

SCRUTINY COMMITTEE

Wednesday, 3rd April, 2019

10.00 am

Council Chamber - Sessions House





AGENDA

SCRUTINY COMMITTEE

Wednesday, 3rd April, 2019, at 10.00 am

Ask for: Joel Cook/Anna Taylor

Council Chamber - Sessions House

Telephone: 03000 416892/416478

Membership

Conservative (9): Mr A Booth (Chairman), Mr A M Ridgers (Vice-Chairman),
Mr M A C Balfour, Mr P V Barrington-King, Mrs P M Beresford,
Mrs R Binks, Mr G Cooke, Mr R C Love, OBE and Mr J Wright

Liberal Democrat (2): Mr R H Bird and Mrs T Dean, MBE

Labour (2) Mr D Farrell and Dr L Sullivan

Church Mr D Brunning, Mr J Constanti and Mr Q Roper

Representatives (3):

Parent Governor (2): Mr K Garsed and Mr A Roy

Tea/coffee will be available 15 minutes before the start of the meeting

County Councillors who are not Members of the Committee but who wish to ask questions at the meeting are asked to notify the Chairman of their questions in advance.

Webcasting Notice

Please note: this meeting may be filmed for the live or subsequent broadcast via the Council's internet site or by any member of the public or press present. The Chairman will confirm if all or part of the meeting is to be filmed by the Council

By entering into this room you are consenting to being filmed. If you do not wish to have your image captured please let the Clerk know immediately.

UNRESTRICTED ITEMS

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

A - Committee Business

- A1 Introduction/Webcast Announcement
- A2 Substitutes
- A3 Declarations of Interests by Members in items on the Agenda for this Meeting
- A4 Minutes of the meeting held on 15 January 2019 (Pages 5 - 12)
- A5 Select Committee Update - verbal briefing

B - Scrutiny Committee meeting as the Crime and Disorder Committee

- B1 Kent Community Safety Agreement (Pages 13 - 56)

C - Any items placed on the agenda by any Member of the Council for discussion

- C1 Application of KCC's social value principles to KCC's Commissioning and Contract Management (Pages 57 - 68)

EXEMPT ITEMS

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

Benjamin Watts
General Counsel
03000 416814

Tuesday, 26 March 2019

KENT COUNTY COUNCIL

SCRUTINY COMMITTEE

MINUTES of a meeting of the Scrutiny Committee held in the Council Chamber - Sessions House on Tuesday, 15 January 2019.

PRESENT: Mr A Booth (Chairman), Mr A M Ridgers (Vice-Chairman), Mr M A C Balfour, Mr P V Barrington-King, Mrs P M Beresford, Mrs R Binks, Mr R H Bird, Mr G Cooke, Mrs T Dean, MBE, Mr D Farrell, Mr R C Love, OBE, Dr L Sullivan and Mr J Wright

ALSO PRESENT: Miss S J Carey, Mr P B Carter, CBE, Mrs M E Crabtree and Mr R W Gough

IN ATTENDANCE: Ms Z Cooke (Corporate Director of Finance), Mrs S Hammond (Director of Specialist Children's Services), Mr M Scrivener (Corporate Risk Manager), Mr D Shipton (Head of Finance (Policy, Planning and Strategy)), Mrs A Taylor (Scrutiny Research Officer), Mr B Watts (General Counsel) and Mr D Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance)

UNRESTRICTED ITEMS

43. Introduction/Webcast Announcement

(Item A1)

1. In response to a query the Chairman confirmed that the meeting of Scrutiny Committee would be streamed live over the internet.

44. Apologies and Substitutes

(Item A2)

1. Apologies had been received from Mr Oakford (Mrs Crabtree was substituting) and the two Parent Governors Mr Garsed and Mr Roy.

45. Declarations of Interests by Members in items on the Agenda for this Meeting

(Item A3)

1. Dr Sullivan declared an interest in the Budget item as her husband was employed as an Early Help Worker for Kent County Council.

46. Minutes of the meeting held on 8 November 2018

(Item A4)

1. In response to a query the Chairman confirmed that information relating to the Pupil Premium Select Committee, which was due to be circulated to the Committee, would be chased up outside of the meeting.

RESOLVED that the minutes of the meeting held on 8 November 2018 were a correct record and that they be signed by the Chairman.

47. Draft 2019/20 Budget and the Medium Term Financial Plan. Please can Members bring their copy of the Budget Book 2019-20 to the meeting (Item A5)

Mr Carter (Leader of the Council), Mrs Crabtree (Deputy Cabinet Member for Finance and Traded Services), Zena Cooke (Corporate Director Finance) and Dave Shipton (Head of Finance, Policy, Planning and Strategy) were present for this item.

1. Mrs Crabtree introduced this item and explained that over the last 10 years it had become increasingly difficult to balance the books, the Revenue Support Grant (RSG) was shrinking, costs were increasing and, for example, there was a rising number of elderly people in Kent many with complex needs and in need of the services of KCC. In the previous 10 years savings in excess of £600million had been made, the savings for 19/20 were around £43million and the council was having to propose increases to Council Tax and looking at the discretionary services provided.

2. Members received a presentation from Mr Shipton on the Draft 19/20 Budget. This presentation can be viewed online [via this link](https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=752&MId=7911&Ver=4) or at <https://democracy.kent.gov.uk/ieListDocuments.aspx?CId=752&MId=7911&Ver=4>

3. In response to a query about the Kent Business Rate Pool Mr Shipton confirmed that Dover and Sevenoaks Councils were not part of the pool for valid reasons regarding the tax base in each region.

4. A Member asked for confirmation about the decline in the rate of growth of the Council Tax base. This was due to a combination of new houses (many single occupancy households) and changes in the council tax discounts.

5. In response to a question about the average council tax collection rate Mr Shipton stated that it was 98.5% across all 12 districts. The collection rate of some districts was significantly lower than that average and the majority collected 99%. There had not been a noticeable decline in the past year, this was likely to be significant in future years and the final tax base estimate had not yet been provided by the district councils.

6. Members discussed the use of reserves and the balance between using reserves and making savings; Kent had a debt to reserve ratio of 107%. Mr Shipton explained that when last year's budget was set it was on the basis that the £10.8m wouldn't be drawn down in 18/19 but it would be drawn down in 19/20, Members had agreed at County Council in July that a further draw down from reserves would occur to address the pothole situation because of the severity of the 2017/18 winter. Mr Shipton explained that there was no definitive ratio with regards to reserves/debt, this had been used in the past to test the financial resilience of authorities, it was often difficult to repay debt early and this sometimes carried excessive penalty clauses. Mr Shipton offered to circulate a copy of the reserves/debt graph with a third dimension showing the relative change from one year to another of each authority.

7. The Leader explained that there were encouraging signs with the fair funding model from 2020/21, it was hoped that a significant proportion of the Council's debt would be funded through the fair funding model.

8. A Member asked about the Social Care Levy and the interim arrangements for supporting social care costs, Mr Shipton explained that this was by far the most important part of the fair funding review, the Council had been questioning the formula and had consistently challenged it, it was hoped that this would be addressed in the fair funding review. Mrs Crabtree stated that Members were lobbying hard to ensure that something was done to alleviate this situation.

9. Regarding high needs demand, a Member asked whether officers were investigating how many children/young people there were in Kent with undiagnosed additional needs. Mr Shipton explained that officers mapped trends in demand and the extra demand was significantly higher than the growth in numbers of children. There was a significant overspend on the DSG and there would be a point at which the costs would be unsustainable.

10. Mr Carter considered that there was an oversupply of special schools in Kent, particularly in the independent sector, the percentage of pupils in special schools in Kent as a proportion of those with an Education, Health and Care Plan (EHCP) was above the national average, the link with special needs transport was inextricable.

11. A Member questioned the spending on adult social care or children's social care, how many other authorities were spending 63% of their total net budget? Was this sustainable and how high should this spending get? Mr Carter explained that the Council had a statutory duty to provide services, but this again related to the fair funding model and the need for a formula for distributing funding to ensure it was proportionate for each authority. Mr Shipton commented that it was vital to ensure that the fair funding formula was future proofed.

12. A Member commented on the quality of the EHCP, if they were more accurate and more appropriate for each child money would be saved, the child would get a better education and support, however this was incredibly difficult to do.

13. In response to a question from a Member about the wording in the presentation relating to Brexit as a budget risk, Ms Cooke confirmed that this would be revised to ensure that it was clear that the Council did not want to limit spending to direct costs, and that the authority was looking at the wider costs of Brexit. The wording (as below) would be revised to say limit rather than isolate.

BREXIT adds unfunded pressures (capital and revenue) – possible government grant but we would not want to isolate ~~limit~~ spending solely related to Brexit and would also need to support core budget

14. A Member asked for confirmation about the spend, through the Capital Programme, on education and school provision that was not fully reimbursed through Department for Education (DfE). Mr Shipton explained that there would be a £1million revenue consequence by 2021/22 rising to £4million by 2022/23. The total 3 year spending was around £222million, £84 million was basic need, £64million was developer contributions and £70million was the Council's commitment to borrow to fund existing shortfalls. The member commented that this was a policy decision that had to be made to determine whether the council should only spend the money it received in respect of the statutory responsibility for education.

15. Mr Carter explained that within the Education Commissioning Plan it was written that no further prudential borrowing would be taken up to deliver the schools capital programme. Mr Carter was encouraging other counties across the country to do the same.

RESOLVED that the Scrutiny Committee note the report and thank Mr Carter, Mrs Crabtree, Zena Cooke and Dave Shipton for attending the meeting and for answering Members' questions.

48. Unaccompanied Asylum Seeking Children (UASC): Care Leaver Funding Shortfall 2018-19

(Item C1)

Mr Gough, Cabinet Member for Children' Young People and Education and Sarah Hammond, Director of Specialist Children's Services were present for this item.

1. Mr Gough referred to a previous question about the numbers of UASC in Kent and what was the composition of the young people. This began in 2015 when there was a large inflow, this number has since diminished. The number of referrals in 2015 was 948, there had been an overall reduction in Asylum Seekers across Europe and a reduction of numbers coming into Kent since that time, with 388 in 2016 and 214 in 2017. Overall during 2018 there were 172 referrals, this had picked up slightly at the end of 2018 but numbers were below that seen previously. 315 young people were transferred out of Kent under the National Transfer Scheme, meanwhile many of the young people who remained turned 18 and some 21. There were currently 248 UASC in care and 911 care leavers. The shortfall between the costs to support UASC and the funding grant was an issue which had been running for many years. The largest funding gap was for care leavers, the key issues being a large cohort whose status had not yet been determined, and the second being the period during which KCC had duties to care leavers being extended by legislation from 21 to 25 years. The grant for this from the DfE was based on an assumption of between 11-15% of young people (for the total cohort) taking this up and in fact this had been around 100% for UASC (and 50% for citizen young people).

2. Sarah Hammond explained that regarding under 18s, even if young people were refused asylum status they would be given leave to remain; they were lawfully allowed to remain in the country. Regarding education, universities would offer places to anyone who was lawfully in the UK. All care leavers were able to apply for grants because they were lawfully in the UK and the Council did not pay university fees because the students were able to access fees alongside other citizens.

3. In response to a question about travel costs (para 3.11 of the report) Sarah Hammond explained that claims had been submitted to the Home Office for the journeys that young people made to have their immigration interviews. The view of the Home Office was that the grant that they received should include those costs, KCC's view was that if young people were living in Shepway or Dover the costs to travel to London were disproportionate to those living in London and were able to access the main immigration centre in Croydon much more cheaply.

4. Regarding interpreter costs any available aids and assistance available were used. The challenge was that many meetings carried a large legal responsibility (age assessment, human rights assessment for example) and it was critical both for the

young people and for the social workers that there was no window of doubt about what a young person was saying or what they meant and for that reason the Council had to use trained and accredited interpreters. All interpreters were accessed through the Council's managed service but the majority travelled from outside of Kent County, so the council was also paying their travel costs.

5. Regarding Legal Costs, the most common legal challenge was around age, there was significant financial cost to defend court cases. A small number of individuals challenged human rights assessments.

6. A Member asked how much focus our MPs had given to this issue, Mr Gough explained that there had been and still was constant engagement with MPs and they were very aware of the issues. The challenge was with the Home Office who had yet to resolve the issues with the Treasury.

7. In response to a question Ms Hammond explained that there were around 10 key languages spoken by young people that the Council worked with on a regular basis. There was a small middle eastern region cohort of Kent residents who were now fluent in English and had become authorised interpreters. Responding to a comment Sarah Hammond confirmed that the Council was constantly identifying young mentors who had learnt to speak English well. Some ex-care leavers in their late 20s and early 30s who had been able to become qualified and accredited to undertake the interpreter role.

8. Sarah Hammond, in response to a question, explained that the ability of the young people to learn English was extraordinary, the Council had held a number of events where young people were present which Members were invited to. The Council had a moral duty to these young people not to provide a second class services and in addition the law prevented the Council from doing so. Mr Gough explained that the Council had a duty to provide services up to the age of services, however the funding was based on the assumption that only a small proportion of young people would take up these services, which is where the funding problems arose.

9. A Member commented on the high turnover of Immigration Ministers, which made this an even more difficult issue. He asked if it would be helpful if all 12 MPs wrote a joint letter in support of the situation in Kent. Mr Gough took this point on board, it was important to get the timing of this right.

10. Members discussed the recommendation from the Committee, one Member suggested that this be strengthened to include reference to fairer funding for Kent, using lobbying powers and writing to MPs to resolve some of the financial issues that impacted upon the Council, the people who received these services and the residents and council tax payers of Kent.

11. This was not supported by all Members and it was suggested that the CYPE Cabinet Committee take on some of these issues and investigate further. Another Member did not consider that it was necessary to change the recommendation, the Cabinet Member and Officer had informed Scrutiny Members that there had been continuous lobbying for this funding to be proportionate. There was not agreement on this, another Member considered it appropriate for the Scrutiny Committee to make a further recommendation and express a view to the Cabinet Member on

funding issues. Mr Gough commented that it would not be unwelcome if the Committee were to express a view that this is something that needed to be resolved.

12. The Opposition Group Leader offered the Cabinet Member full support from his group and the Labour Group on these issues.

13. There was unanimous support for the resolution included below.

RESOLVED: Members were very grateful for the detailed and useful information provided by the Cabinet Member and Officer

The Scrutiny Committee noted the report and would encourage the Cabinet Member and Officer to do all within their power to ensure full reimbursement of the costs involved and pursue the rapid resolution of the existing funding reviews.

49. Risk: CRR0045 - Effectiveness of Governance within a Member-led Authority.
(Item C2)

Miss Carey (Cabinet Member for Customers, Communications and Performance), Ben Watts (General Counsel), David Whittle (Director of Strategy, Policy, Relationships and Corporate Assurance), and Mark Scrivener (Corporate Risk Manager) were present for this item.

1. Ben Watts introduced this item; the risk was made up of two elements; likelihood and impact score. This risk had a score of 5 for impact and likelihood score of 2. The risk had an overall score of 10 but was still marked as 'unlikely' at the current time. The risk related to Member Governance and the important role of all Members of the Council, it was a whole system risk. It was vital that Member risk was identified and scrutinised. Mr Watts was supportive of this risk and was supportive of Kent being an authority where the risk appeared on the register and could be discussed. Mr Watts referred to Article 2 of the constitution and the key role of members in Kent in relation to governance framework.

