

AGENDA

KENT AND MEDWAY POLICE AND CRIME PANEL

Dear Panel Member

Notice is hereby given that a meeting of the **KENT AND MEDWAY POLICE AND CRIME PANEL** will be held in the **Darent Room, Sessions House, County Hall, Maidstone** on **Thursday, 27th September, 2018, at 2.00 pm** when the following business will be transacted

Members of the public who require further information are asked to contact Anna Taylor/Joel Cook on 03000 416478/416892

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

Membership

Councillor Brad Bradford	Ashford Borough Council
Councillor Pat Todd	Canterbury City Council
Councillor Richard Wells	Dartford Borough Council
Councillor Michael John Holloway	Dover District Council
Councillor John Knight	Gravesham Borough Council
Mr Mike Hill (Chairman)	Kent County Council
Councillor Fay Gooch	Maidstone Borough Council
Councillor Josie Iles	Medway Council
Councillor Peter Fleming	Sevenoaks District Council
Councillor Malcolm Dearden	Folkestone and Hythe District Council
Councillor Alan Horton	Swale Borough Council
Councillor Lesley Game	Thanet District Council
Councillor Nicolas Heslop	Tonbridge and Malling Borough Council
Councillor Sarah Hamilton	Tunbridge Wells Borough Council
Mr Nick Chard	Co-opted member
Dr Mike Eddy	Co-opted member
Councillor Habib Tejan	Co-opted member
Councillor John Burden	Co-opted member
Elaine Bolton	Independent Member
Mr Gurvinder Sandher (Vice-Chairman)	Independent Member

UNRESTRICTED ITEMS

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

- 1 Introduction/Webcast Announcement
- 2 Apologies and Substitutes
- 3 Declarations of Interests by Members in Items on the Agenda for this Meeting
- 4 Minutes of the Police and Crime Panel held on 19 July 2018 (Pages 3 - 10)

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

- B1 Crime Data Integrity, Recorded Crime & Crime Outcomes (Pages 11 - 14)
- B2 Mental Health - Verbal Update
- B3 Recruitment of Police Officers - Verbal Update
- B4 Preparations for leaving the European Union (Pages 15 - 16)

C - Commissioner's Decisions

- C1 Decision - Application for Pension Forfeiture (Pages 17 - 18)
- C2 Decision - 7F Single Procurement Function (Pages 19 - 20)

D - Panel Matters

- D1 Future work programme (Pages 21 - 22)

E - Questions to the Commissioner

F - For Information

- F1 Minutes of the Commissioner's Performance and Delivery Board meeting held on 31 May 2018 (Pages 23 - 28)

EXEMPT ITEMS

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

Benjamin Watts
General Counsel
03000 416814

Wednesday, 19 September 2018

KENT COUNTY COUNCIL

KENT AND MEDWAY POLICE AND CRIME PANEL

MINUTES of a meeting of the Kent and Medway Police and Crime Panel held in the Council Chamber - Sessions House on Thursday, 19 July 2018.

PRESENT: Mr P M Hill, OBE (Chairman), Mr Gurvinder Sandher (Vice-Chairman), Mr N J D Chard, Cllr M Dearden, Cllr F Gooch, Ms S Hamilton, Cllr MJ Holloway, OBE, Cllr P Todd, Cllr H Tejan and Mrs E Bolton

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

IN ATTENDANCE: Mr M Campbell (Policy Officer) and Mr J Cook (Scrutiny Research Officer)

UNRESTRICTED ITEMS

271. Election of Chairman

(Item 2)

1. Mr Cook (Clerk) invited nominations for Chair. Cllr Todd nominated Mike Hill; nomination seconded by Cllr Gooch. There were no other nominations.

RESOLVED that Mr Hill be elected Chair

272. Election of Vice-Chairman

(Item 3)

1. Nominations were invited for Vice-Chair. Mrs Bolton nominated Gurvinder Sandher; nomination seconded by Cllr Gooch. There were no other nominations.

RESOLVED that Gurvinder Sandher be elected Vice-Chair

273. Membership

(Item 4)

RESOLVED that the membership changes be noted.

274. Minutes of the Police and Crime Panel held on 25 April 2018

(Item 7)

1. The Commissioner provided brief updates regarding questions asked at a previous Panel meeting;
 - Progress made regarding improving access and support in relation to people with a hearing impairment.
 - 101 progress – positive news despite call spike during the World Cup (which was normal and expected). Both call-waiting times and drop out numbers had reduced.

- Chief Constable had accepted Tribunal findings in the PC Angus Bowler case and was looking into the grievance process.

RESOLVED that the minutes of the meeting held on 25 April were an accurate record and that they be signed by the Chair.

275. PCC's Annual report 2017/18 (including financial information)
(Item B1)

1. As per the legal requirement to present an Annual report, which outlines the exercise of the Commissioner's functions in each financial year and the progress made in the financial year in meeting the police and crime objectives in the police and crime plan, the Commissioner presented the 2017/18 Annual Report to the Panel.
2. The Commissioner explained that, while the accounts had received an unqualified opinion, he had decided, in the interests of transparency, to report that a technical error in the Police financial systems had recorded small overpayments over a number of years. This had led to £1m in unspent funds being accumulated, which having now been identified had been added to the reserves. He also reassured that Panel that the technical glitch had been fixed.
3. The Commissioner drew the Panel's attention to several areas of progress. In particular, he drew attention to the introduction by the Chief Constable of the New Horizon policing model, in support of his Police and Crime plan, which he said had maintained focus on neighbourhood policing while also providing resources to specialist units, such as the missing children and exploitation unit, which had resulted in a significant reduction in officer time dealing with such cases. The Commissioner pointed out that, unlike in some other areas, he had been able to use the additional funding to increase the number of police officers and to maintain the number of PCSOs.
4. The Commissioner drew attention to the funding he had provided to support people with mental health issues in order to decrease demand on the police. He gave examples of where these projects were starting to produce positive results. The Commissioner also drew attention to the funding he had provided for restorative justice, which had doubled from the previous year. The Commissioner said that there was good evidence that restorative justice was helping to reduce re-offending.
5. The Commissioner said that there had been an increase in the number of cases of modern day slavery and child sexual exploitation and that the projection was that cases of these types would continue to increase in the future.

