, this paper provides an overview of some of the activity in the first seven months.

Calling for more criminal justice powers for PCCs:

3. In addition to the police, the PCC engages with a wide number of criminal justice organisations including the Crown Prosecution Service, the courts, probation and prisons. The PCC is also a member of the Kent Criminal Justice Board that brings these organisations together to improve the efficiency and effectiveness of the criminal justice system.
4. Whilst the PCC works effectively with all partners, Mr Scott feels that more can be done and that further devolvement of criminal justice powers has the potential to improve the journey of all service users - victims, witnesses and offenders. Whilst the Ministry of Justice continues to consider the devolvement of more powers, the PCC will continue to engage with Ministers and press for reform.

Lobbying for a fairer funding settlement for Kent:

5. With growing demand and pressure on policing, the increasingly complex nature of offending, growing terrorist threat, as well as the unique 'Gateway to Europe' issues faced by Kent Police, the PCC has engaged with local MPs, Ministers and central government to highlight the challenges and lobby for a fairer funding settlement.
6. In July 2017, Nick Hurd MP, Minister of State for Policing and the Fire Service, visited Kent Police as part of a wider programme of engagement on the changing nature of demand on police resources and its impact. The PCC spoke with the Minister about a number of issues including funding, resourcing and collaboration and also followed it up with a formal submission to his work looking at police funding.
7. Following a Home Office request to assess levels of stretch and resilience in the police service, the PCC contributed to, and supported the Association of Police and Crime Commissioners response which showed nationally £440m is required in 2018/19 and £845m in 2019/20 (based on evidence gathered by both PCCs and Chief Constables). This would provide an additional 5,000 officers and an armed uplift of a further 1,100 officers.

Further collaboration with other organisations:

8. As members may recall, at their meeting on 28 September 2017, they received a paper on the Policing & Crime Act 2017. The Act introduced a raft of measures, including a new statutory duty on the police, fire and rescue and ambulance service to keep opportunities to collaborate under review and a requirement to collaborate with one another where it is in the interests of either efficiency or effectiveness.
9. The paper referred to the Director of Corporate Services, Kent Police and Director of Operations, Kent Fire and Rescue Service (KFRS) chairing an Emergency Services Collaboration Strategic Board. This is aimed at further developing collaborative work between Kent Police, KFRS and South East Coast Ambulance Service, ensuring the new statutory duty is adhered to and maximising efficiency and effectiveness.
10. The Act also included provisions that enable a PCC to take on responsibility for the governance of fire and rescue in their area, with four options. As stated in the paper, Mr Scott at this time has decided to opt for the Representation model and the Kent and Medway Fire and Rescue Authority have accepted his request to

be appointed as an additional Member of the Authority (once permitted by legislation). In the meantime, the PCC has been invited to attend and participate in all meetings on an informal non-voting basis.

11. In relation to the increasing reliance on Kent Police to assist those in mental health crisis, the PCC is working with the Deputy Chief Constable of Cambridgeshire Constabulary on a regional project - 'Mental Health East'. This brings together representatives from the seven Crisis Care Concordats in the Eastern Region (Cambridgeshire, Bedfordshire, Hertfordshire, Norfolk, Suffolk, Essex & Kent), with the aim of sharing learning to improve both the care provided to those in crisis and to help support the respective workforces with their mental health.
12. Kent Police, in collaboration with Kent and Medway NHS and Social Care Partnership Trust (KMPT), have introduced Community Street Triage in Thanet and Medway to provide an improved response to those in crisis, reduce the time spent dealing with incidents and to facilitate joint training opportunities. Operational in both areas three nights per week, the scheme sees a mental health practitioner and police officer responding to any incident involving a person who may have mental health issues.

Oversight of the police complaints process:

13. As members may recall, the Policing & Crime Act 2017 paper referenced at paragraph 7 also provided an update on the significant changes to the police complaints system, and the PCC's role in it.
14. All PCCs will take on the appellate function (providing a review process for complainants if they are not satisfied with lower level complaints handling), and have to increase the level of oversight of complaints handling (Model 1); the main decision is whether they wish to adopt either Model 2 (become the recording body, and also attempt to resolve very low level matters outside of the formal processes), or Model 3 (in addition to this, become responsible for keeping complainants updated and providing the final outcome).
15. As stated in the paper, Mr Scott is currently considering a business case and will be making a decision as to which model he wishes to adopt imminently.