2. A Member questioned the likelihood and impact, and in addition the Member queried whether the risk should address the actions or inactions of officers in relation to officers not being responsible to a Member. Mr Watts explained that the impact of the risk was high, and likelihood was low resulting in the medium risk. Within the constitution there was the provision for chief officers to seek written direction from Executive Members, changes had also been made around delegations to officers.

3. David Whittle explained to Members that the risk had been put into the corporate risk register following discussions had at the Autumn Refresh around the issues at Northamptonshire and, following the Max Caller report, the need for strong governance. It was felt appropriate to put this risk in; the team would always listen to feedback and in relation to the balance between member and officer responsibility this would be taken on board, however it was referenced within the cause of the risk section. Mr Whittle would consider whether this needed to be strengthened with officers outside of the meeting. Mr Scrivener explained that the impact was a 5 out of 5 score, the consequences were high and combined with the likelihood it became a medium risk.

4. A Member commented that there were instances where Members did not have sufficient knowledge of the background in making decisions. It was considered that the wording needed to be tightened to ensure that this was clear.

5. A Member stated that she considered that KCC was an authority led by a small group of Members. It was important that the authority had a constitution which reflected all kinds of potential proportionality. She requested reference within the document of the understanding that the decision making group reflected all parties that were in the controlling group. In relation to the ability of officers to seek written authority from Executive Members the Member asked how often this had been used? Mr Watts confirmed that no officer had yet to ask for a written direction. The Member also referred to existing committees and sub-committees which were a single party constitution, the Member had asked for advice of where the authority for these groups came.

6. The Member also commented on the timing of the budget publication and group briefings and asked that consideration be given to timings of these issues in the future.

7. Miss Carey explained that it was important to remember that these were risks that could happen, not that this was the current situation. Both formal and informal meetings regarding the budget took place, it was for Members to ask the right questions and the purpose of the risk was to try to avoid making future mistakes. Mr Watts explained that the S151 Officer was looking at new ways of carrying out finance briefings around the budget and an all Member briefing was also being held in advance of the approval of the budget.

8. Referring to the written direction from Executive Members to Officers this was intended to ensure that the organisation acted in the right way and that the proper advice was given and provided. There was also a requirement to report to Governance and Audit Committee any request under this provision, this ensured that all Members were aware when this was used. Mr Watts confirmed that he would be providing the advice which would be circulated to all Members of the Scrutiny Committee around the informal and formal governance of the council.

9. Members discussed the availability of information and one member commented that he had previously had to submit a Freedom of Information request to the authority to gain access to information requested. Ben Watts explained that in relation to exempt items it was considered that the exempt provisions were being used appropriately, reports were split as much as possible to ensure that there was as much as possible in open reports. A re-write of the constitution was currently underway, and this would be brought to the May County Council.

RESOLVED that the Scrutiny Committee thank the Officers for attending the meeting and answering Members' questions. The Scrutiny Committee noted the report.

At the conclusion of the meeting the Chairman asked Members of the Scrutiny Committee whether they would support a future item on the Committee agenda to look at Member's IT, this was supported by the majority of the Committee.

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By: Benjamin Watts, General Counsel
 To: Crime and Disorder Committee – 3 April 2019
 Subject: Kent Community Safety Agreement

Summary: This report briefly explains the background of Community Safety Agreements and the development of Kent's Agreement. This report also seeks to outline the role of the Committee in scrutinising the Kent Community Safety Agreement and as a 'critical friend' to the Community Safety Partnership.

1. Community Safety Agreements

- 1.1 Community Safety Agreements (CSAs) are mandatory for two tier authorities and are used by the Community Safety Partnerships (CSPs) to meet their statutory duty under Section 17 of the Crime and Disorder Act 1998 (as amended by the Police and Justice Act 2006). Additionally, the 2006 Act required CSPs to include anti-social behaviour (ASB) and substance misuse within their strategies. The Police and Crime Act 2009 added reducing reoffending to the areas to be addressed by CSPs.
- 1.2 The Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007 revised the 1998 Act, altering the manner in which District and Borough Council evaluated their Community Safety arrangements. The previous method of three yearly audits was replaced with an annual strategic, triennial partnership plan and public consultations. These district/borough level assessments feed into the higher authority's CSP and influence the Community Safety Agreement.
- 1.3 The broad range of public safety considerations addressed by CSPs requires joint work from the partners that serve as responsible authorities:
 - Police
 - District and Borough Councils
 - County Council,
 - Clinical Commissioning Groups (CCGs)
 - Fire and Rescue Service
 - Relevant Probation company
- 1.4 The CSA draws together the key strategic aims of all the relevant services in the crime, disorder and public safety sectors, promoting a joint approach that enables more effective and co-ordinated inter-agency planning that will result in improved outcomes.

- 1.5 Each CSA reflects its own areas priorities based on needs assessment and shared intelligence between the partner agencies. Since the introduction of Police and Crime Commissioners (PCCs) Community Safety Partnerships must give due regard to the PCC's Police and Crime Plan. The strategic assessments undertaken by local Community Safety Partnerships are reviewed for common issues and priorities, which are then consulted on with relevant stakeholders to confirm their inclusion in the CSA. This engagement with stakeholders also provides opportunities for gaps to be identified and broader cross-cutting themes to be taken into account.

2. Kent Community Safety Agreement

- 2.1 Responsibility for delivering the CSA priorities rests with the Kent Community Safety Partnership (KCSP). In March 2017 the KCSP agreed that the CSA would be a rolling document which would be reviewed and refreshed, if necessary, annually along with the associated CSA Action Plan. The priorities and cross cutting themes within the CSA were last updated in April 2018.
- 2.2 In 2016, the Kent CSP agreed that performance monitoring would be managed by the senior officer led working group and relevant priority leads from the partner agencies. Any points of concern or anomalies would then be reported to the KCSP for consideration.
- 2.3 The priorities currently included within Kent's CSA are:
- Domestic Abuse
 - Anti-social Behaviour
 - Safeguarding Vulnerable People
 - Serious and Organised Crime
 - Substance Misuse
 - Road Safety
 - Preventing Extremism and Hate
- 2.4 Details of the relevant Leads for each priority are contained within the main CSA document along with a summary of the key issues identified by the local CSP strategic assessments. The attached appendix provides detail on the related actions being undertaken to deliver the priority outcomes and following a previous request from the Crime and Disorder Committee, includes a summary of performance and contextual information.
- 2.5 The Kent Community Safety Agreement also works to deliver against the countywide ambitions detailed in the Vision for Kent 2012-22; to grow the economy, to tackle disadvantage and to put citizens in control. The core focus on effective partnership working embedded within the Kent Community Safety Partnership and the Agreement reflects the need for continued joint working with relevant agencies to meet the needs of Kent's communities.

3. Committee Role

- 3.1 The Scrutiny Committee is required to meet in the form of the Crime and Disorder Committee to review and scrutinise work undertaken by relevant partner agencies and authorities responsible for managing crime and disorder in the County. This duty arises from the Police and Justice Act 2006 which introduced Crime and Disorder Committees to fulfil this scrutiny function.
- 3.2 The Committee exists as a 'critical friend' of the Community Safety Partnership, considering the strategic level approach on crime and disorder and should not seek to challenge operation level actions.
- 3.3 Reviewing, considering and commenting on the Community Safety Agreement and its associated action plan serves as a constructive approach for the Committee to fulfil its statutory requirement to scrutinise the strategic activity in the arena of crime and disorder. The focus of the Committee's scrutiny should be on the collective work of the partnership rather than the activities of the individual agencies.
- 3.4 All district/borough CSPs across Kent have scrutiny functions in place meeting the benchmark for annual scrutiny set out in the legislation; with some local Scrutiny Committees meeting more frequently to review the CSP plans as well as other Community Safety related topics.

4. Recommendation

- 4.1 The Committee may resolve to:
- Note the Community Safety Agreement and make no comment.
 - Make comment on the Community Safety Agreement and its action plan.
 - Offer recommendations to one or more of the responsible authorities.

Appendix:

Kent CSA April 2018

Kent CSA April 2018 Action Plan and Performance Summary

Contact details:

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Kent Community Safety Agreement



April 2018

Version Control

Version	Date	Changes
1.0	April 2017	New Kent Community Safety Agreement (CSA) – effective from April 2017
2.0	April 2018	Refreshed Kent Community Safety Agreement (CSA) <ul style="list-style-type: none"> - Updated document date to April 2018 - Ch.1 - reference added to 1.1 about version control - Ch.5 - achievements for 2017/18 added - Ch.6 - priorities/cross-cutting themes updated effective from April 2018, including refreshed diagram - Ch.7 - priority leads updated - Appendix A - strategic assessment outcomes updated - Appendix B - MoRiLE outcomes refreshed - Appendix C - refreshed horizon scanning - Appendix D - Police & Crime Plan details updated

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Foreword

As Chair of the Kent Community Safety Partnership (KCSP) I am pleased to present the new Kent Community Safety Agreement (CSA) which took effect from 1st April 2017.

The Community Safety Agreement sets out how partners in Kent will work together to address the key community safety priorities for the County, identifying the shared objectives and outcomes required to improve the lives of the people of Kent. Whilst enforcement of the law will always play a major part in community safety, much can be done to prevent problems before they arise and a great deal of effort is devoted to supporting and safeguarding vulnerable people and their families, tackling issues of substance misuse, improving road safety, enhancing quality of life and developing community resilience.

This agreement replaces the 2014-17 CSA which included an action plan to help tackle the key priorities for the County and I am pleased to say much progress has been made by partners over the last three years, including the joint commissioning of domestic abuse services across Kent which came into effect on 1st April 2017. The development of this new agreement and a refresh of the action plan will help to support and focus partner activities in addressing the key community safety issues identified in the latest review.

Since the last agreement there have been many changes in the world of community safety, however the challenging economic landscape remains an ongoing concern and all agencies and services are continuing to look at the opportunities this presents in applying new methods of service delivery and resourcing. In response to some of these challenges the KCSP supported the establishment of a joint Kent Community Safety Team (KCST), bringing together staff from Kent Police, Kent Fire and Rescue Service and Kent County Council to help promote closer and more joint working at a strategic level.

I would like to take this opportunity to recognise that the success of this agreement can only be achieved through the ongoing delivery of the associated action plans, which would not be possible without the considerable support of partner agencies at both district/borough and county level, as well as non-statutory organisations and the voluntary sector. I would therefore like to thank everyone involved for their efforts and for their continued support.

Mike Hill OBE

Chair Kent Community Safety Partnership

Cabinet Member for Community and Regulatory Services

1. Introduction

- 1.1. The Community Safety Agreement (CSA) outlines the key community safety priorities for Kent and replaces the previous agreement (2014-17) which expired on 31st March 2017. The CSA is reviewed and refreshed annually, so for details of the current version, effective date and changes to previous documents see version control (page 2).
- 1.2. The CSA is mandatory for two tier authorities such as Kent and helps us to meet our statutory duty under Section 17 of the Crime and Disorder Act 1998 (as amended by the Police and Justice Act 2006) in which responsible authorities are required to consider crime and disorder in the delivery of all their duties.
- 1.3. This agreement aims to develop a more joined-up approach to public service delivery, to enable more effective and co-ordinated strategic planning across partner agencies and to ensure sustainable and lasting improvements in delivering outcomes. It recognises that community safety issues do not always respect district boundaries, and that coordination of effort can lead to economies of scale, joined up working, and more effective outcomes.
- 1.4. The agreement also aims to deliver against the three countywide ambitions set out in the Vision for Kent 2012-22: to grow the economy; to tackle disadvantage; and to put citizens in control. These ambitions cannot be achieved without the commitment and contribution of all partners through their own delivery plans and strategies as well as multi-agency agreements such as the Kent Community Safety Agreement.
- 1.5. Whilst Medway Unitary Authority does not form part of this agreement, it does undertake a similar process, suitable for single tier authorities, which will include an annual strategic assessment of their community safety issues and production of a Community Safety Plan. Where appropriate, partners in Kent and Medway will work collaboratively to tackle common priorities.

2. Legislation

- 2.1. The Crime and Disorder Act 1998 gave statutory responsibility to local authorities, the police, and key partners to reduce crime and disorder in their communities. Under this legislation the responsible authorities commonly referred to now as Community Safety Partnerships (CSPs), were required to carry out three yearly audits and to implement crime reduction strategies.
- 2.2. The Police and Justice Act 2006 introduced scrutiny arrangements in the form of the Crime and Disorder Scrutiny Committee, as well as introducing a number of amendments to the 1998 Act including the addition of anti-social behaviour (ASB) and substance misuse within the remit of the CSP strategies. Reducing reoffending was subsequently added by the Policing and Crime Act 2009.
- 2.3. The Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007 set out further revisions to the 1998 Act, the most notable of which at district/borough level was the replacement of three yearly audits with an annual strategic assessment, triennial partnership plan and public consultations. For two tier authorities such as Kent, the statutory Community Safety Agreement was introduced.
- 2.4. The Police Reform and Social Responsibility Act 2011 introduced directly elected Police and Crime Commissioners (PCCs) to replace Police Authorities in England and Wales. This brought with it a requirement for the PCC to have regard to the priorities of the responsible authorities making up the CSPs and for those authorities to have regard to the police and crime objectives set out in the Police and Crime Plan. The legislation also brought with it a mutual duty for the PCC and the responsible authorities to act in co-operation with each other in exercising their respective functions.

3. Changes to the Community Safety Landscape

In recent years there have been many changes both nationally and locally that impact upon the work of partners involved in community safety.