6. Finally the Commissioner drew attention to his continued support for volunteering and for the Community Safety Partnerships, where he had maintained funding levels from the previous year.
7. The Panel drew attention to the reducing level of reserves and asked whether 3% general reserve was considered adequate. The Commissioner explained that, while not a formal recommendation, 3% was considered by HMICFRS to be an adequate provision. Panel members then drew attention to the capital budget which had been significantly underspent. The Commissioner explained that this was due to several factors, including national projects that were progressing more slowly than planned and a degree of over-ambitious planning by the Force. The Commissioner said that closer monitoring was being introduced together with a more flexible approach which would enable other projects to be undertaken if those originally planned fell behind schedule. The Panel were pleased to note the unqualified opinion on the accounts and also the fact that the accounts had been closed very quickly after the end of the financial year.
8. The Panel asked the Commissioner how he held the Chief Constable to account in respect of deaths in custody and the Commissioner explained that he received data on the use of force generally at his Performance and Delivery Board and that when particular reports were received he met with the Chief Constable to discuss them.
9. The Panel commended the Commissioner on the survey he was conducting into cyber-bullying and sought an assurance that he would continue to invest in projects that helped to tackle an increasing problem. The Commissioner said that, once the survey results were known, he intended to develop ideas further in the light of those results.
10. The Panel asked about the level of interest in volunteer PCSOs and the Commissioner explained that, while there is interest, progress is quite slow, most likely because Kent police is recruiting to many other roles - regular officers, police staff, PCSO's and Special Constables - at the same time.
11. In conclusion the Panel commended the progress shown in the Annual Report and also commended the Force on its exceptional performance over a number of years, noting that it had been rated as good or outstanding in every category of HMICFRS PEEL assessment over several years.
12. The Commissioner thanked the Panel for their positive comments. He advised the Panel that he was very proud of the frontline work delivered by Kent Police and that the excellent PEEL assessments highlighted the quality of this work. The Commissioner highlighted to the Panel that the role of a Police Officer was a challenging and dangerous one which required special, dedicated people and he was proud to be associated with them.

RESOLVED that;

- a) The Annual Report be noted
- b) The Panel's required report be prepared by Officers, in line with comments made during the meeting.
- c) The PCC be asked to pass on the Panel's congratulations and thanks to Kent Police.

276. Update on PCC's expenditure to support the Police and Crime Plan

(Item C1)

1. The Commissioner introduced the report on expenditure. He advised the Panel that work had been done regarding the Police ICT company, explaining that this represented the potential for better value for money compared to historic ICT commissioning. The Commissioner also highlighted the positive work of the victim services being funded, noting the excellent support provided to vulnerable people in particular. This linked to the vulnerability conference which had been held in 2017 and subsequent training these services had provided at Kent Police.
2. Additionally, he drew the Panel's attention to the other funding provided via the Mental Health & Policing fund, which made £250k available for relevant projects. The Commissioner also advised the Panel that the £500k had been used to increase Community Safety Partnership funding by 10%, which he hoped would allow for better long-term planning to for Districts so they could build on the already excellent work being delivered around reducing crime and anti-social behaviour.

RESOLVED that the update on expenditure be noted.

277. Mental Health - verbal update

(Item C2)

1. The Commissioner provided an update on Mental Health work in Policing. He drew the Panel's attention to the increase in s136 detentions, rising from 1089 to 1532 annually over the last three years.
2. The Commissioner advised the Panel that he wanted to see further progress being made in other agencies taking responsibility for managing mental health issues rather than defaulting to a police response, which he explained had a significant resource implication for the police and also was not in the best interests of those people suffering mental health crises.
3. He advised the Panel that the Mental Health Oversight and Policing Board was continuing to scrutinise Kent Police and the Kent & Medway Partnership Trust (KMPT). This supported a key part of the plan to improve joint working and understanding between relevant partners.
4. The Commissioner explained that the Street Triage Pilot scheme had concluded in June and that the model was being reviewed to take into account the findings of the Pilot before any long-term plans were finalised.

RESOLVED that the update be noted.

278. Police officer recruitment - verbal update

(Item C3)

1. The Commissioner provided an update on the Police recruitment drive. He explained that 3181 Officers had been in post when he took office and over 3400 were planned to be post by 2019. He noted that the increase in total numbers was not significant but advised the Panel that this was better than other Forces. There had been 935 applications and 430 if these were in the pre-selection process. He explained that much of the police recruitment process was nationally mandated but highlighted that Kent had been managing a good turn around from application to training within three months.
2. He advised the Panel that the increase in Officer numbers was made possible by having strong finances in place and that this was evidenced by Kent Police successfully saving £20m while still maintaining or increasing key staff numbers.
3. In terms of overall timescale, the Commissioner explained the indications were good that the target of 200 additional Officers would be met. He drew the Panel's attention that the increase in overall total Officer numbers had to take into account of Officers leaving through resignation or retirement, so the actual recruitment figure required to achieve this would be closer to 400 new Officers joining the Force.
4. Responding to questions, the Commissioner explained that there had been a significant increase in applications from BME individuals and that there had been a slight increase in the number of female applicants compared to previous recruitment periods. The Commissioner also advised the Panel that due to the necessary, extensive training process involved in becoming a Police Officer, none of the recruits would be deployed to active service for some time. However, he explained that once ready for deployment, a large portion of the additional officers would go into visible policing roles and others would work in the high harm investigation teams.
5. Responding to questions, the Commissioner explained that Kent Police was also committed to ensuring retention and that this was evidenced through continued support for the Occupational Health department and Chief Constable impact assessments for when Officers are assaulted on duty. Additionally, the Commissioner advised that it should be recognised that Police Constables, were the main strength of the Force and would always make up 66 to 75% of the Police workforce and that meant that lateral career development and specialism opportunities were available to Constables as an alternative to promotion through the rank structure.

RESOLVED that the update on recruitment be noted.

279. Accountability - how the PCC holds the Chief Constable to account

(Item C4)

1. The Commissioner introduced the report into the various ways he holds the Chief Constable to account. He explained that the main method was the Performance and Delivery Board meetings which met in public. The Chief Constable was required to attend these meetings to provide information and answer questions

on strategic matters, emerging threats and local issues raised to the Commissioner by partner agencies or members of the public. The Commissioner explained that he also met with the Chief Constable every Monday to discuss pressing issues.

2. In terms of future development, the Commissioner explained that he intended to make the meetings more thematic so that they could better focus on particular issues on a rotating basis. While the Commissioner was reassured by the good PEEL inspection results, he was mindful that there were still areas of business to consider, review and make recommendations on. The Commissioner advised that Panel that he expected the PEEL assessments would be streamlined in future, which would reduce their impact on front line staff. He also commented on the monitoring of Police complaints which involved liaison between the Commissioner's Office and the Independent Office of Police Conduct.
3. Responding to questions regarding action taken to hold the Chief Constable to account in relation recent reports regarding the filing of cases despite there being a named offender, the Commissioner and his team explained that the most common reason for filing, making up half of the total listed in the report and large proportion of the remainder involved other evidential difficulties. This meant that there was strong justification for the filing of the cases in majority of incidents referenced in the report.

RESOLVED that the report be noted.

280. Complaints against the PCC (Item E1)

RESOLVED that the report be noted and that it be recognised that the number of complaints continue to be low.

281. Future work programme (Item E2)

RESOLVED that the work programme be noted.

282. Questions from Panel Members (Item F1)

Question 1: In light of the significant recruitment drive being undertaken by Kent Police, can the Commissioner tell the Panel about his vision for the next generation of Policing in Kent, which I hope will ensure a forward thinking and future-proofed service, and advise what steps he is taking to hold the Chief Constable to account for delivering this long-term goal alongside maintaining current core police business?
(Cllr Malcolm Dearden – Folkestone & Hythe District Council)

1. The Commissioner explained that he wanted to keep Police recruitment open to a wide range of people, with no plans to exclude non-graduates from the process. Likewise, the Commissioner confirmed that the Police needed to be more representative of the population it served.