Ideas tested during the consultation:

16. The PCC's [autumn 2016 Police and Crime Plan consultation](#) included an opportunity for respondents to indicate their level of support for a number of ideas. Whilst no single idea was rated 'excellent' by more than 50% of respondents, all eight were rated 'excellent', 'good' or 'fair' by at least 50% of respondents.
17. As a result, the PCC committed to work with the force to explore some of the ideas further, and to date progress has been made in relation to the following:

Idea	Update
Facilitating a scheme for members of the public to watch officers on patrol, and then feedback what they saw in their local area to their communities	<p>The PCC currently operates a Ride Along scheme involving a small group of volunteers observing police patrols and reporting back. However, as part of the current Police and Crime Plan consultation the PCC is seeking feedback on whether the scheme should be opened up to the wider public (appropriately security checked). Based on just over 1,000 responses to date:</p> <ul style="list-style-type: none"> • 33% support the scheme being made available to the general public; • 23% support the establishment of a public panel to scrutinise Body Worn Video footage; • 38% feel the current Ride Along scheme should just continue as it is.
Introducing Volunteer PCSOs	<p>The overarching aim is to develop a group of volunteers who sit somewhere between the Special Constabulary and Kent Police's current volunteers. They will deliver for their communities and where appropriate be designated with powers to assist in their roles.</p> <p>Kent Police have appointed a full time Inspector to manage the introduction of Volunteer PCSOs and a draft plan is awaiting formal sign off by Chief Officers.</p>
Making the new Volunteer Police Cadets scheme, for 13-18 year olds, available countywide	<p>As outlined in the paper submitted to the 28 March 2017 Panel meeting, the PCC has supported and funded the development of the Kent Volunteer Police Cadet scheme. To date, there are 5 units across the county (Tonbridge, Canterbury, Medway, Maidstone and Dover) and 210 cadets.</p>

Sending more police officers/staff into schools to deliver lessons in personal and online safety	The New Horizon model implemented by Kent Police on 12 September 2017 saw the introduction of 20 PCSO Youth Engagement Officers to support children and young people both inside and outside schools to build trust, confidence and develop positive relationships.
Investing more in tackling volume fraud and cyber-crime	<p>Within the Serious Crime Directorate there is now a:</p> <ul style="list-style-type: none"> • dedicated Cyber-Crime Unit which leads on serious and complex investigations of cybercrime offences. The unit also has two dedicated Protect officers who work to educate and safeguard the community from the ever changing cyber threat; • a Primary Investigation Team that receives and evaluates all referrals from the National Fraud Intelligence Bureau (NFIB) and completes initial enquiries to establish the most appropriate action to be taken; • a Volume Fraud Team that focuses on those fraud offences where further investigative opportunities are identified, in order to bring offenders to justice. <p>Three new Digital Hubs situated in police stations have also opened in order to provide advice on digital opportunities and to support investigations, including the downloading of mobile devices.</p>

Backing volunteering:

18. As highlighted in the table above, the PCC is committed to supporting the [Kent Volunteer Police Cadet scheme](#) and the Force is developing plans for the introduction of Volunteer PCSOs.
19. The PCC is very supportive and appreciative of the work of [Special Constables](#); unpaid volunteers who 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 communities. The current 291 Special Constables have provided a fantastic 91,527 hours of policing so far in 2017. In addition to supporting their regular Local Policing Team colleagues, a number are embedded in functions such as the Marine Unit, Roads Policing Unit, Dog Unit and Serious Crime Directorate.
20. To fund training and capital costs for organisations which volunteer with the Force, the PCC has provided a £25,000 one-off grant to Kent Police. Without the extensive support of a great number of charities and voluntary groups, who do not formally wear a police logo, Kent Police would need to find extra costs and resources to keep the county safe. The PCC has also provided a one-off grant of £25,000 to specifically fund new equipment for [Speedwatch](#) volunteers, who do fantastic work monitoring the roads.
21. Kent Police was the first force in the country to grant policing powers to volunteers under provisions introduced by the Policing & Crime Act 2017. With the support of the PCC, [South East 4x4 Response](#), a volunteer organisation where unpaid professionals give up their time to support the emergency services and other organisations, can now place cordons on roads (excluding motorways) and direct traffic. This will enable its 100 volunteers to deal with incidents such as fallen trees, broken down vehicles and vehicles trapped as a result of adverse weather.
22. [Independent Custody Visitors](#) make unannounced visits to custody suites around the county to check on the welfare of detained persons, ensure they have received their rights and make sure they are being held in conditions that are up to standard. The PCC is responsible for managing the scheme and to recognise the work of the volunteers, Mr Scott is seeking Investing in Volunteers (IiV) accreditation. IiV is the UK quality standard for good practice in volunteer management and accreditation will demonstrate to the volunteers that the work they are doing is valued, and that they are part of, and importantly have helped create, an effective scheme.
23. It should also be noted that many charities, such as [DAVSS](#), have received grant funding from the PCC, and a number of other organisations that have received funding rely on volunteers within local communities to deliver their services.