Changes to Legislation

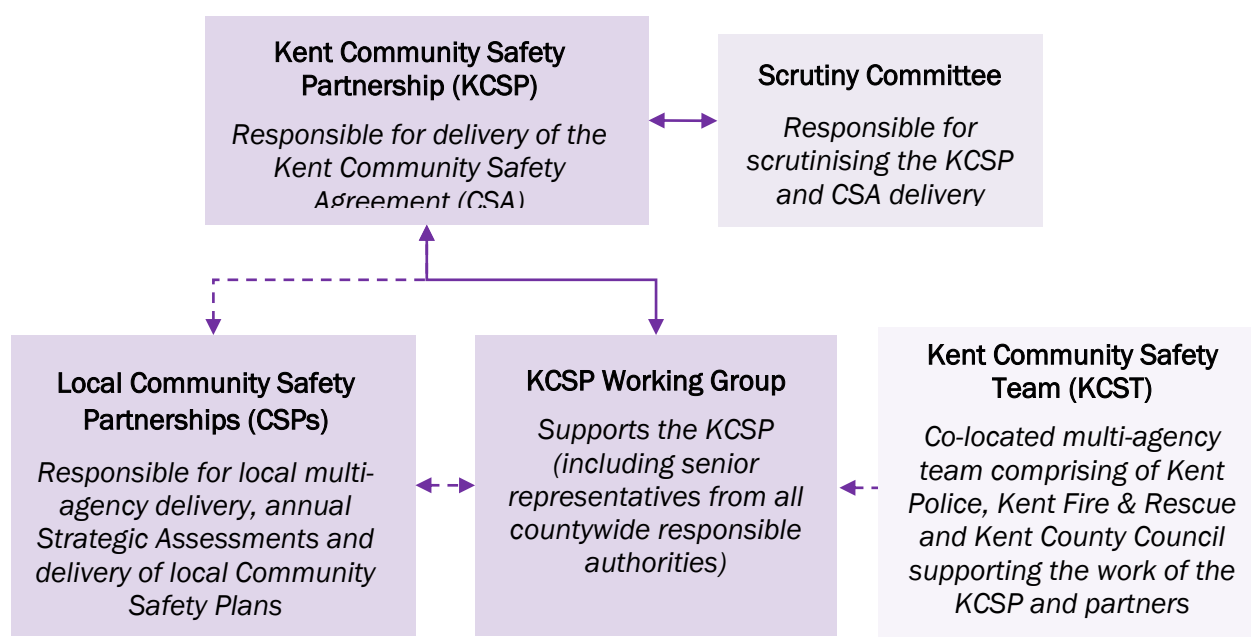
- 3.1. Domestic Homicide Reviews: The requirement for Community Safety Partnerships (CSPs) to conduct Domestic Homicide Reviews (DHR) came into effect on 13th April 2011 and in Kent and Medway it was agreed that these would be commissioned by the Kent Community Safety Partnership utilising pooled funding on behalf of the local CSPs including Medway CSP. The process is managed, coordinated and administered by KCC Community Safety working as part of the Kent Community Safety Team (KCST). The DHR process has been developed and enhanced since its introduction and continues to involve input from a wide variety of partners from across the county and beyond. Updated statutory guidance from the Home Office released in December 2016 strengthened the role of the CSP in the DHR process and brought in additional requirements in order to meet the required standard.
- 3.2. Anti-Social Behaviour: The new Anti-social Behaviour, Crime and Policing Act 2014, received royal assent on 13th March 2014. The Act introduced simpler more effective powers to tackle anti-social behaviour to provide better protection for victims and communities including a new Community Trigger and Community Remedy to give people a greater say in how agencies respond to complaints. Partners have been working together since the introduction of the legislation to effectively implement the changes across the county. Updated statutory guidance from the Home Office released in December 2017 has brought greater clarity around the use of the tools and powers introduced by the Act.
- 3.3. Safeguarding: Between 2015 and 2016 a number of new pieces of legislation were introduced to provide authorities with additional tools, powers and statutory duties to tackle community safety and safeguarding issues. The new legislation includes the Counter-Terrorism and Security Act 2015, Serious Crime Act 2015, Modern Slavery Act 2015 and Psychoactive Substances Act 2016. These pieces of legislation introduced a range of new duties including new reporting and referral mechanisms, staff awareness requirements and impacts on contract management, which need to be included in the everyday work of relevant organisations. This continues to be an evolving area of work.

4. Governance

- 4.1. The Kent Community Safety Partnership (KCSP) is responsible for the delivery of the Kent Community Safety Agreement priorities, with membership taken from senior officers across statutory partners (see below), local Community Safety Partnership (CSP) Chairs and the County Council portfolio holder.

The Responsible Authorities are:- Kent Police, District & Borough Councils, Kent County Council, Clinical Commissioning Groups (CCGs), Kent Fire & Rescue Service and Kent, Surrey and Sussex Community Rehabilitation Company

- 4.2. The KCSP is supported by a Working Group consisting of senior representatives from all the countywide statutory partners. In addition, the multi-agency Kent Community Safety Team (KCST) which is formed of staff from Police, Fire & Rescue and KCC helps support the work of both county and district partners.
- 4.3. The statutory partners aim to effectively and efficiently deliver the priorities outlined in this agreement and to comply with statutory responsibilities.
- 4.4. The Scrutiny Committee will also serve as the Crime and Disorder Committee as required and therefore will have a statutory responsibility to review and scrutinise delivery of the Community Safety Agreement.



5. Key Achievements

During 2017-18 the key priorities identified as those with the potential to benefit from being supported at a county level included Domestic Abuse, Substance Misuse, Safeguarding Vulnerable People, Serious & Organised Crime, Anti-Social Behaviour and Road Safety. The priorities were addressed through a rolling partnership action plan which outlines the key aims of the agreement and ensures a coordinated approach by linking into existing multi-agency partnership arrangements where possible. Progress made by partners is monitored and reported to the Kent Community Safety Partnership on a regular basis by members of the Working Group.

Some of the progress and key achievements include:

- Annual Conference: The Kent Community Safety Partnership (KCSP) has delivered an annual Community Safety Conference for the benefit of partners in Kent and Medway for a number of years with a different focus each year. The most recent conference was entitled: *“Protecting Vulnerable People from Organised Crime”* and took place at the Detling Showground on 7th November 2017 with approximately 200 delegates from partnership organisations in attendance. Based on input at the conference workshops and a subsequent survey partners are currently working on a number of recommendations to help address identified gaps and tackle the issues raised.
- The Kent Community Safety Team (KCST): A co-located multi-agency team comprising of staff from Kent Police, Kent Fire and Rescue Service and Kent County Council was established in September 2015. Throughout 2017/18 the team has continued to support the work of all three agencies as well as the KCSP by helping to jointly deliver projects and workshops. In addition following an internal audit the KCST partners have been working on the future development of the team to provide the necessary capacity and capability to address cross county community safety issues and deliver joint programmes of activity. Subject to agreement this will start to take effect in 2018/19.
- Domestic Homicide Reviews (DHRs): During 2017/18 the KCSP commissioned a number of new DHRs and published three completed reviews following quality assurance from the Home Office. The Kent Community Safety Team continues to manage the current caseload on behalf of the Community Safety Partnerships across Kent and Medway and these are at various stages of the DHR process. In addition to the reviews the KCST has delivered three successful DHR Lessons Learnt Seminars to over 300 frontline practitioners and professionals to share the learning from the reviews and inform future practices.

- **Project Funding:** In 2017/18 the KCSP used the community safety funding provided by the Police and Crime Commissioner (PCC) to fund a total of six projects focusing on a variety of topics. These included support to tackle scams through awareness campaigns and the purchase of equipment to filter nuisance calls; the Licence to Kill road safety roadshow; domestic abuse psychotherapeutic counselling for adolescents; online safety awareness training; and gangs training. The achievements and outcomes of these projects are monitored by the KCSP Working Group and reported back to the PCC.
- **Information Sharing:** The Kent Community Safety Team (KCST) continues to co-ordinate and source data, reports and information on a variety of issues to be shared with community safety partners across the County via the Safer Communities Portal. In addition, in 2017/18 the KCST developed a community safety newsletter including input from partners across the county to help share information, examples of best practice, good news stories and upcoming events.
- **Workshops / Events:** During 2017/18, in addition to the Online Safety Awareness sessions and DHR Lessons Learnt Seminars mentioned above, the Kent Community Safety Team (KCST) organised and delivered a number of workshops and events to support partnership delivery including Anti-Social Behaviour (ASB) tools & powers training; Community Safety Information Sessions; and a one stop shop for Adult Safeguarding Awareness Week. In addition, Public Health secured funding for a range of projects as part of the multi-agency suicide prevention strategy including commissioning Suicide Awareness and Prevention workshops.
- **Operations:** During 2017/18 the Kent Community Safety Team with Kent Police taking the lead, has delivered numerous multi-agency operations across the county to tackle vulnerability and violence in the night time economy (NTE) with an additional focus on Human Trafficking, Modern Slavery and Child Sexual Exploitation.

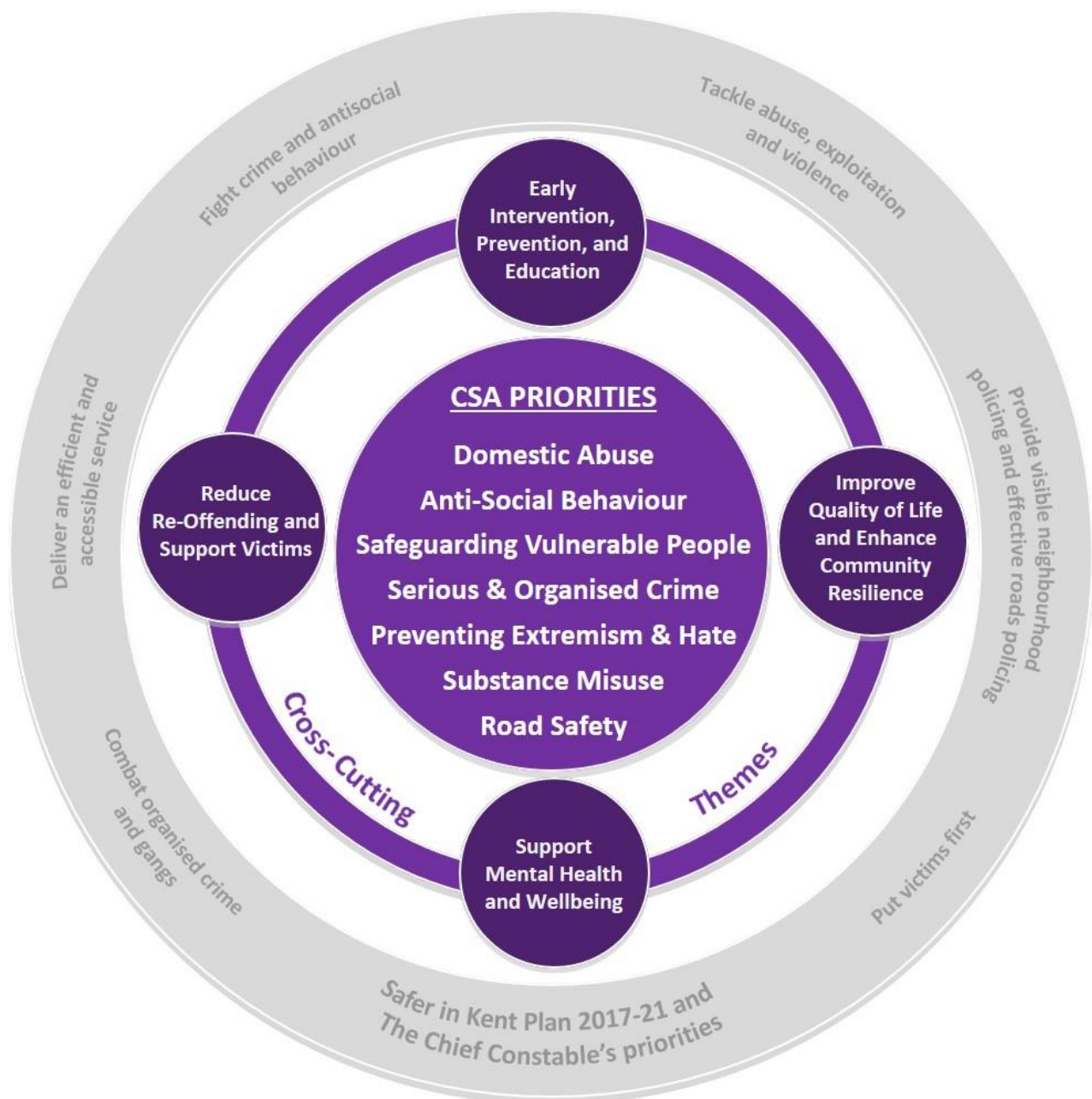
Whilst the CSA action plan sets out how partners aim to address the overarching priorities across the county, each local CSP in Kent has their own community safety plan and associated initiatives aimed at tackling the most relevant issues for their residents.

6. County Priorities

- 6.1. To help identify the community safety priorities for Kent as well as the local district/borough partnerships a wide variety of datasets are sourced from partner agencies and analysed to ascertain the key issues. The review of data is complemented by other sources of information such as horizon scanning (including legislative changes) and partnership plans etc. which all help to identify and formulate the priorities for the forthcoming year.
- 6.2. At a local level, the eleven Community Safety Partnerships (CSPs) across Kent undertake an annual strategic assessment process to identify the priorities for their own district/borough community safety plans. The outcomes of these assessments for the new financial year are shown in the appendix and have been incorporated into the review of the priorities for the Community Safety Agreement (CSA).
- 6.3. In 2016-17 a pilot was undertaken by several of the district/borough CSPs as well as the Kent Community Safety Team (KCST) to trial the use of the MoRiLE (*Management of Risk in Law Enforcement*) scoring matrix as part of the assessment process. The matrix helped partners to rank specific issues based on threat, risk and harm and to support the selection of the priorities within the local assessments and the Community Safety Agreement. In 2017-18 this has been refreshed for the County CSA. Further details are provided in the appendix.
- 6.4. In recent years the priorities and themes within the Community Safety Agreement (CSA) have developed from more crime and disorder based priorities to incorporate a wider range of issues. These include a number of safeguarding issues and new duties such as preventing violent extremism, hate crime, gangs, organised crime groups, child sexual exploitation, modern slavery, online safety, cybercrime, mental health, vulnerable people, victims etc. Many of which were incorporated into the broader themes identified in the April 2017 CSA of 'Safeguarding Vulnerable People' and 'Serious and Organised Crime' and were also reflected in the priorities identified by the local community safety partnerships.
- 6.5. Following the review in early 2018 it has become evident that preventing violent extremism along with hate crime has risen up the priority listings and warrants being a priority in its own right – 'Preventing Extremism and Hate'. In the same 2018 review the profile of Road Safety has dropped at a local level but remains an issue for county partners and is being addressed by the multi-agency Road Casualty Reduction Partnership (RCRP). It therefore would be beneficial to

remain a focus area within the CSA but to note that this priority will be led by the RCRP.

- 6.6 In addition to the priorities, the CSA also includes a number of cross-cutting themes to be addressed within each priority as appropriate. Following the 2018 review, although mental health is currently linked to safeguarding, vulnerability, resilience etc. given the increased focus from partners it is recommended it should be added as a stand-alone cross-cutting theme - 'Support Mental Health Wellbeing'. The combination of priorities and themes identified within the CSA highlights the need for community safety partners to support and safeguard the most vulnerable members of society across a variety of issues.



- 6.7 The diagram above not only includes the priorities and cross-cutting themes for the Community Safety Agreement but also shows those identified in the latest update of the Police and Crime Commissioner's Safer in Kent Plan 2017-21, reflecting the mutual need for CSPs and the PCC to have due regard for each other's priorities.
- 6.8 Several of the identified priorities already have existing multi-agency partnership arrangements in place that are ensuring a coordinated approach across organisations at a strategic level. Including groups such as the *Domestic Abuse and Sexual Violence Executive Group; Domestic Homicide Review Steering Group; Road Casualty Reduction Partnership; Kent Safeguarding Children Board; Kent & Medway Safeguarding Adults Board; Risks, Threats & Vulnerabilities Group; Prevent Duty Delivery Board; Channel Panel; Hate Crime Forum; Kent & Medway Reducing Offending Board; etc.*
- 6.9 These multi-agency partnerships can be further enhanced with links to the Kent Community Safety Agreement and where necessary suitable co-operative arrangements and joint interventions can be established to deliver shared priorities or issues.

Note:

- Safeguarding Vulnerable People includes: *Child Sexual Exploitation, Scams, Cybercrime, Victims, Vulnerable People at Risk of Exploitation*
- Serious and Organised Crime includes: *Organised Crime Groups (OCGs), Gangs, Modern Slavery / Human Trafficking*
- Preventing Extremism & Hate includes: *Preventing Violent Extremism, Counter-Terrorism, Hate Crimes*

7. Leads

Lead officers for each of the priorities have been identified below and have the responsibility for developing, with partners, the action plans to address the countywide priorities. The leads will also act as a champion for the designated priority and provide regular progress updates for the Kent Community Safety Partnership (KCSP) and Scrutiny Committee as required.