2. In terms of future development of staff and the organisation, the Commissioner advised that there were some significant challenges being posed to Forces by the College of Policing plans.
3. Key points the Commissioner was focusing on including encouraging applications from all sections of the community, highlighting the continuing importance of neighbourhood policing and recognising the growing threat and resource implications of fraud and cyber-crime, which now made up half of all crime. These key commitments would be supported by work on further collaboration and joint work with partners and other services, more use of specialist volunteers.
4. The Commissioner reassured the Panel that he held the Chief Constable to account on these issues via the Performance and Delivery Board.

Question 2: Can the Commissioner reassure the Panel that, as part of holding the Chief Constable to account for delivering the 'Fight Crime and Anti-Social Behaviour' priority within the Community Safety and Criminal Justice Plan, consideration is being given to the needs of town centres, with particular reference to issues related to street drinkers and rough sleepers (distinct from the homeless)?

(Cllr Michael J Holloway – Dover District Council)

1. The Commissioner advised the Panel that crime was taken seriously whenever it happened and that there was a commitment within the Plan to tackle urban crime appropriately. In terms of the specific issues raised, the Commissioner advised that these had not been raised to him previously as a significant concern and he believed it was an operational matter for local areas to manage.
2. The Commissioner explained that he was aware that there was good work taking place at a local level from an enforcement side but he was keen that all involved services worked to better understand the driving forces and seek to support preventative approaches and refer people to appropriate support services.
3. Responding to supplementary comments from the Member regarding street drinkers and rough sleepers contributing to an environment of crime, the Commissioner accepted that where criminality takes place the Police should take appropriate action but he believed it was more important to focus on the potential for support, treatment and preventative measures rather than enforcement.

RESOLVED that the Commissioner's answers be noted.

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From: Matthew Scott, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: Crime Data Integrity, recorded crime & crime outcomes
Date: 27 September 2018



INTRODUCTION:

1. As outlined in the 'Safer in Kent' Plan, tackling crime and anti-social behaviour are issues that residents and local communities care deeply about. The PCC expects Kent Police to have the right resources with the right skills to investigate, and where possible, bring to justice those who harm individuals and businesses. To do so, there is also an implicit expectation that when a crime is reported, it is recorded accurately.
2. Further to previous reports submitted to the Panel, this paper updates on Kent Police's next Crime Data Integrity inspection, and provides an overview of the latest recorded crime and outcome data.
3. It also outlines how the PCC, in discharging his statutory responsibilities, effectively holds the Chief Constable to account for these matters.

CRIME DATA INTEGRITY:

4. On 20 July 2017, the Panel received a report setting out Kent Police's record in relation to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)¹ Crime Data Integrity inspections.
5. For reference, a summary is provided below:
 - February 2013 – the previous PCC commissioned an inspection to determine whether the people of Kent could have confidence in the Force's crime figures. HMICFRS found that Kent Police was recording approximately 90% of crime correctly and had a target-driven culture. Their judgment was that 'appreciably more needed to be done before the people of Kent could be confident that the crime and resolution figures published by the Force were as accurate as they should be'.
 - January 2014 - interim report published that found Kent Police was recording 96% of crime accurately and had also moved away from a target-driven performance culture to one focused on outcomes and quality of service. Their judgment was that the Force had made significant improvements, but they needed to be sustained over a longer period of time before the people of Kent could be confident in the crime and resolution figures published by the Force.
 - November 2014 - third inspection report published which found that Kent Police was recording 96% of crime accurately. HMICFRS also found no evidence to suggest any remaining pressure to meet numerical performance targets, concluding the people of Kent could have confidence in Kent Police's crime figures, although the Force needed to maintain focus and continue making improvements.
 - June 2017 – the most recent inspection report found that Kent Police had not maintained the standards of accuracy reported in November 2014. Based on an examination of crime reports, HMICFRS estimated that the Force failed to record over 24,000 reported crimes each year; representing a recording rate of 83.6%. They made seven recommendations and identified one area for improvement (AFI).
6. The PCC considered the June 2017 findings totally unacceptable, and stated at the time:

"I welcome HMIC's independent report on this matter as it has highlighted some serious issues that need to be resolved as a matter of urgency.

What this shows is that really vulnerable victims of crime were not always getting the service that they should rightly expect... I will continue to monitor progress closely."
7. The Chief Constable also apologised to any victim who did not receive the service they were entitled to and approved a comprehensive improvement plan. This has resulted in the Force implementing processes to effectively monitor data integrity, and making considerable progress against all the recommendations and the AFI. So much so, that in January 2018, the Deputy Chief Constable wrote to HMICFRS asking that they be discharged.

¹ Formerly Her Majesty's Inspectorate of Constabulary (HMIC).

8. On Tuesday 28 August the Force received formal notification from HMICFRS that the next Crime Data Integrity inspection would commence on Monday 1 October 2018 for two weeks with fieldwork undertaken from Monday 29 October 2018 for three days.

RECORDED CRIME:

9. In the twelve months to July 2018, all crime types experienced an increase compared to the previous 12 month period. Overall there was a 20% increase in victim based crime (27,281 more crimes), with the Force recording 160,769 crimes in total.
10. In summary:
- The increase was predominantly driven by a 38% rise in violent crime (22,414 more offences), with 80,929 crimes in total.
 - Theft and handling increased by 7% (2,129 more offences), with 32,604 crimes in total.
 - Vehicle crime increased by 5% (552 more offences), with 10,732 crimes in total; theft of motor vehicle increased by 61 to 3,247 crimes, and theft from motor vehicle by 491, to 7,484 crimes.
 - Criminal damage increased by 7% (1,449 more offences), with 22,651 crimes in total.
11. Other crime types experienced lesser increases, and were affected in part by improved recording processes, but also increased confidence to report, and alternative methods of informing the police, such as online reporting and third party reporting.
12. Levels of malicious communications, which includes some offences of 'sexting' and revenge porn, increased by 124.7% (+4,960 offences); a total of 8,939 recorded offences.
13. Violent crime covers a varied and broad spectrum of offending which is complex in both investigation and crime recording. It is made up of 55 different Home Office crime codes and divided into 3 separate categories:
- violence against the person (VAP) increased by 20,496 offences, with 72,525 crimes in total;
 - sexual offences increased by 1,578 offences, with 6,721 crimes in total;
 - robbery increased by 340 offences, with 1,683 crimes in total.
- In the twelve month period to July 2018, violent crime accounted for 42% of all recorded crime in Kent.
14. VAP accounts for almost 90% of violent crime and contains 30 Home Office crime codes which can be broadly categorised as violence without injury, violence with injury and stalking and harassment.
15. The increase in violent crime was largely due to increases in violence without injury and stalking and harassment. Violence without injury accounted for 48% of VAP offences, and saw a 38% (+9,607) increase. Violence 'without injury' includes common assault, malicious communications, child cruelty and threats to kill. Stalking and harassment saw an increase of 96% (+8,491).
16. There was a 13% (+2,390) increase in 'with injury' VAP. This category includes the most serious violent crimes such as murder, assault with intent to cause serious harm and attempted murder. The increase was predominately influenced by assault with intent to cause serious harm.
17. Whilst the VAP increase appears high, there were a number of recording and process changes, including:
- Third-party reporting, especially within areas of domestic abuse and hate crime;
 - Crime data integrity;
 - Inclusion of malicious communications;
 - Modern slavery which was introduced in 2015 and has subsequently been made a Force priority.
18. The Force recognises these changes positively regardless of whether they lead to an increase in the number of crimes recorded; they allow greater safeguarding opportunities and increased understanding of strategic issues in order to align resources and priorities appropriately.
19. The increase in precept has allowed the Force to increase resources and tactical activity, including:
- Divisional interventions and pursuit of gangs, including county lines, that present the most risk;
 - Investment of more officers into Local Policing teams;
 - Additional capacity within each division to support and coordinate the partnership response to organised crime groups.