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From: Matthew Scott, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: Emergency Services Network update
Date: 15 November 2017



Introduction:

1. Further to a paper submitted to the 15 November 2016 Panel meeting, this paper provides an update on the Emergency Services Network (ESN) – the next generation communication system for the police, ambulance and fire & rescue service.
2. Radio communications between police officers and control rooms currently take place on Airwave, which is the commercial name for a Terrestrial Trunked Radio (TETRA) network set up in the early 2000's. It is a private network with a dedicated frequency spectrum providing national coverage.
3. Airwave is now expensive and functionally limited compared with newer communications solutions. In addition, the changing data requirements of the public and emergency services cannot be met by the narrowband Airwave system. The maintenance and compatibility of the ageing Airwave hardware also adds increasing cost and complexity to managing the network.

The Emergency Services Mobile Communications Programme (ESMCP):

4. The ESMCP, set up by the Home Office, will provide the next generation communication system for the emergency services and other public safety users, via the 4G Long Term Evolution (LTE) commercial mobile telephony network. The system, known as the ESN, will operate within the commercial 4G environment but with additional geographical coverage and prioritised transmissions over and above the standard network.
5. The UK will be the first country in the world to migrate its emergency service communications entirely to 4G LTE; as such, the development of ESN is challenging and complex for the Home Office and partners. The rationale for change is also underpinned by the fact that the call costs for Airwave are approximately £1m per day higher than they will be in steady state ESN, which will represent a significant and sustained saving to the public purse.
6. ESN will offer a service that has integrated voice and broadband data as standard, provides national coverage, high availability, end-to-end security and is able to rapidly adapt to changing demands. Streaming high resolution video is an eagerly anticipated feature, with other capabilities including allowing front line officers to instantly check relevant databases and the ability to easily add users from across the emergency services, enabling better management of major incidents.
7. Police officers and PCSOs will be provided with new hand held devices, similar to smartphones, and new devices will be installed in all police vehicles. The exact device will be determined by each Force, but they will be tougher than the average iPhone or Samsung in order to survive the rough and tumble of emergency services work. As well as enabling access to applications designed specifically for police use, including a 'Push-To-Talk' feature and an emergency button, they will offer a wider range of functions including body worn video and Android computing functions.
8. In terms of coverage and capability, EE are contractually committed to delivering a service that will be at least equal to the current Airwave system in terms of coverage for voice communications, and that will be significantly better in terms of data capability and cost.

Progress to date:

9. Kent Police began its preparation for ESN in 2015 with the appointment, in partnership with Essex Police, of a programme lead. Since then, the workload has grown to the point where there is now a small transition team. The main strands of work for the in-force team at present are as follows:
 - Replacement of Integrated Communications Control System (ICCS) in the Police & Fire Control Room
 The ICCS needs to be replaced with a new system as the current platform will not work with ESN. The ICCS is an IT system that allows Control Room operators to speak via radio with officers and via

telephony and other means to the public, integrating all methods of communication to ensure that an effective response is provided to public and police communications.

- **ESN Device Specification and Development**

ESN will require the procurement of new devices to work on the network. There are a number of significant technical and operational challenges that will drive both the specification of the device and how it is deployed.