Priority	Lead
Domestic Abuse	Chair of Domestic Abuse and Sexual Violence Executive Group
Anti-social Behaviour	Head of Public Protection and Partnership Command, Kent Police
Substance Misuse	Consultant in Public Health, Kent County Council
Serious and Organised Crime	Head of Public Protection and Partnership Command, Kent Police
Safeguarding Vulnerable People	Group Head of Public Protection, Kent County Council
Road Safety	Director Operations, Kent Fire and Rescue Service; and Head of Transportation, Kent County Council
Preventing Extremism and Hate	Prevent and Channel Strategic Manager, Kent County Council

8. Links to Plans

The priorities set out in this Community Safety Agreement link to, and assist in the achievement of a number of national and local partnership plans and strategies including:

- Vision for Kent
- Safer in Kent: the Community Safety and Criminal Justice Plan
- Local Community Safety Partnership (CSP) Community Safety Plans
- Kent and Medway Domestic Abuse Strategy
- Kent Drug and Alcohol Strategy
- KCC Framework for Community Safety
- Kent Fire and Rescue Service Corporate and Customer Plan
- Kent Criminal Justice Board Strategic Plan
- Kent and Medway Strategic Plan for Reducing Reoffending
- Medway Community Safety Plan
- Road Casualty Reduction Strategy for Kent
- Kent and Medway Safeguarding Adults Board Strategic Plan
- Kent Safeguarding Children Board – Children and Young People Strategy
- Prevent Duty Delivery Board Action Plan
- Kent County Council's Strategic Statement 2015 – 2020: Increasing Opportunities, Improving Outcomes
- Kent Joint Health and Wellbeing Strategy

9. Responsible Authorities

This agreement has been drawn up on behalf of the Partners of the Kent Community Safety Partnership and in association with the Office of the Kent Police and Crime Commissioner:-

- Kent Police
- Kent Fire and Rescue Service (KFRS)
- Kent County Council
- Local District/Borough Authorities
- Local Clinical Commissioning Groups (CCGs)
- Kent, Surrey and Sussex Community Rehabilitation Company (KSS CRC)
- Local District/Borough Community Safety Partnerships

Appendix A: Strategic Assessments (2018-19)

Local Community Safety Partnership (CSP) strategic assessments:

All statutory partners including Police, Fire and Rescue, Health, Probation, County Council services, Local Authority services provided community safety information for use by the eleven Community Safety Partnerships (CSPs) in Kent during the strategic assessment process to help determine their key priorities.

The following table shows the outcome of the local assessments completed in late 2017 - early 2018, with the key issues identified locally either as a main priority, cross-cutting theme or as part of a broader theme:-

Priority	No. of CSPs identifying these issues
Domestic Abuse	10
Safeguarding and Vulnerability (<i>including child sexual exploitation, vulnerable people, victims</i>)	10
ASB/Environmental	10
Serious and Organised Crime (<i>including gangs, organised crime groups, modern slavery</i>)	8
Substance Misuse	8
Mental Health	7
Extremism & Hate (<i>including preventing violent extremism, counter-terrorism & hate crimes</i>)	7
Reducing Offending and Reoffending	7
Crime (<i>inc. acquisitive, property & rural crime</i>)	4
Community Confidence (<i>quality of life, cohesion, resilience, reassurance</i>)	4
Road Safety	3

Other focus areas identified by districts/boroughs include: health & wellbeing, troubled families, young people's services, preventing fires, communication and information sharing etc.

Appendix B: MoRiLE Assessment (2017-18)

In 2016-17 the Kent Community Safety Team (KCST) facilitated a pilot with six district/borough community safety units in Kent to trial the use of the MoRiLE (*Management of Risk in Law Enforcement*) scoring matrix within the local strategic assessments. The aim of MoRiLE is to enable specific issues to be ranked based on threat, risk and harm and to help target resources at those which have the greatest impact on individuals and communities not just those with the greatest volume of incidents.

At that time a national pilot was also in progress, which Kent participated in, to look at whether MoRiLE which was originally developed for use by law enforcement agencies could be adapted to the needs of multi-agency community safety partnerships (CSPs). In 2016/17 many of the districts/boroughs involved in the Kent pilot incorporated the methodology and outcomes within their strategic assessments to support the identification of local priorities. It should be noted that MoRiLE is not the only element used to identify priorities the assessment also takes into consideration resident's views, partner priorities, new legislation, emerging issues etc.

An updated MoRiLE assessment matrix was developed by the national pilot in 2017 and has been used to inform the latest CSA refresh. The assessment looked at approximately 20 different elements of community safety from modern slavery to vehicle crime. The issues that caused the greatest harm and risk resulting in the highest overall score, unsurprisingly issues such as child sexual exploitation and modern slavery appear high in the rankings:

Priority	Priority
Modern Slavery	Mental Health
PREVENT	Violent Crime
Child Sexual Exploitation (CSE)	Anti-Social Behaviour
Domestic Abuse	Cyber Crime
Gangs	Criminal Damage
Organised Crime Groups (OCGs)	Hate Crime / Road Safety

Whilst the outcome from the MoRiLE assessment provides a list of priorities based on threat, risk and harm it is not used in isolation but is combined with the outcomes from the district strategic assessments, horizon scanning etc. As such the priorities identified within the CSA may not fully replicate the above listing however most if not all of the issues identified within MoRiLE do form part of the CSA priorities and cross-cutting themes.

Appendix C: Horizon Scanning (2017-18)

Using PESTELO analysis members of the Kent Community Safety Partnership (KCSP) Working Group helped to identify existing and future issues that could impact on communities and may need to be considered as part of community safety plans.

Political:-

- Government triggered Article 50 with Brexit completion due March 2019;
- Local council elections (*Maidstone, & Tunbridge Wells*) in May 2018.

Economic:-

- Impact of Brexit on the economy;
- Public sector budget cuts;
- Commissioning of services and securing new funding sources;
- Roll out of Universal Credit;
- Increased minimum wage;
- Housing and infrastructure development.

Social / Demographic:-

Many issues identified relate to safeguarding and supporting the most vulnerable members of society including:

- domestic abuse;
- preventing violent extremism;
- child sexual exploitation;
- human trafficking/modern slavery;
- unaccompanied asylum seeking children and looked after children;
- organised crime groups;
- urbanised street gangs;
- psychoactive substances;
- hate crime;
- mental health (including dementia);
- ageing population;
- social isolation.

Technological:-

- Cyber-crime and cyber-enabled crime;
- Online safety;
- Increased availability and use.

Environmental (and Geographical):-

- New or potential developments i.e. North Kent Development, New Dartford Crossing;
- Extreme weather events, i.e. flooding / drought.

Legislation:-

Recently enacted legislation has introduced a number of statutory duties and opportunities including:

- Offender Rehabilitation Act 2014;
- Counter-terrorism and Security Act 2015;
- Modern Slavery Act 2015;
- Serious Crime Act 2015;
- Psychoactive Substances Act 2016;
- Cities and Local Government Devolution Act 2016;
- Policing and Crime Act 2017;
- Homelessness Reduction Act 2017;
- General Data Protection Regulation.

Organisational:-

- Public sector restructures
- New ways of working (i.e. service commissioning, multi-agency hubs);
- Increased collaboration between emergency services;
- Increased support from volunteers.

Appendix D: Police & Crime Plan (2017-2021)

The Police Reform and Social Responsibility Act 2011 introduced directly elected Police and Crime Commissioners (PCCs) to replace Police Authorities in England and Wales. Under this legislation, the PCC is required to produce a Police and Crime Plan that sets out the vision and priorities for policing and community safety, as well as the objectives and ambitions that the Police will be held to account on. The legislation also includes a requirement for the responsible authorities making up the CSPs to have regard to the objectives set out in the Police and Crime Plan as well as a mutual duty to act in co-operation with each other in exercising their respective functions.

The following is an extract from the Police and Crime Plan entitled ***'Safer in Kent: The Community Safety and Criminal Justice Plan 2017-2021'*** (spring 2018 version).

The guiding principles of the plan are:

- People suffering mental ill health need the right care from the right person
- Crime is important no matter where it takes place
- Vulnerable people must be protected from harm

The Chief Constable's priorities are to:

1. Put victims first
2. Fight crime and antisocial behaviour
3. Tackle abuse, exploitation and violence
4. Combat organised crime and gangs
5. Provide visible neighbourhood policing and effective roads policing
6. Deliver an efficient and accessible service

The Police and Crime Commissioner will:

1. Hold the Chief Constable to account for the delivery of Kent Police's priorities
2. Enhance services for victims of crime and abuse
3. Commission services that reduce pressure on policing due to mental health
4. Invest in schemes that make people safer and reduce re-offending
5. Make offenders pay for the harm that they have caused
6. Actively engage with residents in Kent and Medway

The Police and Crime Plan priorities included in the diagram on p.12 of the Community Safety Agreement reflect the Chief Constable's priorities detailed above.



In partnership with



For Further information on this Community Safety Agreement please contact the Kent Community Safety Team (KCST):

KCST Office
Maidstone Fire Station
Loose Road
Maidstone
Kent
ME15 9QB

Email: communitysafetyunit@kent.gov.uk

Tel: 03000 410234

This document is available in other formats; please contact the KCST above by email or telephone.

Appendix: Kent Community Safety Agreement (CSA) - Action Plan & Performance Summary

Introduction

The Kent Community Safety Partnership (KCSP) has agreed that the sub-group known as the KCSP Working Group will manage the Kent Community Safety Agreement (CSA) Action Plan as well as monitoring a set of indicators chosen to represent the key priorities. The measures are not solely linked to the work detailed in the action plan and are impacted upon by a variety of factors, therefore the measures are only used to give an indication about direction of travel.

The following report includes a brief summary regarding performance, the current actions being taken to tackle the CSA priorities and a progress update on those actions. These are updated by partners and reviewed on a regular basis by the Working Group, any significant changes or areas of concern are reported to the governing group as part of the reporting cycle.

Police Recorded Crime Data

The following information is provided to give some context to the Police Recorded Crime data included in this report.

According to the Office for National Statistics, rises seen in the volume of recorded crime over recent years reflect a combination of factors, which vary for different crime types, and include:

- continuing improvements to recording processes and practices
- more victims reporting crime
- genuine increases in crime

These factors are believed to have the largest impact on violent and sexual offences. Whilst year-on-year increases have grown in recent years, the latest increase is smaller than the previous year. The ONS has stated in their latest data release that an increase in the number of crimes recorded by the police does not necessarily mean the level of crime has increased.

In a recent report from the Chief Constable to the Kent Police and Crime Commissioner's Performance and Delivery Board on 20th March 2019 it was noted that "all crime types have experienced an increase in the last twelve months up to the end of January 2019, compared to the previous 12-month period". In Kent and Medway there has been a 17.1% overall increase in crime which equates to approximately 29,120 more crimes recorded. This is predominately driven by a 25% increase in violent crime. However, the report also stated that "A large proportion of the increase is due to the recording of multiple crimes linked to a single incident and is a better reflection of the extent of offences committed against a victim to enable the appropriate assessment of any safeguarding requirements for victims and witnesses as well as providing investigative opportunities. This is in line with the better recording processes identified from the HMICFRS Crime Data Integrity findings. Following re-inspection by HMICFRS, Kent has an accuracy rate of 96.6% which is currently the highest nationally and as such, any increases are a reflection of this." It should be noted that Kent is one of three Forces nationally to be graded 'Outstanding' and has the highest rate of compliance amongst the three.

"In April 2019, the Force will have 24 months of consistent outstanding crime reporting, therefore this will enable the Force to compare year on year in relation to crime performance. From 1st April 2019, pending any Home Office counting rule changes, the Force will be in a position to identify any increase in crime which are not crime data integrity related."

As such in the future partners will be able to use Kent Police crime data as proxy measures to monitor some of the CSA priorities with greater confidence that any changes identified give a true reflection of what is happening in the county. In the meantime the data can still be used to help inform partnership activity and identify particular areas of concern.

Appendix: Kent Community Safety Agreement (CSA) - Action Plan & Performance Summary

Priority: Domestic Abuse

Context

A report from the Home Office on the Economic and Social Cost of Domestic Abuse (published January 2019) estimated that the cost of Domestic Abuse in England and Wales for the year ending March 2017 was approximately £66 billion. As part of the commissioning process for domestic abuse services in Kent which took place two years ago, the cost of domestic abuse locally was estimated to be over £170 million per year based on an estimate of approximately 60,000 victims of domestic abuse in Kent and Medway (*Home Office Ready Reckoner estimate*). It remains a focus area for most Community Safety Partnerships (CSPs) either as a stand-alone priority or as part of a broader theme and following the annual review of the CSA for 2018/19 it remained a priority within the county agreement.

The number of incidents reported to Kent Police has increased over the last 12 months whilst the number of MARAC cases (multi-agency risk assessment conferences) and visitors to One Stop Shops has remained relatively stable. In 2018 (Jan-Dec) there were 47,967 reported incidents of domestic abuse (including secondary incidents) in Kent and Medway compared to 42,072 in the same period in 2017, with One Stop Shops seeing approximately 3,100 visitors in 2017/18 (Jul-Jun) similar to the previous year. Whilst the 13 Multi-Agency Risk Assessment Conferences (MARAC) in operation in the county heard 2,393 cases in 2018, identifying 3,541 children within households where high-risk domestic abuse is taking place¹, again similar to the previous year.

According to the Office for National Statistics (ONS) in the year ending March 2018, the Crime Survey for England and Wales showed little change in the prevalence of domestic abuse in recent years with an estimated 2.0 million adults aged 16 to 59* years experiencing domestic abuse in 2017/18 (1.3 million women, 695,000 men)². Nationally the police recorded 676,063 domestic abuse-related crimes in the year ending September 2018, this was an increase of 25% from the previous year, which in part reflects police forces improving their identification and recording of domestic abuse incidents as crimes and an increased willingness by victims to come forward.³

**[The CSEW survey was expanded in 2017 to include people aged 60-74yrs old but there is only one years' worth of data and it therefore cannot be compared to previous years, in addition the current survey does not completely capture the new offence of coercive and controlling behaviour.]*

It should be noted that domestic abuse is not limited to physical violence and refers to crimes committed by either a partner, ex-partner or family member. Included in the rise in domestic abuse-related crimes are offences of 'controlling or coercive behaviour in an intimate or family relationship'. This became a new criminal offence as part of the Serious Crime Act 2015 and came into force on 29 December 2015. Of the 43 forces for which data were available, 9,053 offences of coercive control were recorded in the year ending March 2018.³ Data for the previous year showed that 38 forces recorded a total of 4,246 coercive control offences. This increase is likely to be due to police forces increasing their use of the new law over the last year.³ Given the different factors affecting the reporting and recording of these offences, the ONS feels the police figures do not currently provide a reliable indication of current trends.³

Whilst increased crime data integrity may be the largest influencing factor in the increases in recorded domestic abuse cases, over recent years there has been increased victim propensity and confidence nationally to report crimes of domestic abuse as media coverage, campaigns and major inquiries have contributed to increasing awareness and reducing the stigma around the reporting of abuse. This was supported in Kent and Medway by the creation of the Domestic Abuse Services website several years ago providing residents with ready access to information about all the support services available in their area. The development of the website was funded by the KCSP and is currently being refreshed by the Kent Community Safety Team in partnership with members

Appendix: Kent Community Safety Agreement (CSA) - Action Plan & Performance Summary

of the Domestic Abuse Tactical Group to improve the functionality and accessibility for both residents and partners.

Despite the significance of domestic abuse, service provision has historically been fragmented with a lack of coordination and short-lived funding. Over the last few years work has been undertaken to develop a jointly commissioned service across Kent providing a single referral point / triage process, a comprehensive network of support and ongoing, sustainable funding. The new service came into effect in April 2017 and has been in place for approximately two years. Integrated commissioning has enabled a simplification in the pathways to access help and has been able to provide more assistance to those at an earlier stage, within communities. Results from the first year of the service show that the number of people helped increased by 991 in the first year of operation. In addition, the bringing together of the commissioning and pooling resources has proven attractive in subsequent bidding opportunities which have brought an additional £700k of government funding into Kent since the service went live.