CRIME OUTCOMES:

20. The Home Office introduced the outcomes framework in April 2013. Since then it has developed to cover a broader range of outcome types for police forces to use. Whilst every crime will eventually have an outcome, this may take some time; those under active investigation will not have an outcome assigned to them.²
21. In the twelve months to July 2018, the Force recorded 44,431 more outcomes than the previous 12 month period; representing a 30% increase.
22. Whilst the overall number of people arrested fell by 1%, arrests for violent crime increased by 3% (775 arrests), sexual offences by 16% (331 arrests) and public order offences by 38% (977 arrests). This is in line with the Force's ethos of targeting resources towards the most vulnerable.
23. When a suspect is identified for an offence, officers will seek to bring about the best outcome for the victim. Whilst 41% of crimes had a suspect identified, there are a number of reasons why this may not have necessarily resulted in them being charged. The best outcome is not always a prosecution and aligned to the Safer in Kent Plan, the Force is committed to ensuring victims are at the heart of everything it does and that their wishes, which may include not supporting a prosecution, are taken into account.
24. Other reasons why a suspect may not be prosecuted include:
- Being below the age of criminal responsibility;
 - The victim, witness or suspect being too ill to give evidence; and
 - Insufficient evidence to prove the suspect committed the offence.
25. It is important to note that one in every six crimes recorded in Kent relates to domestic abuse; a crime where the suspect will be known to the victim. Rolling year figures to July 2018 showed an increase of 8,978 crimes of domestic abuse, as a result, the number of crimes with an identified suspect also increased.
26. In 2013/14, 10% of all crime was domestic abuse related (1 in 10); in 2017/18 the proportion was 16% (1 in 6). As a result of this, the outcome profile has changed with a larger proportion of victims reporting domestic abuse in order to obtain safeguarding and referrals to third party partnership support rather than prosecution.
27. Overall, the Force is charging more offenders for DA, but proportionally, due to the increase in crimes and more accurate recording, the percentage has decreased. Additionally the focus on safeguarding and vulnerability of victims ensures they are at the centre of the investigation, and where there is a strong desire not to support a prosecution but to access support, a different outcome will sometimes be more appropriate.
28. Over the last year, the number of offenders charged in relation to DA has increased by over 1,100 compared with 2013/14, a 52% increase. In respect of the outcome "victim does not support a prosecution" the proportion of DA crime has remained relatively stable at 43% in 2014 compared with 48% in 2018.
29. Changes in the recording process have also led to an increase in other offences where a lack of evidence is the predominant outcome, such as common assault and public disorder. This has therefore had an impact on the total number of crimes that are filed without a prosecution.
30. Overall, in the 12 months to July 2018, the Force charged 2.2% fewer people than in the previous 12 month period. This equates to 130 fewer charges. The largest reductions in the number of people charged were seen in shoplifting (-136 charges), criminal damage (-65 charges) and drug offences (-55 charges). There was however an increase in VAP (+69 charges, primarily in relation to stalking and harassment).
31. The outcome 'Investigation Complete – No Suspect Identified' has fallen by 3.4%, meaning more crimes have a suspect identified. That said, suspect details can be scant, often just a description or a first name which limits investigative opportunities. This is reflected in the outcomes of 'Evidential Difficulties Prevent Action' which has increased by 2.1%. Evidential difficulties can include only having a basic description of a suspect such as gender and height, no CCTV opportunities, no witnesses or just one person's word against another with no corroborating evidence.

² Further information on police outcomes can be found [here](#)

HOLDING TO ACCOUNT:

32. One of the principle ways the PCC holds the Chief Constable to account is through the quarterly Performance and Delivery Board.
33. Open to Panel Members and the public, on a non-participating basis, the meeting is chaired by the PCC and papers are submitted by the force in advance and published [here](#). The Chief Constable is required to attend the meeting in order to present and discuss the papers, and answer questions about delivery of the Safer in Kent Plan and policing generally in the county.
34. Initially a paper in its own right, and now included within the 'Safer in Kent Plan: Delivery & Performance' paper, the Force has regularly submitted comprehensive updates on crime data integrity. This has included substantive updates on action taken, governance and the latest crime data accuracy position. Indeed, at the most recent meeting held on 31 May 2018, the Chief Constable said the compliance rate was around 92%, and that if HMICFRS were to re-inspect now, he was confident that they would come to the same conclusion.
35. The governance framework around crime and outcomes is well established, with the Office of the PCC (OPCC) having:
- access to internal Force data, as well as external data, such as the quarterly [ONS Crime in England and Wales Statistical Bulletins](#); and
 - a Research Officer who can extract data from Force systems, and is able to provide analysis and interpretation to identify areas of specific interest.
- However, within the Safer in Kent Plan, the PCC makes it clear that progress will not be judged on stipulated numerical targets, but will instead consider other feedback, including HMICFRS' reports and other independent publications.
36. In addition to the Chief Executive attending the Force Performance Management Committee where the Deputy Chief Constable rigourously challenges performance internally, at the 31 May Performance and Delivery Board, the Force provided an update on recorded crime, with a particular focus on violent crime.
37. At the time of writing, the next Performance and Delivery Board is scheduled for 26 September; the Force has included the latest recorded crime and outcome data in the 'Safer in Kent Plan: Delivery & Performance' paper, and the Chief Constable is expected to provide further commentary at the meeting.
38. The PCC has, and will also continue to hold the Chief Constable to account via their regular 1:1 meetings which are held in the OPCC, and allow discussion of a wide variety of subjects, including significant operational matters and delivery of the Safer in Kent Plan.
39. Linked to the Government's [Serious Violence Strategy](#), the PCC is also bringing a wide range of stakeholders together to better understand the causes of violent crime in Kent and agree ways in which it can be prevented and tackled.
40. The year-long 'Violence Reduction Challenge' has a core steering group which is chaired by the PCC, with senior representation from the Force, National Crime Agency, Kent Fire & Rescue Service, SECamb, Kent County Council and Medway Council. It also has a larger advisory panel made up of interested parties which meets in public. Both groups are tasked with assessing the reality of violent crime in Kent and looking at how the Force and partners can most effectively work together to address the issues raised.