- **Working Practices, Transition and Interworking**

The transition period where both Airwave and ESN will be operational will present challenges, particularly to ensure service to the public is not adversely impacted. The team are working with both the Home Office technical team and local stakeholders to ensure the transition process is designed to minimise the impact of changes to ICCS and ESN as far as possible.

- **Network Coverage**

A fundamental area of work is to ensure ESN network coverage at least matches that of Airwave, particularly in key strategic locations. The team's coverage lead has been working closely with EE to ensure these areas are identified and mapped, so they can be held to account if the coverage is not as promised when testing of the network formally begins.

10. Since the award of the national ESN contracts in late 2015, the programme has been subject to delays. This was not unexpected given the ambitious timescale set by the Home Office, together with the inevitable technical challenges brought about by the UK's leading position in developing 4G LTE emergency services communications. In particular, the delays have been caused by technical challenges in remote coverage areas, the development of bespoke vehicle devices and both underground and airborne solutions.

11. Notwithstanding these delays, EE are on track to deliver network 'service ready' to the UK emergency services by early 2019. Service ready marks the stage mobilisation activities are delivered and the network is ready to be fully tested and assured. This is not the same status as 'operationally ready', where organisations determine that the required end-to-end functionality of ESN is in place and users can commence transition. It is expected that this point will be reached later in 2019.

12. Once operationally ready status is achieved, the North West police region will be the first to go live on ESN. Once they have gone live, their full transition from Airwave to ESN is expected to take 9 months, with a further 3 months as a contingency. The remaining UK forces, including the Metropolitan Police, will go live and commence transition to ESN in a staggered process thereafter. It is expected that the Eastern Region will go live about 3 months after the North West, taking a similar amount of time to fully transition.

Benefits:

13. What ESN will bring to Kent Police will be a significant and sustainable set of business benefits that will be worth the cost and implementation challenges. These are summarised in the following table:

Category	Feature	Benefit
Data Provision	ESN handsets will allow use of broadband data	Data provision to frontline officers will be integrated so they will not need separate tablet and radio devices; the features will be incorporated into one ESN device with a single contract.
Body Worn Video	ESN handsets can have integrated body worn video (BWV) capability	The current multiple devices an officer carries can be reduced to one, minimising the need for multiple device replacement costs and keeping data provision to one single contract.
Device Support Costs	Overall costs of communications support will be lower with less devices	Integration of devices and contracts will mean that both up-front and support costs are significantly reduced; supporting multiple devices financially, operationally and technically is expensive and results in unnecessary duplication.
Cost of Calls	The call costs for ESN are significantly lower than Airwave	Less money will be spent on voice communications, albeit the force does not expect to see an overall reduction in costs due to the significant predicted increase in data usage - a consequence of the vastly improved and enhanced data capability.
Data Capability	Images can be shared, crime reports created and updated remotely	The enhanced data capability and additional functionality over and above Airwave will ensure that officers remain out of the police station, interacting with the public, for longer periods of time.

Conclusion:

14. ESN presents great opportunities for the policing of Kent, with the enhanced data capability of the system able to transform the way officers do their jobs and serve the public.
15. ESN will enhance the capability of officers for work, with the repetitive functions that are sometimes currently necessary transformed into a series of up to date, streamlined transactions that will maximise their potential to provide an effective policing service to the communities of Kent.
16. The benefits of ESN, both in financial and operational terms, are so significant that the development work being undertaken will pay dividend to the public purse and emergency services for many years to come.
17. Once the technological, coverage and transition challenges are overcome, the UK will lead the world with a capable, flexible and affordable emergency communications system fit for the demands of policing in the next decade and beyond.
18. The Commissioner's Chief of Staff (CoS) and Chief Finance Officer attend the quarterly Strategic IT Steering Group where progress against the delivery of all Kent Police IT projects is reviewed. In relation to ESN specifically, the CoS meets regularly with the Programme Manager to monitor and review progress.