MARAC Steering Groups are being reintroduced across Kent and Medway where they are not already operating. They allow partner agencies to be decision makers regarding the running of the MARAC, whilst also ensuring consistency across the county, identifying and sharing best practice and highlighting themes and trends to be raised at the Domestic Abuse Tactical Group.¹

The KCSP will continue to work with partners including the Domestic Abuse and Sexual Violence Executive Group and its tactical subgroups⁴ who are currently developing a countywide domestic abuse strategy to support delivery of services and tackle the issues of domestic abuse.

The following actions and progress updates highlight just some of the key areas that partners are working together on to help tackle the issues of domestic abuse and to support victims.

Notes:

1) *Chief Constable's Report to the Kent Police and Crime Commissioner's Performance and Delivery Board (March 2019)*

2) *Office of National Statistics. Domestic Abuse in England and Wales: year ending March 2018 (November 2018);*

3) *Office of National Statistics. Crime in England and Wales: year ending September 2018 (January 2018);*

4) *The Domestic Abuse and Sexual Violence Executive Group replaced the Kent and Medway Domestic Abuse Strategy Group in 2017*

Actions	Progress
Commission and support the Domestic Homicide (DHR) process on behalf of CSPs across Kent and Medway	<ul style="list-style-type: none"> • In 2018/19 the Kent Community Safety Partnership (KCSP) commissioned the Kent Community Safety Team (KCST) to undertake eight new DHRs, published one DHR with the KCST managing a number of cases at various stages of the process. • During 2018/19 legal guidance has been sought from Invicta Law and the Home Office regarding the impact of the General Data Protection Regulations (GDPR) on DHRs and this continues to be reviewed on a case by case basis. • Learning from recent reviews is being shared with partners via briefings at CSP meetings and DHR Lessons Learnt Seminars. In 2018/19 three seminars have been delivered to approx. 300 frontline practitioners and professionals. Feedback from the seminars is being collated and reviewed to ensure the seminars are meeting the needs of the attendees and to help inform future events. • Joint working is being undertaken with the Adult and Children Safeguarding Boards to identify common themes to be shared with

Appendix: Kent Community Safety Agreement (CSA) - Action Plan & Performance Summary

	<p>partners.</p> <ul style="list-style-type: none"> The multi-agency DHR Steering Group is meeting regularly to monitor the DHR process and oversee delivery of the action plans associated with each published review.
Monitoring of One Stop Shops and the commissioned integrated domestic abuse (DA) service	<ul style="list-style-type: none"> The service is now embedded in each area and the centralised referral routes using a single point of contact, run by Victim Support is in now in place. Year one saw a total of 3313 new entrants to the service representing an increase of 991 in community-based services, in comparison with the with previous arrangements. 45% referrals coming from Police and 6% being self-referrals. Following entry into the service, 83% of entrants experienced a recognised decrease in risk of abuse with 57% reporting a complete cessation of abuse. Using the integrated service as a platform, an additional £399k has been secured in Home Office funding to deliver specialist IDVA support in two hospital settings. A further £352k has been secured from MHCLG to deliver designated resource for hard to reach groups such as those with specialist or complex needs, those from LGBT communities and men. <p>One Stop Shop data is collated centrally by the KCST based on monthly data provided by partners. This data has been shared with partners to inform the district/borough strategic assessments and a review of domestic abuse activity in Kent and Medway.</p>
Support the development of the Kent and Medway Domestic Abuse Strategy	<p>Work on the strategy is ongoing and a task and finish group has been established to complete the document. A draft is expected to be shared with the subgroups of the Domestic Abuse and Sexual Violence Executive in March for further discussion.</p>
Refresh and develop the Domestic Abuse Services website.	<p>A project task and finish group (TF&G) has been established consisting of members of the KCST and the Domestic Abuse Tactical Group to carry this work forward by looking at the website specification, content and undertake user testing. The TF&G has undertaken further consultation with the wider members of the tactical group to help inform decisions regarding the proposed aesthetics, service directory and monitoring functions. Work is ongoing between partners and the website developer with the aim for a refreshed site to be in place by September.</p>

Priority: Road Safety

Context

Road Safety is often raised by communities as a key concern, especially the perception of road danger and speeding vehicles. Whilst most local Community Safety Partnerships (CSPs) do not include road safety as a priority within their local plans it is not simply because it is no longer a concern but that local partnerships are limited in their ability to impact on this particular issue. However strategically at a county level it remains a priority within the CSA.

The Kent and Medway Casualty Reduction Partnership brings together key partners to coordinate road safety campaigns, using the National Police Chief's Council roads policing calendar as the focus for activity. The Partnership is governed by a Strategic Board that involves Cabinet Member and Head of Service, Director of Operations (KFRS) and Assistant Chief Constable.

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Data from personal injury crashes is collected by Kent Police and then cleansed and analysed by Kent County Council. Following this, data is sent to Department for Transport for final validation before it is made public. Typically, national validation should be complete by May each year but recently this has been as late as October.

However, unvalidated data for 2018 shows that fatalities have decreased to 47 from 60 in 2017² and there appears to be a decrease in the overall number of casualties, down from 5791 to 5329.

In order to analyse a meaningful dataset, fatality numbers are grouped together with Serious Injuries to provide Killed or Seriously Injured (KSI). As Serious Injury data filters through from Kent Police at different rates, the full evaluation of 2018 KSI data is unlikely to begin before April 2019.

The full 2018 data should be thoroughly analysed and ratified by May 2019 to understand the relevance of this decrease and the results will be presented to the Casualty Reduction Partnership's Strategic Board. The 'Road Casualties in Kent, Annual Review 2018' should be available after May 2019².

The long-term trend for KSI's over the last 25 years is downward and in 2018 it is likely to show a 42% reduction compared to the peak year of 1995 (1,271 KSIs reduced to 728 KSIs). Despite the long-term trend, in 2016 there was a 40% increase in recorded KSIs, however, it should be noted that in January 2015 a new system for recording and reporting road traffic collision and casualty information was adopted and some of the uplift in the number of serious casualties is likely to be related to the categorisation built in the new system¹. As such the figures recorded for Kent in 2016 are not directly comparable against figures recorded in previous years and since 2016 there has been a year on year decrease.

Notes:

1) Since the roll out of CRASH (Collision Recording and Sharing) a number of Highway Authorities using the system (including Kent County Council) have seen an uplift in the number of serious casualties being reported. The Department for Transport (DfT) has advised that part of the increase is likely to be related to the CRASH system where previous categorisation of some slight injuries may now mean they are recorded as serious injuries.

2) Road Casualties in Kent, Annual Review 2017 (published December 2018)

Actual numbers cannot be confirmed until DfT formally close out the National Collision and Casualty data and publish accordingly which should be later in the year.

Actions	Progress
Undertake a review of the Licence to Kill (L2K) programme	The Licence to Kill (L2K) Working Group along with the Casualty Reduction Partnership Group have worked with a behaviour change expert and key partners to review and refresh the programme to bring it more in line with current behaviour change theory and delivery. The aim of the refresh was to ensure that the programme provides the best educational value and support behaviour change for students.
Delivery of a revised L2K programme to young people in Kent and Medway	The new programme called 'No Turning Back' is being piloted in 2018/19 and as such events are taking place on a smaller scale compared to previous years. The programme took place in Medway schools 11 th -14 th March followed by a theatre style event at Mote Park for Kent schools on 15 th March. Approx. 1500 pupils were expected to attend in Kent. The programme includes a pre-visit to each school taking part followed by a post-delivery survey. The KCSP allocated some of the funding provided by the Police and Crime Commissioner (PCC) to support delivery of the pilot programme.

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Share details of road safety campaigns and events with partners	The Delivery Group is working together with partners on communications. The NPCC Roads Policing Calendar which is the basis for partnership working on casualty reduction was shared with partners.
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Priority: Anti-Social Behaviour

Context

Anti-Social Behaviour (ASB) continues to be identified as a priority for many of the local Community Safety Partnerships (CSPs) either as a stand-alone priority or as part of a broader theme and following the annual review of the CSA for 2018/19 it remained a priority within the county agreement.

Around 1.6 million incidents of ASB were recorded by the police nationally (including the British Transport Police) in the year ending September 2018, a decrease of 11% from the previous year¹. These are incidents that may still be offences in law, such as littering or dog fouling, but are not of a level of severity that would result in the recording of a notifiable offence and therefore are not included in the main police recorded crime series.¹ In Kent and Medway ASB has experienced a decrease in the last twelve months up to the end of January 2019. There has been a 20.7% decrease from 39,355 reports in the rolling year 2017/18 to 31,204 reports for this rolling year period (February 18 to January 2019) equating to a total of 8,151 fewer ASB reports.² With the exception of 'Rubbish / discarded drugs paraphernalia' which saw an increase, ten of the twelve ASB categories have seen decreases. Volume wise the largest decrease has been in 'Drunk or rowdy behaviour' followed by 'Rowdy or nuisance gathering in public'; and 'Neighbour disputes'.²

Whilst recorded incidents of ASB has decreased, there has been a rise in public order offences. According to the Office for National Statistics (ONS) a large part of the increase in public order offences is likely to reflect improvements and changes to recording practices, in particular it is thought that some incidents may have previously been recorded as ASB may now be recorded as public order offences¹. This accords with the consistent drop in the number of recorded ASB offences since figures began in 2008. It should be noted that the ASB incident figures relate to 'calls' whilst public order offences are 'recorded crime reports' and are therefore fundamentally different. In the year ending September 2018, nationally there was a 24% increase in police recorded public order offences (to 427,134) of which 'Public fear, alarm, and distress' accounted for approximately 75% (321,041 offences).¹ In Kent and Medway the Police recorded 21,116 public order offences during 2018 (Jan-Dec) whilst there were 12,509 incidents during the same period in 2017 equating to 8,607 more recorded incidents. Whilst noting the above point about ASB figures, it is possible that genuine increases in public disorder may have contributed to this rise¹.

In 2014, the Government introduced simpler, more effective powers for agencies to tackle ASB as part of the Anti-Social Behaviour Crime and Policing Act 2014. Following the introduction of the legislation partners worked together to share good practice including the provision of training in relation to the use of the new tools and powers such as Community Protection Notices (CPN's) (see below). In December 2017 the Government released updated statutory guidance in relation to the legislation providing greater clarity for agencies around the use of the powers which partners are currently reviewing to assess the impact.

In previous years the KCSP has supported delivery of ASB activities through the development of the ASB case management system known as Themis; facilitating workshops/discussions to implement new ASB legislation introduced in the Crime and Policing Act 2014; provision of guidance and training to embed the use of the tools and powers; and sharing of good practice. Whilst ASB continues to be identified as an issue across the county and therefore remains a priority

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within the Kent Community Safety Agreement, all of the operational activity is undertaken at a district / borough level by community safety partners. Although strategically the opportunities for county partners to significantly contribute to this priority are limited at this time, the KCSP remains committed to support local partners where possible and contributes significantly through the resources it contributes at a local level.

The following actions and progress updates highlight just some of the key areas that partners are working together on to help tackle the issues of ASB.

Notes:

- 1) Office of National Statistics. *Crime in England and Wales: year ending September 2018 (January 2019)*;
- 2) Chief Constable's Report to the Kent Police and Crime Commissioner's Performance and Delivery Board (March 2019)

Actions	Progress
Sharing of best practice, with partners across Kent and Medway	The Kent Community Safety Team (KCST) has produced four community safety newsletters in April, July, October and December 2018 to share information with partners as well as highlighting effective practice, good news stories and promoting events and campaigns. A schedule has been set for 2019 for the publication of further newsletters.
Monitor use of ASB tools and powers and where appropriate provide support and guidance.	Beginning in March / April 2019 the KCST will begin coordinating a review of the use of tools and powers across the county working alongside district partners to help identify good practice and opportunities to share learning.
Regular multi-agency operations to address night time economy (NTE) anti-social behaviour and support licensing objectives.	As part of the KCST, Kent Police are coordinating regular partnership activity with district partners to deploy staff in support of local NTE issues. These multi-agency operations have been delivered throughout 2018/19. Whilst the focus remains on NTE anti-social behavior and violence, the operations also seek to highlight and identify vulnerability in terms of Human Trafficking, Modern Slavery and CSE.

Priority: Substance Misuse

Context

According to guidance from Public Health England, estimates show that the social and economic costs to the UK of alcohol related harm amount to £21.5 billion pounds a year, while harm from illicit drug use costs £10.7 billion pounds a year. These include costs associated with deaths, NHS, crime, policing and in the case of alcohol, lost productivity.¹

There are around 130,000 severely dependent drinkers in Kent and an additional 23,000 in Medway. It is estimated that a quarter of people drink at levels above those recommended and 70,000 adults in Kent are drinking at higher risk levels (double the recommended safe levels or above). In 2017/18 the Kent rate of hospital admissions for alcohol related conditions (not including Medway) was 1,226 per 100,000 for women and 2,540 per 100,000 for men². Although prevalence of high-risk drinking is consistent across Kent and Medway, the harms are generally more marked in disadvantaged communities. An estimated 11% of the Kent and Medway population have mild dependency to alcohol, this group of people will find it hard to cut down consumption without help and support.² It is not only the person who consumes the alcohol that is impacted by alcohol related harm, approximately 23% of the individuals entering treatment for alcohol misuse live with Children.² In 2017/18 there were over 5,000 hospital admissions (Sept '17-Aug '18) as a result of

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mental and behavioral disorders due to psychoactive substance use* *[relates to drug use in general]*.

People with mental health issues, who are not accessing care, are known to self-medicate with alcohol. Co-occurring conditions (Dual Diagnosis) refers to the co-existence of mental health and substance misuse problems. Problematic substance use is one of the most common co-morbid conditions among people with a major mental illness, with prevalence of mental health of around 75% in users of drug services and 85% among users of alcohol services.² In Kent the Treatment Substance Misuse Suicidality Audit in 2018 found that 15 to 25% of clients had suicide intent and 41% reported a mental health diagnosis.²

In 2017/18 there were approximately 4,900 individuals accessing structured treatment from October 2017 to September 2018, with 31% receiving treatment for alcohol misuse, 44% for opiate misuse the remainder receiving treatment for other drugs or a mixture of substances. National Drug Treatment Monitoring System (NTCMS) data shows that both Kent and Medway treatment services achieve good completion of treatment rates and 37.5% of clients become abstinent in post treatment, which is above the expected range for both services.²

There are a number of challenges in tackling these problems. The substance misuse landscape has changed over the last 10 years and this means that the strategies and response to tackling substance misuse needs to adapt. Some of these issues identified in recent years are: the introduction of Novel Psycho-Active Substances, the increased misuse of synthetic and prescribed drugs, the increased vulnerability and age of existing injecting drug users and dependent alcoholics, the fragmented nature of the funding streams set to commission services and the challenges of homelessness, mental illness and cheaper and more available forms of alcohol.

The Government's Drug Strategy 2016 led Kent Drug and Alcohol Partnership to task Kent Police and Kent Public Health to develop a new combined Drug and Alcohol strategy for Kent. This was agreed after consultation in 2017. An action plan has been developed and is an ongoing working document for all partners to contribute to the strategy's aims.