From: Matthew Scott, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: Preparations for leaving the European Union
Date: 27 September 2018



INTRODUCTION:

1. As outlined in the 'Safer in Kent' Plan, part of the PCC's role is to ensure the Chief Constable has the resources he needs to deliver effective policing across the county.
2. As the 'Gateway to Europe', Kent Police faces some very unique challenges with ferry ports, the Channel Tunnel and miles of coastline. Kent also has more motorways by distance than any other county, and some of the busiest, with significant levels of traffic flowing through the ports and a corresponding high level of freight and HGVs.
3. Kent's officers and staff are on the frontline in protecting the country from terrorism and international criminality, including human trafficking and drugs smuggling which are of course national challenges.
4. Following the outcome of the referendum, this paper provides a brief overview of how the PCC is engaging locally and nationally to ensure policing in the county and nationally is as prepared as it can be for the UK leaving the European Union on 29 March 2019.

LOCAL ENGAGEMENT:

5. The PCC has undertaken a number of extended visits across Kent to see first-hand how Kent Police, and other agencies such as Highways England, are responding to the challenges of preparing for the UK's exit from the European Union.
6. This has included visiting policing operations at both the Port of Dover and the Channel Tunnel – where the PCC was able to see first-hand what alterations may need to be implemented depending on the type of deal secured with the European Union by the Government.
7. There are also plans for the PCC to visit the Kent Police team in Coquelles in the near future to understand any potential impact on the juxtaposed border controls.
8. In November 2017, the PCC met with the former Chief of Staff at the Department for Exiting the European Union. During the meeting the PCC raised Kent-specific issues such as Operation Stack, and protection of the juxtaposed border controls which are a bi-lateral agreement and not European Union specific.
9. Further to this, the PCC has engaged with the Department of Transport on the lack of available Advanced Passenger Information to aid policing activities in relation to passengers and vehicles using the ferry ports and the Channel Tunnel.
10. In September 2017, the PCC appointed a Head of Strategy and Engagement whose portfolio includes monitoring preparations ahead of the UK's exit from the European Union which may affect policing.
11. To date, the Head of Strategy and Engagement has visited policing operations at Dover and Longport – with a visit to Coquelles planned for next month. On behalf of the PCC, they have also attended meetings with the Centre for European Studies at Canterbury Christ Church University in order to contribute to their upcoming report preliminarily titled 'Delivering a Brexit Border: Customs, Immigration, Policing Cooperation and Transport/Infrastructure'.

NATIONAL INFLUENCE:

12. Nationally, in May 2018 the PCC was appointed the Association of Police and Crime Commissioner's Co-National Lead on Exiting the European Union. As part of this role the PCC has met with representatives of the Metropolitan Police Service, the National Police Chiefs' Council, and the National Crime Agency in order to be briefed on preparations to maintain policing cooperation once the UK leaves the European Union.

13. On 17 July 2018 the PCC co-chaired a national meeting of all PCCs to discuss the preparations – there was also representation from the National Police Chiefs' Council, the National Crime Agency, the Home Office, the Crown Prosecution Service and Border Force.
14. As a consequence of the meeting, the PCC, along with his two Co-National Leads wrote to the Home Secretary to promote the necessity for a deal to be secured in relation to security and policing as soon as possible. A copy of the letter can be found [here](#).
15. The letter also attracted a lot of media interest, and the PCC explained the concerns to national media including BBC Radio 5 Live and Channel 4 - click [here](#) to watch the Channel 4 interview, which also features the PCC for Leicestershire.
16. Regular briefings also continue to take place between the Association of Police and Crime Commissioner's leads and the National Police Chiefs' Council.

HOLDING TO ACCOUNT:

17. Ahead of the United Kingdom leaving the European Union, the PCC is continuing to work closely with the Chief Constable and other senior police officers and staff to fully understand the potential impact on policing.
18. Kent Police's preparedness for the 29 March 2019, and potential options in the event of a 'No Deal' exit, are now regularly discussed during the PCC and Chief Constable's weekly 1:1 meetings.
19. On behalf of the PCC, the Chief Executive is also a standing member of Kent Police's Operation Blythe Gold Group. Chaired by an Assistant Chief Constable, this group is responsible for engaging with partners to understand the potential implications of the UK's exit from the European Union, and plan for the county accordingly.
20. One of the principle ways the PCC holds the Chief Constable to account is through the quarterly Performance and Delivery Board.
21. Open to Panel Members and the public, on a non-participating basis, the meeting is chaired by the PCC and papers are submitted by the force in advance and published [here](#). The Chief Constable is required to attend the meeting in order to present and discuss the papers, and answer questions about delivery of the Safer in Kent Plan and policing generally in the county.
22. At the time of writing, the next Performance and Delivery Board is scheduled for 26 September 2018, and the Chief Constable is expected to provide a verbal update on Kent Police's preparations for the UK's exit from the European Union. This will present the PCC with an opportunity to formally ask questions and seek clarity on behalf of all Kent residents.



Record of Decision

ORIGINATOR: Chief Executive

REFERENCE: OPCC.D.020.18

TITLE: Application for pension forfeiture

OPEN ☒ CONFIDENTIAL ☐

Reason if Confidential:

EXECUTIVE SUMMARY

Police regulations allow for the Police & Crime Commissioner to consider where appropriate the forfeiture of part of an officer's pension whereby an officer's conduct was connected to their employment as a police officer, and that the conduct alleged could undermine public confidence in Kent Police.

The Chief Constable CC Alan Pughsley made representations to the PCC that consideration should be given to an application for a certificate of forfeiture to the Secretary of State in relation to an officer who had stolen many hundreds of items of police equipment, subsequently selling the items on eBay for personal financial gain. The officer had been dismissed and sentenced to a term of imprisonment having admitted the offences alleged.

Where a certificate of forfeiture is issued by the Secretary of State, this enables the Commissioner to forfeit the part of the officer's pension provided by the Force, which ultimately is provided at the taxpayers' expense.

On the 18th April, the Commissioner met with advisors and considered that the case met the necessary threshold for an application to be made to the Secretary of State, an application was duly made, and in December, the Secretary of State granted the certificate of forfeiture.

The certificate having been granted then allows the PCC to consider in detail the extent of the forfeiture and any aggravating or mitigating circumstances.

RECOMMENDATION

With the certificate of forfeiture granted by the secretary of state, to consider the proportion if any that should be so forfeited.

DECISION

To forfeit 30% of the officers pension entitlement.

Chief Finance Officer:

Comments: N/A

Signature: Date:

Chief Executive:

Comments: On reviewing the case in its entirety, the necessary case law, and appropriate cases to bench mark his decision making, the Commissioner decided that the level of forfeiture should be set at 30% out of a possible maximum two thirds. I am satisfied that this was both a lawful and transparent process with independent rigour applied to the process.

Signature:  Date: 19/02/2018**POLICE AND CRIME COMMISSIONER FOR KENT**

Comments:

Signature:  Date: 19.4.2018**BACKGROUND DOCUMENTS:**

OPCC case file

IMPACT ASSESSMENT:

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

Supports delivery of the Safer in Kent Plan by promoting the highest standards of behaviour from all officers and staff, and supports the maintenance of an efficient and effective service within the county.

Has an Equality Impact
Assessment been completed?