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Police and Crime Panel Forward work programme (as at 15th November 2017)**8th February 2018**

Progress in delivering the Safer in Kent plan	Requested by Panel (Feb 2017)	PCC
Refreshed Safer in Kent plan 2017/20	Statutory requirement	PCC
Budget and precept proposal 2018/19	Statutory requirement	PCC
Panel Annual report	Requested by Chairman	Panel officers
Mental health update	Proposed by PCC	PCC

25th April 2018

Mental Health update	Proposed by PCC	PCC
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19th 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 (including financial information)	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

27th September 2018

Subject	Reason for report	Author
Mental Health - verbal	Proposed by PCC	PCC

update		
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Subject	Reason for report	Author
Update on PCC's expenditure to support the police and Crime Plan	Proposed by PCC	PCC
"Opportunities for the Future" - progress report <i>(to include update on ideas tested during consultation)</i>	Requested by Chairman	PCC
Mental Health - verbal update <i>(probably omit this time unless the PCC has something definite to report)</i>	Proposed by PCC	PCC
Emergency Services network update <i>(brief item)</i>	Requested by Panel (Feb 2017)	PCC
Update on National Association of PCP's <i>(oral item subject to Chairman's agreement)</i>		Panel officers

14th November 2018

Subject	Reason for report	Author
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

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Meeting Notes

Title: Performance and Delivery Board

Date & time: Wednesday, 27 September 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, Deputy Chief Constable Paul Brandon

1. Welcome & Introduction

The Commissioner (PCC) welcomed those present.

2. Notes of Previous Meeting

The Meeting Notes from the Performance and Delivery Board on 7 June 2017 were noted as a true and accurate record. The following action updates were provided:

- *Update on internal inspection of rape investigations* – Report received out of meeting.

3i. Crime Data Integrity

The Chief Constable introduced the item and explained that the results from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) recent inspection had been lower than anticipated and not good enough. However, he provided reassurance that the Force had, and was continuing to undertake significant work to address a number of process issues identified. The Chief Constable explained that whilst the Force had conducted internal crime recording audits, a number of factors including differences in sampling and approach had resulted in 'false readings'. He went on to confirm that internal audits were now methodologically aligned to the HMICFRS inspection and the Force's internal auditors had received formal training from the HMICFRS auditors. The Chief Constable said there had already been a significant improvement in a short space of time with early indications that crime recording accuracy was now regularly fluctuating at 90+%.

The Deputy Chief Constable went on to provide a summary of the supporting [paper](#).

The following points were discussed:

- The PCC asked whether it was a fair reflection to say that the Force had become complacent or taken its 'eye off the ball' with regards to crime data integrity. The Chief Constable stated it was a completely unfair reflection and had no substance whatsoever; had the Force not conducted regular internal audits then it may have some credibility. There had been a number of routine audits, but unfortunately the Force's internal auditors had not used the same methodology as HMICFRS so were missing some issues, particularly from a process perspective. As a result, the Chief Constable received information on a regular basis which was shared with the PCC showing 90+% accuracy; there was no element of complacency. For that reason, the Chief Constable said his internal auditors were the only ones in the country to be trained by HMICFRS and he had complete confidence that the audit results he now received would mirror those of any future HMICFRS inspection.