The following actions and progress updates highlight just some of the key areas that partners are working together on to help tackle the issues of substance misuse. The illegal nature of many drugs and the widespread use of alcohol means actions to tackle misuse must be both practical, cost effective and related to the substance in question.

Notes:

- 1) *Public Health Guidance: Alcohol and drug prevention, treatment and recovery: why invest? (published February 2018)*
- 2) *Report to the Kent and Medway Joint Health and Wellbeing Board (19th March 2019) – Reducing Alcohol Consumption Deep Dive.*

Actions	Progress
Engagement with local community safety partnerships to support the Kent Drug and Alcohol Strategy.	KCC Public Health has attended a number of Community Safety Partnerships (CSPs) and other multi-agency groups to set out the ambitions from the Action Plan and have recruited leads against the five themes who will be taking forward the work programmes.
Highlight issues and share effective practice with partners in relation to licensed drinking establishments through the Kent & Medway Strategic Licensing Group	<ul style="list-style-type: none"> • The Kent & Medway Strategic Licensing Steering Group, chaired by Kent Police staff from the KCST, works with district partners to discuss issues, share actions and highlight learning from across the county. • Effective practice has also been shared through the 'vulnerability awareness training' that has been ongoing throughout 2018 with the support of all local authorities. The training is aimed at night time economy (NTE) workers including Security Industry Authority (SIA) staff, premises holders etc.

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Provide frontline staff with the understanding and tools to support those in need; and increase awareness of services	<ul style="list-style-type: none"> KCC has commissioned the One You Lifestyle Service (Kent Community Health Trust) to deliver Alcohol Identification Brief Advice (IBA) alongside hospitals and primary care. IBA is used to bring about population and individual awareness of alcohol consumption harms; it is a quick, effective, cost effective and evidenced based intervention. KCC Public Health revamped and relaunched the 'Know Your Score' campaign on KCC website an online IBA resource
Support the delivery of the Community Alcohol Partnerships (CAP) in Kent	<ul style="list-style-type: none"> Community Alcohol Partnerships (CAP) are local voluntary schemes that aim to change attitudes to drinking by informing, and advising young people on sensible drinking, supporting retailers to prevent sales of alcohol to underage drinkers, promoting responsible socialising and empowering local communities to tackle alcohol-related issues. The CAPS are supported by a coordinator from Trading Standards and a range of partners. There are currently six active CAPs across the county with two new areas coming on line and an additional area which is in the planning stage. Work which is informing this agenda includes surveys in schools, Challenge 25 test purchases and working with partners to address local issues. The project is active in identifying other partners who can add to the delivery of the objectives with different service delivery models (products in schools, speakers in assemblies etc).
Partners to work with Kent Police in addressing County Lines and drug dealing in Kent	<ul style="list-style-type: none"> Op Sceptre is a national knife crime scheme. The most recent operation held was between 11th- 17th March 2019. This is a bespoke operation with partners to educate and prevent knife crime. Districts such as Canterbury, Dartford and Tunbridge Wells saw proactive weapon sweeps and community engagement events at key locations such as train stations, shopping centres and high streets in partnership with local councils and the British Transport Police. Kent Police recovered 26 weapons, stopped 150 people, searched 83, served 10 search warrants and arrested 62 people. Partnerships & Communities, Kent Police are conducting a review of Knife Crime schools products with a view to seeking delivery of one product that can be delivered within the assembly timetable instead of fixed Op Sceptre week of action. Gang assessment and the Prevent, Pursue and Protect strands of the 4P plan process is now embedded within Kent Police and actions shared with relevant partners. A County Line 4P plan is currently in development. Kent Police will quality assure the 4P plans and ensure that all relevant agencies are engaged with and the plans are current, achievable and relevant. <u>The Kent and Medway Gangs Strategy</u> is governed through the Threats Risks and Vulnerability Group, this includes partnership profiling of gangs and county lines.

Priority: Serious and Organised Crime

Context

Following the launch of the Government's 'Serious and Organised Crime Strategy' in 2013, the Local Government Association (LGA) paper on 'Tackling Serious and Organised Crime' and the introduction of a number of pieces of legislation including the '*Serious Crime Act 2015*' and '*Modern Slavery Act 2015*' partners have been provided with a variety of new tools, powers and duties to be

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included as part of their work. In particular the LGA made reference to community safety partnerships (CSPs) and the role they could play with regards to the strategic coordination of this activity. More recently in the refreshed National Crime Agency (NCA) Annual Plan 2017/18, the following six national priorities were identified as priorities for response: firearms; organised immigration crime; child sexual exploitation and abuse; cyber crime; high end money laundering; and modern slavery and human trafficking¹. In March 2017 the Home Secretary authorised a review of the Home Office strategy and Kent Police and KCC Trading Standards were invited to participate in the review. The new 'Serious and Organised Crime Strategy' was published in November 2018 with four overarching aims to disrupt criminal networks, build resilience (*in vulnerable people, communities, businesses, systems*), stop the problem at source and establish a single, whole system approach

As a result of many of the above changes, the scope of community safety has expanded in recent years beyond the traditional remit of 'crime and ASB' to incorporate issues such as human trafficking, gangs, organised crime groups (OCGs) etc. In response to these changes many local CSPs added Serious and Organised Crime (SOC) either as a stand-alone priority or included elements within their plans. This is reflected within the CSA which identified SOC as a new priority three years ago.

In order to fully understand the extent of serious and organised crime in Kent, the Police worked with partners in 2016 to develop SOC profiles which sought to highlight relevant issues across the county. Since then SOC profiles have been refreshed and developed over the years to ensure the information provided remains relevant and currently one comprehensive profile is produced for the county, although specific issues relevant to particular districts are highlighted within the document. This information is shared with community safety partners to inform both the annual strategic assessment process and ongoing partnership working.

Whilst violent crime is not a proxy indicator for this priority it is worth noting the changes that have taken place with regards recording of incidents in relation to violence over recent years mainly due to the improvements in recording practice (crime data integrity). As mentioned in the introduction there has been a 25% increase in recorded incidents of violent crime, with each of the three categories within violent crime experiencing increases including violence against the person. In Kent and Medway there were 79,315 offences recorded with violence against the person for the rolling year to the end of January 2019 an increase of 16,337 offences (up 25.9%) compared with 62,978 offences for the previous year. This is in line with national figures where all 43 forces have seen increases in violence against the person.²

According to the Office of National Statistics (Sept '18), over the last year police figures indicate rises in some higher-harm violent offences involving the use of weapons. Recorded offences involving knives or sharp instruments went up by 8% to 39,818 (excluding data from Greater Manchester Police).³ However, there was a decrease seen in offences involving firearms, which fell by 4% (to 6,424 offences). These differences are thought to reflect genuine changes.³ Excluding data from Manchester, offences involving a knife or a sharp instrument are at the highest level recorded (39,818 offences) since comparable data began to be collected in the year ending March 2011.³ In Kent in 2017/18 (Oct-Sep) there were 873 recorded offences involving a knife or a sharp instrument compared to 717 recorded in the previous year, a 22% increase.⁴ Nationally there were 4,986 hospital admissions for assault with sharp objects (2017/18), which is a 15% increase on the previous year.⁴ However despite the increase, they are still relatively low-volume and tend to be concentrated in London and other metropolitan areas.³

Within the Eastern Region, Kent Police have the second highest number of County Lines* behind Essex, but only a small number of individuals linked to County Lines in comparison to other forces². The dynamic nature of county lines servicing a drug demand means that there is continuous

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analysis, intervention and post monitoring in place. Drugs based criminality is the main crime type associated with OCGs across the county. This is a national trend and is not exclusive to Kent, other crime types typically linked to OCGs include modern slavery, organised theft etc. All identified county lines are subject to police disruption, with focus now on removing the line at source, where Kent and Met officers are joined in arresting the line organisers. Kent are fully engaged with the new County Line Co-ordination Centre and provide data to allow for mapping of county lines operating across metropolitan and county line locations.

**[‘County Lines’ is a term used when drug gangs from big cities expand their operations to smaller towns, often using violence to drive out local dealers and exploiting children and vulnerable people to sell drugs.]*

Local gang issues are easier to define and map using multi-agency information sharing. Kent currently has 35 active OCG’s.² Local gangs are mapped, scored on a harm matrix and allocated a local Lead Responsible Owner. Many local CSPs have in recent years established multi-agency groups to address OCG and gang activity within their local areas by using a range of partnership powers resulting in a number of successes which are shared to promote good practice. Disruption activity can be conducted by any agency and effective partnership working will increase the number of disruptions conducted and will also vary the type. All of this has resulted in significant harm reduction on mapped gangs and early intervention by partners on emerging issues, preventing them from developing into gangs. Significant disruption against these gangs mean that the county no longer has much of a problem from home grown gangs. This continues to be monitored to ensure any new threats are quickly identified.

Since the inclusion of SOC as a priority for CSPs much of the focus has been around raising awareness of the issues and upskilling staff to be able to identify signs and to understand how to report concerns. Over the last few years the Kent Community Safety Team (KCST) delivered a number of briefing sessions to community safety partners on subjects such as Modern Slavery and OCGs and in 2017 the annual conference focused on ‘Protecting Vulnerable People from Organised Crime. However recently there has been more of a focus around gangs and the KCSP is currently supporting delivery of gangs training to develop knowledge and skills of frontline staff (see below for more detail). At a local level many of the district/borough CSPs are also working to upskill staff and working with education partners to raise awareness with young people.

Notes:

1) NCA Annual Plan 2017/18

2) Chief Constable’s Report to the Kent Police and Crime Commissioner’s Performance and Delivery Board (March 2019)

3) Office of National Statistics. Crime in England and Wales: year ending September 2018 (January 2019);

4) Office of National Statistics. Crime in England and Wales: year ending September 2018 – PFA tables (January 2019);

Actions	Progress
Support delivery of the newly developed Kent and Medway Gangs Strategy	Since the implementation of the Kent and Medway Gang Strategy, the Home Office launched the Serious Violence Strategy, reflected by the PCC’s Serious Violence Challenge and Kent Police Serious Violence Strategy. Multi-agency gang prevention and enforcement activity compliments the Serious Violence Strategy particularly in relation to youth violence and knife crime education, diversion and enforcement activity.
Work with district colleagues to identify and commission an appropriate training package to assist local front-line professionals	The KCSP allocated some of the funding provided by the Police and Crime Commissioner (PCC) to support delivery of gangs training to frontline staff in a number of districts in 2017/18. Recipients of the training reported positive feedback and many expressed further interest in receiving more training. Delivery of the programme was extended in 2018/19 and is being provided to those districts that did not receive the

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to develop their knowledge and skills	training previously. In addition, work is being undertaken to scope out a remit for providers to develop an educational package for delivery into schools.
Work with partners to bid for funding from the Government's 'Trusted Relationship Fund' to support delivery of intervention work with young people at risk of exploitation through gangs / county lines.	KCC led on a joint application to the Home Office for funding from 'The Trusted Relationships Fund' to deliver a pan-Kent project on gangs / county lines / youth intervention. The KCST coordinated input to the bid in partnership with the Police, District/Borough Councils and KCC Early Help. Although the proposal was shortlisted alongside approx. 20 other projects nationally it was not successful in securing funding. However the ideas and concepts developed within the Trusted Relationships Fund bid have subsequently been adapted and utilised to secure £1.3m for Kent from the Government's Supporting Families Against Youth Crime Fund. The funding will be used to provide support for vulnerable people across the county through peer mentoring and community support workers, linking up services for those who may otherwise become involved in knife crime and gang violence. The Police will also receive more resources to better use intelligence to counter county lines drug trafficking and exploitation and will enable closer working with colleagues from the metropolitan areas.
Identify, disrupt and dismantle mapped Organised Crime Groups (OCGs) and reduce the harm caused to individuals and communities	<ul style="list-style-type: none"> • There are currently 35 scored OCGs in Kent of which 24 are managed at a divisional Level and dealt with through the local district Serious and Organised Crime (SOC panels) supported by a range of partners. • Divisional OCG coordinators are fully embedded and SOC Panels are now operating in all Districts to oversee activity.
Work with partners to establish links within partner organisations to raise the profile of Serious and Organised Crime (SOC), the impact of OCGs and facilitate support for SOC Partnerships	<ul style="list-style-type: none"> • A senior strategic SOC group (director level) has been established, with the last meeting held in December. • A Multi-Agency Serious Organised Crime training event was held in Dartford on 4th December • Support for the Doorstep Crime initiative led by Trading Standards has been provided and training given to Kent Fire and Rescue (KFRS) and Medway CSP. • As mentioned above engagement concerning OCG management at a District level continues

Priority: Safeguarding Vulnerable People

Context

Many of the pieces of legislation introduced by the Government in recent years including the *Counter-Terrorism and Security Act 2015* and those already mentioned in the above SOC priority, are not just about tackling crime they also have strong links to safeguarding either for individuals or for communities as a whole. As such following the annual review of the CSA three-years ago (2016/17) it was agreed that Safeguarding should also be included as a new priority to incorporate issues such as child sexual exploitation (CSE), scams, online safety etc. This has since been expanded to Safeguarding Vulnerable People which more closely reflects the outcome of the strategic assessments undertaken by the local community safety partnerships (CSPs) with many choosing safeguarding and/or vulnerability either as a stand-alone priority or selecting elements for inclusion within their plans. Whilst preventing violent extremism (PREVENT) was previously included within this priority in the review undertaken for 2018/19 it was identified as a priority within

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its own right (see next section).

Whilst CSPs have a role to play within this priority there are a number of multi-agency groups including the Kent Safeguarding Children Board (KSCB), Kent and Medway Safeguarding Adults Board (KMSAB) etc. which take the lead on a number of these issues. In particular the Multi-Agency Sexual Exploitation (MASE) group and the Risks Threats and Vulnerabilities Group (RTVG) which are subgroups of the Safeguarding Boards have a particular remit with regards CSE, missing children, online safety, gangs, modern slavery and human trafficking. As such, members of the Kent Community Safety Partnership (KCSP) link into these boards and subgroups and are working with them to support and implement actions, as well as monitor performance via their reporting processes. Information and reports produced by these groups are shared with community safety partners. Reciprocal arrangements have been established for the KCSP to report into the Safeguarding Boards or their subgroups to ensure effective links are established and maintained.

Although there is no single indicator or group of indicators that can effectively be used as a proxy measure to monitor such a broad topic as safeguarding or vulnerability, as mentioned above KCSP members are linked into MASE and the RTVG and these groups play a key role in monitoring issues such as child sexual exploitation, missing children episodes etc. As appropriate other data sources may also be looked at such as scam victims and since 2014 the Kent Community Wardens have visited more than 2,000 of the 2,500 Kent victims of scams notified by the National Scams Team¹, although nationally it is estimated that only about 5% of these crimes are reported.

A recent piece of work undertaken by KCC's Select Committee on Loneliness and Social Isolation has identified an estimated 29,500 in Kent aged 65 and over who are more likely than average to exhibit characteristics associated with social isolation¹. This represents 9.5% of the Kent's residents aged 65 and over and is in line with Age UK's estimate that 10% of those aged 65 and over are lonely all or most of the time¹. The report from the Select Committee is still in the draft stage but the findings and recommendations are currently being discussed and once finalised the KCSP will consider opportunities to support related activity going forwards.

The following actions and progress updates highlight just some of the areas that partners are working together on to support Safeguarding Vulnerable People.