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

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

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



Record of Decision

ORIGINATOR: Chief Executive

REFERENCE: OPCC.D.021.18

TITLE: 7F Single Procurement Function

OPEN ☒ **CONFIDENTIAL** ☐

Reason if Confidential:

EXECUTIVE SUMMARY

In October 2015 the 7F Programme was commissioned by the 7 Chief Constables and PCCs of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk and Suffolk which meets quarterly at an Eastern Region Alliance Summit.

The 7F Programme comprises officers and staff from the seven police forces. Its purpose is to make positive progress and proposals covering a number of areas in line with the overarching aims of the Programme which are to deliver enhanced Public Service, Efficiency, Effectiveness, Value for Money and Savings.

Significant work has been undertaken to analyse the contracts that exist across the 7 forces, to establish those that could deliver benefits through single specifications and aggregation of spend across the forces. In addition, the alignment of contracts could lead to greater interoperability as well as increasing efficiency and effectiveness.

At the Summit in July 2018, the 7F team presented Business Case proposals for a 7F Single Procurement Function. The Business case proposed Kent and Essex as the lead/coordinating partnership for the 7 Force Procurement Function, with the 7 Force Head of Strategic Procurement being managed by an Assistant Chief Officer from Kent and Essex.

RECOMMENDATION


The PCC is recommended to agree the Business Case proposal for a 7F Single Procurement Function.

DECISION

To agree the Business Case proposal for a 7F Single Procurement function, with Kent and Essex acting as the lead/coordinating partnership.

Chief Finance Officer:

Comments:

Signature:  Date: 19-9-18**Chief Executive:**

Comments: This proposal has received full scrutiny from all seven forces and OPCC's. This is a significant step in providing coherent decision making across 'multi-million £' contracts that can derive genuine cost efficiencies through the power of coordinated procurement activity. This has my full support.

Signature:  Date: 19/9/2018**POLICE AND CRIME COMMISSIONER FOR KENT**

Comments:

Signature:  Date: 19.9.2018**BACKGROUND DOCUMENTS:** 7F Single Procurement Function Business Case**IMPACT ASSESSMENT:**

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

Supports delivery of the Safer in Kent Plan by enabling greater collaboration with other forces in the region, and ensuring the maintenance of an efficient and effective service for the public of Kent.

Has an Equality Impact
Assessment been completed?

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

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

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

Police and Crime Panel Forward work programme (as at 3rd September 2018)**14th November 2018**

Subject	Reason for report	Author
Update on PCC's expenditure to support the police and Crime Plan	Proposed by PCC	PCC
Progress on recruiting and deploying additional officers	Requested by Panel	PCC
Victim Satisfaction	Requested by Panel	PCC
999 and 101 service - improvements following recruitment (including comment on staff morale)	Requested by Panel	PCC
Mental Health - verbal update	Proposed by PCC	PCC

6th February 2019

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

24th April 2019

Mental Health update	Proposed by PCC	PCC
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18th July 2019

Election of Chairman and Vice-Chairman	Annual requirement	N/A
Complaints against the PCC	Requested by Panel	Panel officers
PCC's Annual report 2018/19 (including financial information)	Statutory requirement	PCC
Update on PCC's expenditure to support the police and Crime Plan	Proposed by PCC	PCC

Mental Health - verbal update	Proposed by PCC	PCC
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Standard item at each meeting

Questions to the Commissioner

Items to note at each meeting

Commissioner's decisions

Performance and Delivery Board minutes



Meeting Notes

Title: Performance and Delivery Board

Date & time: Thursday 31 May 2018, 1000hrs

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

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

Kent Police: Chief Constable Alan Pughsley and Assistant Chief Constable Jo Shiner

1. Welcome & Introduction

The Police and Crime Commissioner (PCC) welcomed those present.

2. Notes of Previous Meeting

The meeting notes from the Performance and Delivery Board held on 7 March 2018 were noted as a true and accurate record.

The following action updates were provided:

- **Copy of online crime reporting infographic** – *discharged, received out of meeting.*
- **Data on recruitment of female officers** – *discharged, received out of meeting.*

3. Safer in Kent Plan: Delivery & Performance

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

The following points were discussed:

- The Chief Constable stressed the importance of putting victims first and welcomed the uplift of 200 officers in order to improve the service to vulnerable people.
- In relation to improving the service, the Chief Constable explained that the Force currently surveyed hate crime and domestic abuse victims, with satisfaction rates at 80% and 84% respectively. He added that later in the year, this would be broadened to include victims of sexual offences and burglary.
- The Chief Constable also said the Force was focused on improving investigation quality; following a review, a number of recommendations had been put into a tactical delivery plan to drive improvement.
- The Chief Constable stated the Force was monitoring Crime Data Integrity (CDI) closely and the compliance rate was around 92%. He added that if Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) were to re-inspect now, he was confident that they would come to the same conclusion.

Putting Victims First

- The PCC said the next meeting would be a year on from the implementation of New Horizon and asked when the post implementation review was due. The Chief Constable stated there was some flexibility, however it was expected between 12 and 19 June. He said the Force had been proactively addressing issues since implementation rather than waiting for the review. The Chief Constable added that once the review had been considered by Chief Officers, he would ensure the PCC was briefed appropriately.
- The PCC asked how the Force was measuring success in relation to New Horizon. The Chief Constable stated there were some good narrative examples from victims that the Force had engaged with, information and data would be analysed, and the experiences of officers and staff would also be taken into account. Furthermore, a Chief Superintendent had been tasked to conduct an independent review of the current performance framework and identify areas for improvement. In summary, the Chief Constable said that a mix of existing and new data, as well as contextual narrative was being used to continuously monitor New Horizon performance.
- Focusing on CDI, the PCC stated that it was good to see an improvement of 9% since last year's inspection and asked whether the Force understood the failures. The Chief Constable said that significant analysis had been conducted; this found there were occasions where one crime report had been created for an incident, but there should have been multiple reports linked to multiple offences. He stated that victim's received a quality service and suspects were dealt with appropriately; it was purely administrative errors in most cases. The PCC sought confirmation that all victims were safeguarded and offences properly investigated; the Chief Constable confirmed this was the case.
- The PCC stated that most forces had been impacted by HMICFRS changing the crime recording assessment.
- The PCC asked if the Chief Constable was confident that 92% was an accurate CDI picture. The Chief Constable stated that he was as confident as he could be; he added that the internal auditors had received training from the HMICFRS auditors and there was continuous accuracy dip checking.