- The PCC asked whether some of the discrepancy had been the result of HMICFRS changing their methodology and relevant training not following with it. The Chief Constable agreed with this. He explained that each time HMICFRS inspected crime data integrity there was always a new element to the test; it was wider, broader and deeper and the Force were not prepared for that, but was now.
- In light of the result not being good, although by no means the worst in the country, the PCC asked whether the pressure and demand on policing nationally was having a wider negative impact on crime data integrity. The Deputy Chief Constable agreed in part, but said although described as the same type of inspection, it was broader and more in-depth than before. He added that almost all forces inspected had seen a notable drop in accuracy compared to previous inspections. The Chief Constable stated that whilst officers and staff were unbelievably busy, there was nothing culturally the HMICFRS found to suggest they were suppressing crime. It was a process issue in the main and whilst on a few occasions victims did not receive the service they rightly deserved, for which he had apologised, on many occasions multiple offenders had been arrested and dealt with, but only one crime report had been created. The victim actually received a good service but the administrative element was not correct.
- In relation to paragraph 28, the PCC asked if changes to the Bail Act had affected postal charging. The Deputy Chief Constable said there was a widespread view that there were a number of challenges as a result of the introduction of the Bail Act, some of which had not played out yet. He added that whilst the Force expected an impact it had not seen anything obvious at this stage. The Chief Constable said he met regularly with the Head of the CPS and there were shared concerns around postal requisition for lower level offences, many of which had a six month time period to be charged; if not monitored carefully people would fall out of the system because of a timescale issue. He said the Force's Criminal Justice Department and the Kent Criminal Justice Board were watching carefully.
- In relation to paragraph 9 the PCC asked if, hypothetically, HMICFRS returned tomorrow was the Chief Constable confident that they would find a greater level of accuracy. The Chief Constable said if they were to return tomorrow there was a possibility that they would check some of the same data as before with a lower accuracy level. If HMICFRS were to return in January 2018 he said he would be wholly confident of 90+% accuracy. The Deputy Chief Constable confirmed the Force was negotiating with HMICFRS a suitable re-visit timeframe, allowing enough time for all the changes to gain traction.
- The PCC asked if as HMICFRS suggested, as many as 24,000 crimes were not recorded last year, what impact would that have on recorded crime levels going forward (e.g. will they all appear at once)? The Deputy Chief Constable explained there was no requirement to back record convert - effectively review every single incident reported in order to identify if a crime should have been recorded - due to the sheer volume and resources required. However, the Force had ensured every report HMICFRS highlighted as a crime, had now been correctly recorded and every victim associated with them contacted and safeguarding issues or follow-up action taken if appropriate.
- The Chief of Staff (CoS) asked for confirmation that whilst the Deputy Chief Constable had passed responsibility for reviewing rape cancellation decisions to the Force Crime and Incident Registrar (FCIR), he maintained oversight. The Deputy Chief Constable confirmed that he regularly meets individually with the FCIR, and they both also meet regularly with the Chief Constable to discuss any relevant issues and cancellation decisions.

3ii. Force Performance

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

The following points were discussed:

- In light of the success of Op Capture, the Deputy Chief Constable said the Force was exploring how it might flex resources on a smaller scale to address future challenges.
- The PCC stated that he had recently visited the Force Control Room and was impressed with the dedication and professionalism of staff. He said the nature of calls he listened to related to domestic abuse and mental health. He said he was content with the average answering time for 101 calls of approximately 3 minutes, albeit it still wasn't where he would like it to be. The Chief Constable reinforced this by contextualising it within the climate of increased demand; in light of this, he said the performance was very good.
- In relation to paragraph 15, the PCC asked if there was any update in relation to changes in the use of custody implemented under the Policing and Crime Act 2017. The Chief Constable and Deputy Chief Constable stated that they had received no further update.
- In relation to paragraph 20 regarding victim satisfaction, the PCC asked if there was a time frame for completion of the review. The Deputy Chief Constable explained that he hoped the survey of rape victims would be introduced in November 2017; the wider victim survey would follow, but there was no launch date as yet.

4. Police and Crime Plan Delivery

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

The following points were discussed:

- The Chief Constable outlined a new tool to help investigate crime; the Evidenced Based Investigation Tool (E-BIT). This was currently being trialled on East Division, focused on 4 crime types, including low-level assaults and public order offences. If there was any element of vulnerability, E-BIT would not be used. The Force Control Room call handlers were asking a list of questions, and the responses were being analysed using an algorithm to determine if there were viable further lines of enquiry. The Force was investigating approximately 6,000 crimes per month, and it was anticipated that the use of E-BIT would reduce this to approximately 1,800.
- The PCC sought reassurance that whilst officers would attend fewer incidents, this would not affect the outcome for the victim. The Chief Constable explained that of the 6,000 crimes investigated, approximately 4,200 had no viable further lines of enquiry and had to be filed; E-BIT would provide a more effective, efficient and consistent method of identifying these and allow them to be filed at an earlier stage. In turn, this would reduce the demand on officers and enable them to focus on vulnerable victims and those crimes where there were viable further lines of enquiry.
- The PCC asked the Chief Constable if he was satisfied with the accuracy of E-BIT. The Chief Constable stated the accuracy in terms of decision-making was approximately 95% at the current time, but was being regularly reviewed. He explained that the accuracy was high because the questions had been developed by quality investigators and there was a focus on providing a quality service to the victim from the outset.
- The PCC asked if E-BIT was compliant with the Victim's Code. The Chief Constable confirmed it was. He explained the priority was to keep local communities safe; however the Force also had to remain efficient and effective. The Deputy Chief Constable reinforced this, stating the Force would have to spread itself thinly over a wide area without E-BIT, subsequently giving victims a lesser service. A substantial amount of work with Cambridge University had gone into developing E-BIT and as a result other forces were taking an interest. Since it was in its infancy, the Deputy Chief Constable offered to provide a further update on E-BIT at a future meeting.
- The CoS asked if there was a process in place to monitor complaints as an indication of how well E-BIT was performing. The Deputy Chief Constable confirmed there would be a number of checks and reviews of E-BIT over the coming months; the Professional Standards Department and other key members of staff were well-sighted on E-BIT. There were also media lines in place, however it was only a soft-launch currently, to enable the Force to test the algorithm and rigour of the process.
- In relation to the section on 'Providing visible neighbourhood policing and effective roads policing', the PCC commented that it was the smallest in the report and that he felt it did not reflect the breadth and scale of work. He requested that the section be expanded in the future; the Chief Constable agreed and confirmed that it would be addressed in future reports.
- The PCC asked the Chief Constable to explain how the Force works with partners to tackle speeding and people using their mobile phones whilst driving. The Chief Constable responded by stating that the Force works closely with the Kent and Medway Safety Camera Partnership, which was responsible for managing the county's fixed speed cameras. In addition, it had three mobile speed enforcement vehicles which could be moved around Kent's roads throughout the day. The Force also supported the community Speedwatch programme with the deployment of police officers and Special Constables. The PCC was pleased to hear of the work with Speedwatch and said he hoped the Safety Camera Partnership would consider using Speedwatch data to inform their decision making.
- In relation to the 'Delivering an efficient service' section, the Chief Finance Officer commented that evidence of the Force delivering value for money could be found in the Statement of Accounts. The Chief Constable agreed and confirmed HMICFRS overlay the three PEEL pillars of efficiency, effectiveness and legitimacy with a 'value for money' profile; in comparison to other forces, the Force was near the top.
- The Chief Constable provided a reassuring message regarding burglary statistics. He explained that based on the number of households in the county, the chances of a house being burgled in Kent was less than 0.2%, with the Force currently recording an average of 14 burglaries per day.

Action

- **Force: to provide a further update on E-BIT at a future meeting.**

5. Finance

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

The following points were discussed:

- The Deputy Chief Constable commented that there had not been a significant change since the last paper, with the exception of the recent pay rise. He stated that the pay rise for all officers and staff was thoroughly deserved and a long time coming, but it may pose future financial challenges.
- The PCC confirmed there had been discussions between himself and the Chief Officer's around this topic and that the non-consolidated pay award would have limited impact in the future due to the Force's financial performance.
- The PCC asked if the underspends referred to in the paper were mitigating other costs, whether they were one-off or recurring, and if they included the over-achievement of savings? The Deputy Chief Constable stated that some of the costs were one-offs, such as Taser and Operation Capture, but he welcomed the flexibility in order to potentially flex resources. He said the recurring costs included Microsoft licenses, but such costs were captured within the budget-setting process and projected figures monitored by the Force and the PCC's office. The Chief Constable added that some underspends had come from savings being achieved more quickly than anticipated.
- The PCC commented that he thought police officers and staff were worth more than the 1% pay rise plus 1% non-consolidated pay award.

6. People

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

The following points were discussed:

- The Chief Constable said that it was a positive picture throughout, including the fact that the officer establishment compared to actual numbers was as close as it had ever been.
- On BAME recruitment, the Chief Constable said the Force was working hard and there was some traction. He explained that with the PCC's support, the Force had started to create a small Taskforce to work on challenging issues or 'wicked problems'; this was one of those. He added the Force had recruited a new lead, was working with the IPAG, local communities and other agencies to encourage recruitment and retention.
- In relation to a question about the increased level of absence for police staff, the Chief Constable said it may be linked to the fact that police staff can be subject to business cases, whereas police officers were not.
- The PCC asked why the data showed spit guards were used prior to staff receiving the relevant training. The Chief Constable explained that this was where officers had used a 'work-around' such as pulling the offenders hood over their face, and subsequently recorded it under the spit guard category for the purposes of transparency.
- The PCC asked about the aspiration for Voluntary PCSOs and whether the Force was liaising with Kent County Council (KCC) regarding lessons learnt from the Volunteer Wardens. The Chief Constable said his aspiration was that there would be one Voluntary PCSO per ward, so around 300 incrementally built up over time. He added that the role had to be embedded into communities and the Force had appointed an Inspector to lead on the project who was already liaising with KCC. Furthermore, the Chief Constable said he was meeting with KCC Cabinet Member Mike Hill soon to discuss Voluntary PCSOs.
- The PCC asked whether Voluntary PCSOs would replace regular PCSOs. The Chief Constable stated that they would not replace PCSOs but their introduction was to maintain a quality service within challenging financial times.
- In relation to officer sickness, the PCC asked whether there had been an increase linked to mental health issues. The Chief Constable confirmed there had been an increase and that sickness linked to mental health issues was a growing concern. He said this was both negative and positive; negative because officers were clearly feeling the pressure of increased demand and workloads, but positive as it was a sign that any stigma attached to mental health in Kent Police was almost gone and staff were prepared to report it and seek help.
- The CoS asked whether there were processes in place to monitor the welfare of those officers who did not get their preferred placement within New Horizon, as well as any impact on sickness. The Chief Constable stated there were and that one of the reasons the number was so low was because the model was designed by the officers. The Deputy Chief Constable added that the post-implementation review would look at the data to see if there were any changes around sickness as a result of the implementation. Mr Drysdale, Director of Corporate Services was sitting in the audience and added that whilst it was early days, there was currently no correlation between those who did not get their preferred placement and sickness levels. Furthermore, he added that officers had either got their preferred location or their preferred role but not necessarily both.

7. Collaboration

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

The following points were discussed:

- The Chief Constable said that in the spirit of creativity, innovation and pushing boundaries, the Force had looked at a joint Control Room with Essex, but in the end it wasn't suitable, efficient or effective so the decision had been taken not to progress. However, it was important that the Force looked at all opportunities and made informed decisions.
- In relation to paragraph 5, the PCC asked if there was any update on the Occupational Health Review. The Chief Constable confirmed that a paper was being presented to the relevant Force board that week.

8. Topical Issues & Update on Significant Operational Matters

- In terms of Op Horizon, the Chief Constable commented that on the first day of going live, the multi-agency Central Referral Unit (CRU) identified 27 victims who would not previously have been identified as vulnerable.
- He also provided some early examples of the positive impact on service delivery:
 - A domestic incident involving a baby - in the past officers would have had limited information about those in the property and had no choice but to leave the baby with the other partner. However through fast time partnership engagement, the CRU identified concerns in relation to the other partner. As a result, officers tracked down an alternative suitable guardian.
 - A domestic incident involving a mother with post-natal depression - officers contacted the CRU from the scene and explained the circumstances. Multi-agency checks were conducted by social services which identified that the victim had bipolar disorder. Officers at the scene were supported by mental health professionals and managed to effectively engage with the victim.
 - The Missing Child Exploitation Team (MCET) in Medway were allocated a missing person enquiry and located the individual within 2 hours. The Local Policing Team had been conducting enquiries for three days before the MCET took the job on; because of MCET's knowledge and links with other European policing agencies, the child was found in Romania later that day.
 - A PCSO Youth Engagement Officer quickly engaged with a troubled young person evidencing inappropriate sexual activity in a local school. The feedback from the young person was very positive.
- The Deputy Chief Constable gave an update on counter terrorism. In relation to the recent Parsons Green incident, he explained there had been extensive Kent Police involvement in the investigation with the manhunt for the suspect actually ending in the Port of Dover when a Kent Police Officer recognised the suspect from a recent briefing and arrested him. The Deputy Chief Constable said that if the suspect had left the country, there was no doubt that he would have committed further atrocities in the future. He added that as a result of the successful operation and subsequent arrest, the Home Secretary was very aware of Kent Police's involvement and experienced counter terrorism officers had a very positive view of the Force.
- The PCC stated that he hoped the officers involved would be appropriately recognised at the right time.

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

Overview of Actions

	Status	Owner	Due date
Provide a further update on E-BIT at a future meeting	Open	Chief Constable	TBC

Date of next Performance & Delivery Board: 6 December 2017

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