Notes:

1) *DRAFT KCC Loneliness and Social Isolation Select Committee Report (March 2019)*

Actions	Progress
Provide train the trainer cyber-crime and online safety sessions during 2018/19 to partners from across the County	The KCST has worked with the Cyber Protect & Prevent Officer from the Kent & Essex Serious Crime Directorate to deliver train the trainer and awareness sessions. A Cybercrime Awareness Session took place on the 28 th November and over 60 people attended from partner organisations who heard from the Cybercrime Protect Officer as well as an input from the POLIT and Fraud Team. Four Cybercrime Awareness Train the Trainer Sessions have been taking place over two days on 4 th March and 25 th March 2019, which will enable the attendees to deliver the training more widely to colleagues, partners and communities.
Share and highlight suicide prevention campaigns (such as 'Release the Pressure') and training for partners	<ul style="list-style-type: none"> • KCC's Public Health team is leading the delivery of suicide prevention interventions across the county. • Updates on the work are provided to KCSP members and the issue of suicide prevention was considered at the partnership meeting in October 2018. • Information regarding campaigns and training is shared with community safety partners with the project lead attending the KCSP conference as

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	<p>part of the marketplace to promote the work of the project.</p> <ul style="list-style-type: none"> • There has been additional investment into the Release the Pressure social marketing campaign in December 18 and January 19 resulting in thousands of web visits and helpline calls. Over 1000 people have attended free 3hr suicide prevention training during 2018/19. • Additional developments have included 27 community projects being funded as part of an Innovation Fund; and a research project (in partnership with the Coroner's Office) to review the factors leading up to deaths by suicide.
Work in partnership with the Safeguarding Boards to raise awareness and link into local and national campaigns.	The latest Safeguarding Adults Awareness Week (SAAW) took place on the week commencing 8 th October 2018. The KCST worked with the Kent and Medway Adult Safeguarding Board and wider partners to support delivery of a wide variety of activities / events / training across the county.
Support vulnerable people targeted by scammers to minimise the impact and reduce future risk.	<p>The KCSP allocated funding provided by the Police and Crime Commissioner to fully or partially fund the following projects:</p> <ul style="list-style-type: none"> • Development of a professional, short, dramatic and hard-hitting video that highlights the significant detriment caused to vulnerable adults from financial abuse in particular doorstep crime. The project has undergone a commissioning process and the film is in the final stages of development. • Purchase of 44 True Call Devices in 2018/19 for installation in the homes of vulnerable scam victims, adding to the 33 purchased in 2017/18. True Call devices stop 99% of nuisance calls ensuring that this vulnerable group are being protected against serious and organised criminals.
Develop an understanding of the impact of social isolation and loneliness and raise awareness with partner agencies.	A KCC Select Committee on Loneliness and Social Isolation has worked with a range of people to gather evidence and information to gain a better understanding of the issues. The review is complete and a number of recommendations have been identified, the review is currently being presented and discussed with relevant committees before it is finalised and the recommendations are shared with staff / partners.
Develop an understanding of models and methods of working with vulnerable entrenched rough sleepers that best protects them and reduces risk	The county council has recently recommissioned its support services for vulnerable homeless people using four-year framework contracts. The new service "Kent Homelessness Connect" will be led by two Prime Contractors, Porchlight and Look Ahead Care and Support. The contracts provide opportunities to explore new models of working including trauma informed care, psychologically informed environments and Housing First. The service was commissioned on 1 October 2018 and is currently in mobilisation phase. It is expected that new models will emerge and be tested from 2019/20.

Priority: Preventing Extremism and Hate

Context

During the annual review of the CSA for 2018/19 'Preventing Extremism and Hate' was identified as a new priority. In the year of that review there were five high-profile terror attacks in the UK (*Westminster, Manchester Arena, London Bridge, Finsbury Park & Parsons Green*) during which time the threat level was raised from severe to critical twice. Since then there have been a number

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of attacks across Europe and further afield as well as other thwarted attacks. In previous versions of the CSA issues such as extremism, counter-terrorism and hate crime had been included within other CSA priorities such as 'Safeguarding Vulnerable People', however it became evident that these topics were becoming more of a focus for local partnerships and as such rose up the priority listings, warranting becoming a priority in its own right. 'Preventing Extremism and Hate' was included in the refreshed document which took effect from April 2018.

The UK has had a counter-terrorism strategy (known as CONTEST) for many years which is refreshed as needed, with the latest version being published in June 2018. PREVENT forms part of the CONTEST strategy and aims to safeguard people from becoming terrorists or supporting terrorism and addresses all forms of terrorism, including when it is inspired by Islamist or right-wing ideologies. In September 2015 the Joint Kent Chiefs agreed to the establishment of the Prevent Duty Delivery Board (PDDB) as the strategic body overseeing the delivery of the Prevent Duty across Kent, chaired by a Corporate Director from KCC. Part of the remit of the PDDB is to ensure information is shared as appropriate with partners this includes relevant elements of the Counter-Terrorism Local Profile (CTLP) which sets out the risks and threats in Kent, one of which relates to the vulnerability of Unaccompanied Asylum Seeking Children (UASC) as identified in the Parsons Green report.

The Channel Programme is part of PREVENT and is a multi-agency approach to providing support for individuals vulnerable to being drawn into terrorism, including people holding and expressing extremist views. It is not a criminal sanction but can offer a tailored package of support including theological or ideological mentoring. The Counter-Terrorism and Security Act 2015 placed the Channel programme on a statutory footing and created a duty on each local authority in England and Wales to ensure that there is a panel in place for its area. Statutory guidance for Channel panels was published in March 2015. Following that, in 2016 Kent became one of nine national local authorities taking part in a twelve-month pilot project known as Dovetail, this involved transferring administration and case management of the Channel process from the police to the Local Authority. The channel panel in Kent is now chaired by the KCC Prevent and Channel Strategic Manager. Due to the success of the pilot Kent continues to use Dovetail which is also being rolled out to other authorities across the country.

According to Home Office National Statistics for Prevent in 2017/18 there were 7,318 referrals into the Prevent programme nationally compared to 6,093 in 2016/17 an increase of 20% (up 1,225).¹ Of those referred in 2017/18 no further action was taken in 3,096 cases, 2,902 were referred to other services and 1,314 were discussed at a Channel Panel with 394 receiving support from Channel. In the South East there were 765 referrals, of which 64 individuals received support from Channel (2017/18).² The majority of individuals receiving Channel support are male and based on national figures two thirds of all individuals are aged 20 or below¹. Whilst 44% of Prevent referrals relate to a concern about Islamist Extremism and only 18% relate to Right Wing Extremism of those actually receiving Channel support this is fairly evenly split between the two types of extremism (45% and 44% respectively) the remainder of individuals relate to other extremism or mixed ideologies.²

Following the identification of the new priority within the CSA, the KCSP recognised a need to raise awareness of the issue across Kent and Medway and to cascade information and learning. Working with the KCC Prevent Team a conference was delivered on the topic of 'Preventing Extremism and Hate' in November 2018 with over 200 staff, partners and volunteers in attendance. Part of the aim of the event was also to address the issues of intolerance and hate, (which tend to be affected by events such as terrorist attacks leading to spikes in hate crimes and community tensions), and also to consider opportunities to enhance community cohesion.

Appendix: Kent Community Safety Agreement (CSA) - Action Plan & Performance Summary

The definition of a hate incident is an incident, which is perceived by the victim or any other person as being motivated by a hostility or prejudice based on a person's race, religion, sexual orientation or disability (physical or mental impairment) or perceived race, religion, sexual orientation or disability or motivated by a hostility or prejudice against a person who is transgender or perceived to be transgender. A hate crime is a hate incident (as defined above) which constitutes/includes a criminal offence."

In the rolling year to December 2018 there were over 5,000 hate crime incidents in Kent and Medway (including recorded offences and secondary incidents) compared to the previous year this was an increase of 44% (up 1,540 offences). The vast majority of reported incidents were race related followed by sexual orientation and disability. Whilst there has been an increase across the county this is not just a local issue but is reflected at a national level. For reasons explained earlier in this document, Crime Recording Integrity has played a very significant part in the increases in hate crime recording as well as a significant change in public expectation and awareness.

The Office for National Statistics (ONS) reported a 17% increase in recorded offences between 2016/17 and 2017/18 (up from 80,393 to 94,098)³. This continues the upward trend in recent years with the number of hate crimes recorded by the police having more than doubled since 2012/13 (from 42,255 to 94,098 offences; an increase of 123%)³. This increase is thought to be largely driven by improvements in police recording, although there has been spikes in hate crime following certain events such as the EU Referendum and the terrorist attacks in 2017.³

Breaking down the headline number of hate crime offences nationally in 2017/18 by the five centrally monitored strands showed there were: 71,251 (76%) race hate crimes; 11,638 (12%) sexual orientation hate crimes; 8,336 (9%) religious hate crimes; 7,226 (8%) disability hate crimes; and 1,651 (2%) transgender hate crimes³. *(Please note: it is possible for a hate crime offence to have more than one motivating factor which is why the above numbers sum to more than 94,098 and the proportions to more than 100 per cent.)*³

Whilst CSPs have a role to play within this priority the Prevent Duty Delivery Board and Hate Crime Forum take the lead on a number of the issues. As such, members of the Kent Community Safety Partnership (KCSP) link into these boards and groups and are working with them to support and implement actions, as well as monitoring performance via their reporting processes.

Notes:

1) Home Office Statistical Bulletin – Individuals referred to and supported through the Prevent programme, April 2017 to March 2018 (published 13/12/18);

2) Home Office Statistics – Annex A: Prevent Statistics (published 13/12/18)

3) Home Office Statistical Bulletin – Hate Crime, England and Wales 2017/18 (published 16/10/18)

Actions	Progress
Develop and deliver a Conference on behalf of Kent and Medway partners on the theme of Preventing Extremism and Hate	<ul style="list-style-type: none"> Conference on 'Preventing Extremism and Hate' took place on 27th November 2018 at Detling with approx. 225 people in attendance. The key themes for the day were around tackling extremism and building community cohesion. Funding was provided by the Police and Crime Commissioner from the grant provided to the KCSP. Gauging the level of awareness and understanding was undertaken during the day through a series of interactive questions, in addition attendees were invited to contribute to the gap analysis to help inform future work. A learning pack is currently being developed by the Conference Working Group for dissemination to the attendees and more widely to share the learning.

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<p>Work in partnership to share information and embed the Channel Referral process to help Prevent violent extremism.</p>	<ul style="list-style-type: none"> • Information about the Channel referral process was included at the above Conference and the dissemination of the learning pack to attendees and beyond will enable details to be more widely shared. • Briefings and dissemination regarding the latest events are shared with partners on a regular basis. • PREVENT is a standing agenda item for many local CSPs and engagement is being developed with other groups such as Kent Police Hate Crime Forum.
<p>Work with the Prevent Duty Delivery Board (PDDB) to understand and implement relevant changes identified in the CONTEST Strategy</p>	<ul style="list-style-type: none"> • Regular updates on the work of the PDDB are shared with the KCSP as a standing agenda item and any issues requiring the focus of community safety partners are raised with the members • The KCC Prevent and Channel Strategic Manager chairs a quarterly sub group of the PDDB for Community Safety Managers to disseminate and discuss key messages and feedback to the PDDB. • Partners are also invited to contribute to the annual refresh of the Counter-terrorism local profile (CTLP).
<p>Work in partnership to share information to help understand and address Hate Crimes.</p>	<ul style="list-style-type: none"> • The Hate Crime Forum chaired by Kent Police works with partners to monitor and address hate crime in the County. Regular updates on issues, activity and events are circulated to partners and data and information on hate crime is shared with district colleagues via the Safer Communities Portal. • Hate Crime Awareness Week in October saw media campaign and various events across the County.

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From: Catherine Rankin, Cabinet Member for Strategic Commissioning
Vincent Godfrey, Strategic Commissioner

To: Scrutiny Committee

Subject: Maximising Social Value through Commissioning

Classification: Unrestricted

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Summary:

This report provides an update on the application of KCC's social value policies in its commissioning activity.

Recommendation(s):

The Scrutiny Committee is asked to **note** the update on progress provided in this report

1. Introduction

- 1.1 The term "social value" describes the wider social, economic and environmental benefits that can be secured over and above the core requirements identified when supplies, services and works are commissioned. Social Enterprise UK describes this in an introductory guide to social value, Public Services (Social Value) Act 2012: A Brief Guide:

"'Social value' is a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract and looking at what the collective benefit to a community is... Social value asks the question: 'If £1 is spent on the delivery of services, can that same £1 be used, to also produce a wider benefit to the community?'"

- 1.2 The terminology may be relatively modern but in practice, assessing social value is one aspect of considering overall value for money (or "best value") and is nothing new. Local authorities have been subject to a general "Duty of Best Value" since the Local Government Act 1999 was enacted. This is not simply about the lowest price but involves taking a balanced consideration of overall economy, effectiveness, and efficiency. The emergence of the term social value reflects a widespread recognition of the need to take a multi-faceted view of the most optimal way to achieve outcomes with public money.

- 1.3 The Public Service (Social Value) Act 2012 came into force in 2013. It requires certain public bodies including local authorities, to consider social value when commissioning supplies, services and works subject to the Public Contracts Regulations 2015 (above prescribed value thresholds). The Act requires commissioners to consider the following at the pre-procurement stage:
- how the services they are going to buy might improve the social, economic or environmental well-being of the area;
 - how they might secure this improvement; and
 - whether they should consult on these issues.
- 1.1 In 2015 Lord Young was commissioned to review the impact of the Act after its first two years in force. The review concluded that it had made a good start by encouraging commissioners to think about securing value in highly innovative ways that have generated significant cost savings and demonstrated a much more responsive way of delivering better outcomes. Some key issues arose repeatedly during the review about the definition of social value, and how to include it in the procurement process. It advocated the need to do more work to implement the Act through promoting awareness, improving understanding, and developing appropriate measures to evaluate social value.
- 1.2 Lord Young recognised that the Act is one tool to promote the wider uptake of an approach to commissioning for social value. Since Lord Young's review, the application of the Act has garnered much enthusiasm and new developments are expected to follow this year that extend the requirement to "account for" social value, rather than to simply "consider" it. On 11th March 2019, Minister for Implementation Oliver Dowden launched a consultation on how government should take account of social value in the award of central government contracts.

2. Strategic Background

- 2.1 Local government plays a crucial role in shaping and influencing the overall social, economic and environmental wellbeing of the communities it serves. As a member led authority, Kent County Councillors determine the strategic priorities of the organisation, including social value. The Council also has a strategic leadership and enabling role, influencing local provision across public services to ensure that the efforts of all agencies are focused on the outcomes of greatest importance to Kent people.
- 2.2 Social value is therefore intrinsic to the Council's core purpose. As set out in 'Increasing Opportunities, Improving Outcomes: The Strategic Statement for 2015 – 2020', the administration has outlined its vision to
- "...[improve] lives by ensuring that every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses."
- 2.3 The ambitious target outcomes set by the Council reflect this commitment. The administration has a strong track record of delivering major initiatives that reflect its social value priorities and despite the significant financial challenges in recent years, the Council has remained focused on targeting services and activities that maximise overall value to the people of Kent and not simply

delivering statutory requirements. There are a broad range of examples which demonstrate this as follows.