Fighting Crime and Anti-social behaviour (ASB)

- The PCC was pleased to note that ASB incidents had reduced, but asked if this was due to 101 performance and the fact people were having difficulty getting through. The Chief Constable stated there was no evidence that 101 performance was suppressing ASB reporting. He added that people were going online to report or to obtain advice instead of calling 101.
- The PCC asked about ASB levels in coastal areas; the Chief Constable said there had been just over 37,000 incidents recorded in total, with approximately 7,500 in coastal areas.
- Noting the partnership approach to tackling ASB, the PCC asked about evidence of other partnership-working. The Chief Constable stated that PCSOs working within Community Safety Units were key because they co-worked with partners regularly. He added other examples included joint intelligence meetings every morning to discuss matters such as ASB, and Local Authorities investing in ASB officers to deal with the issue. Assistant Chief Constable (ACC) Shiner explained that dynamic tactical meetings with partners took place to understand the issues and drivers of ASB and how to address them, for example around repeat offenders and victims.
- Highlighting the pilot to merge Tunbridge Wells and Tonbridge & Malling Local Policing Team's, the PCC asked if it had concluded and whether there would be an evaluation. The Chief Constable stated that the pilot had ended on 16 May 2018 and the evaluation was being managed by the local Chief Superintendent. He added that the evaluation would be presented to ACC Shiner in due course to determine next steps.
- The PCC asked how much training Investigation Management Unit (IMU) staff received prior to starting in post due to their impact on day-to-day policing. The Chief Constable explained that they received 6 weeks training in the classroom understanding systems, processes and how to investigate crime, including mandatory national investigation training. They then spend 3 weeks investigating crime 'live time', speaking to members of the public in a controlled environment with strict supervision. Following this they spend a week investigating crime whilst supervised by a 'buddy' with set proportions of crime reports checked for quality. He added that the 10 weeks were intensive but necessary and of a high quality. The Chief Executive asked if the checking of crime reports included crime data accuracy; the Chief Constable confirmed this was the case.

Tackling Abuse, Exploitation and Violence

- In relation to violent crime, the Chief Constable explained there were 55 different crime types within three overarching categories; violence against the person (VAP), sexual offences and robbery. He added that whilst the majority of violent crime was categorised as 'violence against the person', 70% involved no physical injury.
- In reiterating this, the PCC stated that since the majority of violent crime resulted in no injury it painted a confusing picture; he also questioned how the public could have confidence in the statistics if the crime types were so broad and changed over time.

- The PCC asked how the Force could reassure the public that Kent was a safe place to live and visit and that crime was being tackled. The Chief Constable agreed that the crime types were confusing, but explained that each incident reported to the Force Control Room (FCR) was subject to a threat, risk and harm assessment at an early stage to determine the response and level of resource required. He added that he was confident the Force dealt with all crimes in an appropriate way.
- In relation to the other 30%, including the more serious crimes, the Chief explained that these were tackled by dedicated Force and Division resources that deal with serious and organised criminality.

Combating Organised Crime and Gangs

- The PCC asked to what extent county lines was a London problem which manifested itself in Kent. The Chief Constable confirmed it was primarily a London-based problem manifesting in Kent due to proximity, demographics and organised crime. Nationally, the Chief Constable said there were just over a 1,000 county lines and most evolved from major cities including London; in Kent there were 48 county lines involving 150 individuals. He added that as a large county, bordering some London boroughs and with three arterial routes (M2, M20 and A21), London gang members were travelling to Kent, however the Force was making it as hostile as possible by disrupting their activities through lawful, fair and robust means.
- The PCC asked about the role of partners in combating organised crime and gangs. The Chief Constable explained that in each district there were Organised Crime Boards through which the Force and relevant partners worked closely to maintain a sustainable approach. He said that there were strong working relationships with housing, mental health and education to raise awareness in schools, and whilst there was more to do, the joined up partnership working in this area was some of the best he had seen. ACC Shiner reinforced that partnership working was key in understanding how much a person was an offender and/or a victim to be able to use the right tools at the right time to safeguard or prosecute.

Provide Visible Neighbourhood and Effective Roads Policing

- In relation to firearms officers, the Chief Constable said the Force expected to be at establishment once all the initial firearms courses had been completed, albeit the Force was effective with the current number. He also stated that the Force would not lower the standard in order to achieve the required number of officers.
- The Chief Constable then explained the structures around mutual aid and gave the example of an incident at Blake's Night club in Dartford which was initially treated as a terror attack. He said the response from Kent, Essex and the Metropolitan Police had reassured him that policing was in a good position to deal with any potential future threat. He added it had been expertly led by ACC Shiner. ACC Shiner stated the response was seamless from all neighbouring counties.
- The PCC highlighted a report written by the National Firearms Lead, Simon Chesterman recommending the routine arming of more officers. He asked the Chief Constable's position on this. The Chief Constable stated that his position had not changed and whilst he appreciated recommendations came from the centre, he had autonomy locally. He explained the Force had a very sophisticated strategic assessment around threat, risk and harm, and it was this that informed his decision making with regards the number of firearms officers. He said British policing was the envy of the world and this was partly down to the fact officers were not routinely armed; the Chief Constable and the PCC agreed this would fundamentally affect the relationship between the public and police. The Chief Constable stated he would do everything he could to protect his officers, for example the implementation of spit hoods, but this did not mean officers needed to be routinely armed.
- The PCC stated some forces were looking to increase the number of officers carrying a Taser and wondered what that might look like in Kent. The Chief Constable said he was more comfortable with Taser because it was a less lethal option and not a firearm. He explained that based on threat, harm, risk and coverage across the county, the Force would increase the number of officers carrying Tasers in the next 12 months. He added that he would like more officers carrying Tasers in each team 24/7, and more available in specialist teams. The Chief Executive asked whether the Force had the capability to train the additional officers to the required level. ACC Shiner stated that officers wanted to be trained and skilled in using a Taser and she was confident the training school had the capacity and capability.
- Focusing on the recently agreed PCSO powers, the PCC noted that the pilot for issuing a fixed penalty notice for parking in a restricted area outside a school was due to commence in June 2018, but the school holidays started a month later. He asked if the Force had taken this into account. The Chief Constable confirmed it had been considered and formed part of the training and preparation; the aim was to roll it out in September subject to evaluation of the pilot.

Delivering an Efficient Service

- The PCC recapped from the last meeting: 38% of 999 calls had an 'immediate' grading and 55% had a 'high' grading. He asked what analysis had been undertaken to categorise 101 calls in the same way as 999 calls to better understand why the public were using 101 when alternative methods of contact were available. The Chief Constable stated there was significant on-going work to understand the narrative, including a review to better understand the nature of 101 calls. He said the Force had previously conducted something similar to better understand demand and this had resulted in the review of 84 strands of work; some elements of which were now available as self-service functionality via the website.
- The PCC asked if there were any internal issues impacting on the FCR's ability to answer calls. The Chief Constable stated high turnover and retention of staff was having a negative impact. He said many FCR staff go on to apply to be PCSOs or officers, so the Force was working hard to manage this more effectively.
- Focusing on E-BIT, the PCC asked if the Force were capturing victim satisfaction and what it looked like. The Chief Constable stated it was limited because the primary focus of victim satisfaction surveys was rape, hate crime and domestic abuse; however, when the survey team had capacity the Deputy Chief Constable would task them to survey E-BIT victims in order to better understand the impact. The PCC stated that whilst victim satisfaction was positive in those areas measured, he did not want the Force to lose momentum in other areas as this could have a negative impact and create risks.