- 2.1.1 Kent County Council (KCC) has been a longstanding and vocal champion of skills development including vocational training and employability programmes. It has developed specific expertise and knowledge around this agenda over many years and developed a mature sector in the county by working in collaboration with Kent businesses. Since the introduction of the new Apprenticeship Levy, it has encouraged schools and employers to utilise the Levy to attract new employees and to invest in their existing workforce. It has also worked with its partners providing advice and enabling employers to advertise apprenticeship vacancies on the Ready to Work Kent website. At the same time, the successful “Made in Kent” campaign supports employers and young people. A benchmarking exercise of the Apprenticeship Levy in December 2017 with 10 local authorities of differing sizes and locations showed KCC had achieved the highest number of apprenticeships starting of those who responded.
 - 2.1.2 The Council has also been integral in significant local growth initiatives over the years such as supporting access to finance and enabling infrastructure through Regional Growth Funding, Enterprise Zone status, sector deals, and the Big Society Fund. It has also delivered ambitious and innovative projects like Turner Contemporary, taking a holistic perspective on routes to support community wellbeing through local growth and cultural development.
 - 2.1.3 There are many other examples of forward-thinking initiatives designed by the Council which have supported the wider wellbeing of the county such as the Kent School Games, the Young Person’s Travel Pass, or community wardens. The Council also subsidised 126 nonprofitable bus routes to serve isolated communities, acknowledging the important impact this can have on social isolation. It continues to look at ways to develop innovative and sustainable ways of providing transport to isolated communities with pilots starting in summer 2019.
 - 2.1.4 The Council has worked in close collaboration on the Kent Environment Strategy, which provides a strategic framework for closer cross-sector partnership working between environment, health and economic agendas. The strategy identifies high-level priorities and focuses on the activities that would most benefit from partnership working, setting out opportunities where Kent’s natural environment can provide positive outcomes for health, wellbeing and ultimately the economy.
- 2.2 Collaborative working with local partners and communities is at the heart of the Council’s approach. In particular, the Council relies upon a strong relationship with voluntary, community and social enterprise sector (VCSE) organisations across the county, drawing on the important and extensive contribution they bring to the social, economic and environmental wellbeing of Kent. For example, the Council’s Strategy and Vision for Adult Social Care 2018-2021

'Your Life, Your Wellbeing' recognises local community-based services as a lynchpin in the model to support people to manage their needs in their own homes for as long as possible.

- 2.3 In recognition of this contribution, the Council outlined its commitment to the sector in the Voluntary and Community Sector Policy 2015. This included measures to support the sector through different means including a new grant framework recognising the value of grants as an important element of supporting organisations within the community in pursuit of their aims, and for developing new and innovative approaches to delivering KCC outcomes.
- 2.4 It also set out the offer of infrastructure support which is currently being delivered by a three-year contract with Stronger Kent Communities, a consortium of organisations whose objective is to champion the voluntary sector and volunteering in Kent. The aim of this investment is to deliver ongoing benefits for the sector by creating a self-sustaining model in the medium term.
- 2.5 As part of the outcomes framework in place with Stronger Kent Communities, there is a clear focus on adding social value. For example, it is stated that:
- the voluntary sector should be supported to grow and develop, enabling residents to enjoy a good quality of life, and more people to benefit from greater social, cultural and sporting opportunities;
 - in particular, the voluntary sector should be supported to understand and demonstrate their impact and social value; and
 - volunteering should also be regarded as a valuable opportunity for individuals to contribute to their community and should be made accessible to all regardless of their skills or time capacity.
- 2.6 The Council's broad perspective of opportunities to influence the social, economic and environmental wellbeing of the County gives a flexible framework to consider how achieve social value in the most meaningful way, taking account of different factors and balancing requirements appropriately.

3. Social Value in a Strategic Commissioning Authority

- 3.1 In 2013, "Facing the Challenge: Whole Council Transformation" set out the Council's commitment to meeting the financial challenges it faced over the medium term through whole council transformation. The fundamental driver underpinning this plan was "an absolute focus on delivery of better outcomes, as this will enable us to provide those services people value most and have the greatest impact on the lives of our residents".
- 3.2 The Council set out a commitment to embed a new operating model as a strategic commissioning authority with a greater focus on outcomes and less focus on the process or vehicle used to deliver services. Since then, the Council has been on a journey of continuous improvement to develop and embed the discipline of commissioning into the culture and 'mindset' of the organisation in everything that it does. Achieving overall value for money, which includes social value, is essential to this approach.

3.3 The 2014 Select Committee Report “Better Outcomes, Changing Lives, adding Social Value” examined opportunities to improve commissioning of services to achieve social value. It outlined areas of focus to improve commissioning and procurement practice in the organisation, particularly the removal of barriers for VCSE and SMEs. These included:

- defining the Council’s commissioning strategy, roles and responsibilities;
- excellent, appropriate and timely communication;
- excellent market engagement and development;
- simplified and standardised procurement processes;
- embedding outcomes focused and excellent contract management; and
- maximising social value.

3.4 In December 2014, the Council then published a “Commissioning Framework” which established ten key principles directing the approach to strategic commissioning within the organisation. Principle nine stated that ‘We will Maximise Social Value’ with a specific goal to:

“...plan how to maximise the community benefits through any commissioning activity that is being undertaken. We will apply the same considerations of social value to all commissioning that we undertake, we will focus on social value priorities that are most relevant to KCC and from the earliest possible stage, as a standard part of designing and specifying any KCC service, we will incorporate social value outcomes and consider how equality can be advanced, where relevant, in a proportionate way.”

3.5 Alongside this, significant supporting activity was undertaken including the development of a commissioning toolkit to support officers to deliver against these principles, and a “commissioning network” bringing together officers working in the function of commissioning across directorates.

3.6 The Strategic Commissioning division was established in 2017 and brought together the commissioning functions for social care and public health, analytics and commercial advice and support for the rest of the organisation. The new division is focused on improving commissioning capability through a strategy focused on three key aspects:

- commercial judgement and leadership;
- evidence based decision making; and
- performance reporting and analysis.

4. Promoting and Embedding Social Value

4.1 In the last three years, the Council has sought to embed social value principles in commissioning by:

- promoting awareness, enabling delivery and assuring compliance with the requirements of the Social Value Act; and
- ensuring social value priorities influence practice throughout the commissioning cycle

- 4.2 An early work stream developed as a result of the Commissioning Framework was to review the use social value criteria in procurement. This work included:;
- establishing a cross directorate working group that captured lessons learned, reviewed options, engaged with commissioners and championed social value across the Council;.
 - publication of tools and resources to assist commissioners with using the Act, including case studies, FAQs, guidance and prompts, process maps, and evaluation templates;.
 - the development and publication of a social value framework specifically for Adult Social Care funded by the Cabinet Office and co-designed with the voluntary and community sector working in the market;.
 - workshops to share associated learning between commissioners and a dedicated Extended CMT session; and.
 - engagement with other local authorities to share wider best practice and contribution to the Cabinet Office Commissioning Academy.
- 4.3 Informal governance boards were also revised in 2016 to provide collective senior officer and Member oversight across major commissioning and contract management activity - including the Strategic Commissioning Board, Commissioning Advisory Board, Budget Programme Delivery Board and, later, the Contract Management Review sub group. These groups provided an additional layer of informal assurance which incorporated social value considerations. The Strategic Commissioning Board terms of reference included the oversight of major commissioning proposals with a remit to review options and delivery models, and check value for money. Board papers included a checklist to prompt challenge as to whether social value had been considered when appropriate. The new informal governance boards introduced in 2018 retains this role.
- 4.4 A Contract Management Review Group was also established as a sub group of the Budget and Programme Delivery Board in 2016 to undertake a continuous programme of contract management maturity reviews designed to provide the Council with assurance that the right activities are undertaken consistently at the appropriate standard across the organisation. This Member and Officer group has offered significant value since its inception and continues to capture a range of key insights informing the contract management approach across the Council. The maturity assessment matrix used by the Board includes a section on 'measuring performance' which provides an additional check that social value criteria have been met.
- 4.5 The Council has moved into the next phase of maturity in its strategic commissioning model. This is focused on enhancing commercial leadership and judgement throughout the commissioning cycle. This includes (but is not limited to) developing commercial strategy, maximising competition through a diverse supply base, working collaboratively with the market, developing optimal evaluation criteria, selecting effective KPIs, and robust contract management. By being open to a range of delivery models and taking account of value for money in its broadest sense, these skills will support the organisation to maximise and monitor social value opportunities through the whole commissioning process.

- 4.6 For example, the Council seeks to open competition to local small and medium sized enterprises (SMEs) wherever possible. For many years, the Council has sought to use procurement options which reduce barriers to small businesses such as breaking up contracts into lots when possible, streamlining bureaucracy in the procurement process or use of Dynamic Purchasing Systems which enable new providers to join and bid for work during a framework period. These options need to be considered on a case by case basis, taking account of the best overall commercial option including benefits and impacts associated.
- 4.7 Strategic Commissioning currently has several programmes underway to deliver this phase of activity through setting consistent standards, developing commercial capability and assuring compliance. The scope of this work includes;;
- setting standard methodologies to appraise value holistically using HM Treasury Green book principles;
 - guidance on market engagement, market development and market making which reflect social value considerations;
 - development of decision-making templates which transparently account for social value considerations;
 - the streamlining and standardisation of procurement documents to reduce barriers for SMEs and VCSE organisations;
 - publication of a contract management standard which includes mandatory monitoring of any social value criteria agreed in a contract;
 - significant investment in professional training and accreditation for commissioners;
 - horizon scanning and engagement with other local authorities, national government and partners to capture best practice, consider innovative new ideas and standardise approaches to measuring social value; and
 - development of improved systems which will enhance the current contracts register and enable commissioners to automate contract management performance monitoring, including social value considerations.

5. Different Approaches to Social Value: Case Studies

- 5.1 There is no one size fits all way to measure social value given the broad remit it covers. There are, however, some helpful examples of activity which demonstrate successful application of social value principles through procurement designed to suit the commissioning activity in question.

Highways Term Maintenance Contract

- 5.2 The Highways Maintenance Term contract uses twelve specific performance targets to monitor delivery of social value appropriate to the service and organisation from a broad perspective as follows.
- Percentage of complaints received by Kent of which Amey are directly accountable
 - Percentage of complaints responded to in 20 working days

- Insurance claims responded to in 21 days (where provider has some accountability)
- Monthly number and value of third-party claims paid out
- Percentage of workforce on the contract engaged as an apprentice
- Percentage of total workforce employed from a Kent postcode
- Percentage of suppliers paid within 30 days
- Health and safety – balanced scorecard
- Percentage of material derived from landfill
- Amey (TMC) Environmental Balanced Scorecard
- Service User Satisfaction Service
- Percentage of Community Involvement Days Completed across Contract

5.3 This has been an effective way of providing focus on the delivery of social value outcomes by incorporating this into overall performance reporting and contract management. Notably, the contractors have consistently delivered above the target to engage 3% of the workforce on the contract as an apprentice.

5.4 Plans for the next contract currently in design incorporate also this approach and tie the KPI to the Council's strategic outcomes. A similar approach to include apprenticeship KPIs been successfully applied to the current Street Lighting contract.

Schools Capital Programme

5.5 As part of the Capital Programme of Basic Need school expansions across the county, contractors are scored on Key Performance Indicators. One of the KPIs measures the 'Professionalism of the Contractor'. Within this measurement, there are scores for the social value that the contractor provides. These include such measurements as the number of apprentices employed related to the project by the contractor and the percentage of the workforce that would be considered local.

5.6 On top of the KPIs, construction projects are usually run under the Considerate Constructors Scheme. This sets out five key principles that constructors are to be mindful of during their contract. One of the principles is to 'respect the community'. This principle required contractors to contribute to and support the local community within which they are working. Two recent schemes – Langley Park Primary Academy and Temple Hill Primary Academy have been nominated for Considerate Constructor awards.

Social Care and Public Health contracts

5.7 The profile of the market working in adult social care and public health provision is very different, and social value has been incorporated into procurement through a more open-ended requirement, allowing room to capture varied approaches. For example; the current contract for care and support in the home makes clear that the Council's services have 'a social purpose and therefore the Council [requires] that services become smarter at determining social value... through improving the economic, social and environmental well-being of Kent'. The contract explicitly requires the provider to ensure that they support the Council's principles for social value, which are recorded in full detail within the

contract and are intended to act as an indicator for the supplier of practical ways they can deliver social value outcomes in line with KCC's ambitions.

- 5.8 The provider's consideration of these principles is managed through the broader contract management scorecard completed by the supplier on an ongoing basis. Specifically, for the provider to receive a good rating, in relation to its business assurance and responsible business conduct, they must provide evidence of ethical working, providing local employment, mostly buying Kent first, good community development, being a fair employer in terms of staff wages and terms and conditions and having most green and sustainable communities' practice.
- 5.9 Similarly, in the community substance misuse service, the requirements on the provider to consider the Council's social value principles have been stipulated and are monitored through standard contract management review processes. Through contract management reviews with the provider, the added social value they have provided has been captured, specifically in relation to the creation of local employment and training opportunities. This includes a thriving apprenticeship programme, and an active recovery support programme which encourages those who have successfully completed treatment to work as peer mentors within the service to support current service users. This is an opportunity that many people see this as the first step to permanent employment, often after a significant amount of time of not being in work.
- 5.10 Live Well Kent is a further example of how a service has been designed, in partnership with local providers, with consideration of wider social, economic and environmental benefits that could be secured for the local community. Live Well Kent is a network of mental health and wellbeing organisations, delivered on behalf of Kent County Council and the NHS by two charities (Porchlight and the Shaw Trust), which support residents to manage their mental health, physical or emotional wellbeing before situations reach crisis. Over thirty different organisations are part of the scheme which launched in May 2016 and which has worked with over 4,500 isolated and vulnerable individuals.
- 5.11 The delivery model for Live Well Kent is based on working with and maximising existing assets within the community and linking individuals with what is going on in their community. When the service was established, an amount of funding was also set aside from the main contract for an innovation grant to support innovative ideas and community-based projects. Use of the grant is included in the quarterly performance highlight report. Some recent examples have included;
- the development of a 'digital natives' project aiming to work with young adult carers to enhance their digital literacy and employment skills
 - Shepway Sports Trust "Active for All", a 12-month project working with the Shepway Sports Trust Active programme which specifically focuses on people aged 16+ living with a mental health condition. They also offer sessions to socialise, chat and develop new friendships
 - courses targeting carers focused on the six ways to wellbeing

- an arts projects to support LGBT+ in Swale to enable this community to experience high quality artwork and create a project to raise awareness.
- support for a music jamming group

6. Conclusion

- 6.1 Social value is integral to the Council's business as a local authority. It drives the overarching priorities set by the organisation, informs the way in which it works with partners and influences how supplies, services and works are commissioned.
- 6.2 The Council is continuing to improve its skills and experience in this field as it moves through the next phase of maturity in its strategic commissioning approach. It will continue to draw on best practice from successful activity and look for innovative new models in order to achieve the best outcomes possible with the resources available.

7. Financial Implications

N/A

8. Legal implications

N/A

9. Equalities implications

N/A

10. Recommendation(s):

The Scrutiny Committee is asked to **note** the update on progress provided in this report

11. Background Documents

- [Embedding Strategic Commissioning as Business as Usual](#), Report to Kent County Council, 10th December 2015.
- [Increasing Opportunities, Improving Outcomes: Kent County Council's Strategic Statement, 2015 – 2020](#).
- [National Audit Office Good Practice Contract Management Framework](#), updated December 2016.
- [Public Services \(Social Value\) Act 2012: A Brief Guide](#), Social Enterprise UK.
- [Social Value Act Review](#), Cabinet Office, February 2015

- [Together for Social Value: a Social Value Framework for Adult Social Care](#), July 2017.

12. Contact details

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