4. Mental Health and Policing

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

The following points were discussed:

- ACC Shiner summarised the work invested in mental health, including: partnerships, demand, street triage and section 136 detentions. She said it was a focus for the Force and significant pressure was being placed on other appropriate agencies to ensure those with mental health issues received the right help. She added that there was on-going work in relation to repeat presenters to help prevent them coming to police attention.
- The PCC asked if the demand, with regards to mental health, was still around the 30% figure. ACC Shiner said it was very difficult to quantify; when officers were deployed to mental health incidents, the log was not always tagged correctly. She stated that suspects booked into custody were asked if they were suffering from any form of mental ill health and approximately 47% stated 'yes'. The PCC suggested it may be useful to analyse this data and compare with prisons where it was reported that well over 50% of detainee's experienced mental ill health. ACC Shiner added that the figure was still around a third of police time.
- The PCC stated the police were often seen as the first resort rather than the last and wanted to know how developed partnership working was with regards to mental health. He asked why more people with mental health issues were coming to Kent Police's attention and whether it was due to increased awareness or greater pressure on partners. ACC Shiner stated it was a combination of both, but work was underway to better understand the detail around why more people were coming to police attention and how they were dealt with. She added that there was progress in terms of the joint strategy, street triage and alternative places of safety. However, work was required to continue delivering partnership solutions with the appropriate agencies taking the lead.
- The PCC commented that following the Force being the first to have a joint strategy with the Mental Health Trust, the National Police Chiefs Council were looking to create a national strategy; he wondered if there had been a positive impact from the joint strategy with Kent and Medway Partnership Trust. ACC Shiner confirmed there had been, particularly with regards to working relationships, robust processes to support referral to partners, and the provision of joint training; however, further work was still required to ensure the right agencies helped those with mental ill health. She added it was a work in progress, but was robustly led.
- The PCC asked about the mental health training new recruits received. ACC Shiner stated the national syllabus entailed a one day input during their initial 19 weeks training, with on-going continuous training upon completion. She said the training consisted of an understanding of various mental health conditions and how to recognise them; how to use communication in order to de-escalate situations, and raising awareness of other partners and agencies. She added that officers also had access to an App via their mobile device which provided information on facilities such as crisis cafés within the local area, including location, opening times and services available.

5. Inspections, Audits and Reviews

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

The following points were discussed:

- The Chief Constable stated HMICFRS graded Kent Police 'Good' overall for Effectiveness, and praised the Force on implementing a new policing model which focused on vulnerability.
- Furthermore, the Chief Constable said that Kent Police, albeit not involved in some HMICFRS national thematic inspections, would always act upon any recommendations made.
- The Chief Constable reported that the Force had set up a new 'Joint Kent and Essex POCA Board' to manage the governance of the POCA process from start to finish.
- In relation to the internal Force Inspectorate, the Chief Constable advised that they were planning to conduct ten thematic inspections during the coming year, including rape, hate crime and child protection.

6. People

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

The following points were discussed:

- The Chief Constable stated the strength and establishment position in relation to police officer numbers was the strongest he had seen for some time.
- As a result of the PCC's funding boost for up to 200 additional officers, plus 260 officers to replace those expected to leave, the Chief Constable stated 460 officers in total were projected to be recruited in 2018/19 – bringing the Force up to an establishment of 3,452. In addition, he said it was great news the establishment of 300 PCSOs was being maintained.
- The Chief Constable stated there were 200 applicants for the Investigate First detective scheme, of which 54% were female and 13-14 were from a BAME background.
- The PCC highlighted the data showed 3,240 officers, but said he understood this was a snapshot and the Force expected to reach establishment by 31 March 2019. The Chief Constable confirmed this was correct.
- The PCC asked the Chief Constable if he was confident the Force would be able to recruit the additional 200 officers. The Chief Constable stated he was confident because in his view it was one of the best recruitment campaigns he had seen in policing; the fact that the number of applicants per week had increased from 9 to almost 40 was testament to this. The Chief Constable said the standard would not be lowered, and in terms of capability and capacity, the mechanisms were fully in place to support the additional recruitment demand.
- The PCC asked about mitigation should the Force be unable to recruit the number of officers required. The Chief Constable advised that the Director of HR was managing the process and he would ensure the PCC was appropriately briefed outside of the meeting.
- The PCC asked how much money the Force had spent on the recruitment campaign so far and where the money was being spent. The Chief Constable stated he would share the exact expenditure details outside of the meeting. He said the money had been used to raise the profile of the campaign at recruitment fairs and engagements, including the use of appropriate equipment. He added that some funding had also gone into additional resources to facilitate the large increase in applications, and enabling officers to go out and talk to school children about working for the police.

Action

- **Force: outside of meeting, provide overview of expenditure on recruitment campaign.**

7. Finance

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

The following points were discussed:

- ACC Shiner stated the finances were in good order, albeit the Force would face some difficult challenges within the next few years.
- Focusing on overtime expenditure, the PCC asked how this was managed by the Force. ACC Shiner said there was a significant amount of scrutiny that underpinned the management of overtime, including effective management of resources by the Force Resource Unit. She added that a review was underway into police staff overtime; this had specific governance structures in place and was being overseen by the Chief Officer Team.

- In relation to the investment programme, and the difference between budget and expenditure, the PCC asked if the Force was being over ambitious or it was due to slippage in national programmes. ACC Shiner stated some of it was down to national slippage, but the Force was also reviewing its internal guidance to ensure greater alignment from the outset.
- The PCC asked if all was going to plan with the Statement of Accounts and whether any issues had been identified. ACC Shiner stated the accounts were looking good and sign off was expected by mid-June. She added some issues had been identified, but they were predominantly administrative in nature.

8. Collaboration & Partnership Working

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

The following points were discussed:

- The PCC noted the positive partnership working, particularly the pilot between Kent Police and SECamb. Further to the Policing & Crime Act 2017, the PCC asked about wider Blue Light collaboration, including with Kent Fire and Rescue Service (KFRS). The Chief Constable explained that there was a dedicated Chief Officer lead, the Director of Corporate Services, who co-chaired an Emergency Services Collaboration Board. He said the board met regularly and following each meeting, both he and the PCC received a full briefing.
- With regards to KFRS, the Chief Constable said the collaboration within the FCR was ongoing and there was work underway to explore how each service could potentially answer the other's calls, thus confirming and enhancing working relationships.
- The Chief Constable stated that the Kent Resilience Team continued to grow and there was a Search and Rescue Board in the collaborative space to explore what other emergency services could do. He added that there was a large volume of strategic and tactical work underway in relation to collaboration within the county.

9. Topical Issues & Update on Significant Operational Matters

- The Chief Constable provided a verbal update on some significant policing operations since the last meeting involving organised crime and international collaboration.
- He said a Kent Police operation was being briefed to the Foreign Secretary in The Hague, which demonstrated how well Kent Police and Romanian Police had collaborated; a further example was great work by the IMU in recovering a stolen generator, collaborating with other forces and agencies in quick time.
- The Chief Constable discussed the recent Annual Awards ceremony and explained this was one way he could thank officers and staff for their fantastic work.

The PCC thanked the Chief Constable and ACC Shiner for their updates and thanked those present for attending the meeting.

Overview of Actions

	Status	Owner	Due date
O/side of meeting, provide overview of expenditure on recruitment campaign	Open	Chief Constable	26/09/2018

Date of next Performance & Delivery Board: 26 September 2018