

AGENDA

KENT AND MEDWAY POLICE AND CRIME PANEL

Dear Panel Member

Notice is hereby given that a meeting of the **KENT AND MEDWAY POLICE AND CRIME PANEL** will be held in the **Council Chamber, Sessions House, County Hall, Maidstone** on **Tuesday, 24th September, 2019, 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 on 03000 416478

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

Membership

Councillor Jo Gideon	Ashford Borough Council
Councillor Ashley Clark	Canterbury City Council
Councillor Richard Wells	Dartford Borough Council
Councillor Michael John Holloway	Dover District Council
Councillor Shane Mochrie-Cox	Gravesham Borough Council
Mr Mike Hill (Chairman)	Kent County Council
Councillor Fay Gooch	Maidstone Borough Council
Councillor Habib Tejan	Medway Council
Councillor Peter Fleming	Sevenoaks District Council
Councillor Jenny Hollingsbee	Folkestone and Hythe District Council
Councillor Richard Palmer	Swale Borough Council
Councillor Lesley Game	Thanet District Council
Councillor Mark Rhodes	Tonbridge and Malling Borough Council
Councillor Sarah Hamilton	Tunbridge Wells Borough Council
Councillor Alan Currie	Co-opted member
Councillor Steve Iles	Co-opted member
VACANCY	Co-opted member
VACANCY	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 Membership

To note the following changes to Panel Membership

Cllr Ashley Clark has been appointed to the Panel for Canterbury City Council.

Cllr Richard Palmer has been appointed to the Panel for Swale Borough Council.

Cllr Alan Currie has been appointed to the Panel as a co-opted member.

3 Apologies and Substitutes

4 Declarations of Interests by Members in Items on the Agenda for this Meeting

5 Minutes of the Police and Crime Panel held on 12 June 2019 (Pages 5 - 12)

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

B1 Police Officer Recruitment - Update (Pages 13 - 14)

B2 Victim Satisfaction & Community Engagement (Pages 15 - 18)

B3 Violence Reduction - Update (Pages 19 - 22)

B4 Mental Health - Verbal Update

C - Commissioner's Decisions - None for this Meeting

D - Panel Matters

D1 Future work programme (Pages 23 - 24)

E - Questions to the Commissioner

F - For Information

F1 Minutes of the Commissioner's Performance and Delivery Board meeting held on 5 June 2019 (Pages 25 - 30)

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

Monday, 16 September 2019

This page is intentionally left blank

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 Darent Room, Sessions House, County Hall, Maidstone on Wednesday, 12 June 2019.

PRESENT: Mr P M Hill, OBE (Chairman), Mr Gurvinder Sandher (Vice-Chairman), Cllr J Gideon, Cllr F Gooch, Ms S Hamilton, Cllr MJ Holloway, OBE, Cllr S Mochrie-Cox, Cllr M Rhodes and Mrs E Bolton

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

IN ATTENDANCE: Mr J Cook (Scrutiny Research Officer)

UNRESTRICTED ITEMS

312. Election of Chair

(Item 2)

1. Cllr Gooch nominated Mr Hill as Chair of the Panel, seconded by Cllr Rhodes. No other nominations were made.

RESOLVED that Mr Hill be elected as Chair.

313. Election of Vice-Chair

(Item 3)

1. Mr Hill nominated Mr Sandher as Vice-chair of the Panel, seconded by Cllr Mochrie-Cox. No other nominations were made.

RESOLVED that Mr Sandher be elected as Vice-chair.

314. Membership

(Item 4)

1. Mr Hill advised the Committee that Cllr J Hollingsbee had been appointed to the Panel after the agenda was published and he welcomed her.

RESOLVED that the Membership changes outlined in the agenda pack and those clarified at the meeting be noted.

315. Minutes of the Police and Crime Panel held on 6 February 2019

(Item 7)

RESOLVED that the minutes of the meeting held on 6 February 2019 were a correct record and that they be signed by the Chair.

316. PCC's Annual Report 2018/19

(Item A1)

1. The Commissioner congratulated the Chair and Vice-chair on their re-election to the Panel before providing an introduction and overview of his annual report. He drew the Panel's attention to the inclusion, for a second year, of data on deaths and serious incidents in police custody which had been included in the interests of full transparency and to support the recommendations of Dame Elish Angiolini's review.
2. The Commissioner thanked his team at the OPCC, Neil Wickens in particular, for their hard work on the Annual Report. He also highlighted the Kent Police Finance Team, and in particular Sonia Virdee, for their excellent ongoing work, some of which had been recognised nationally and also on completion of the draft Statement of Accounts.
3. The Commissioner provided an overview of the key points from the report, including;
 - The Police and Crime Plan had been updated to include keeping roads safe and protecting vulnerable road users.
 - The largest recruitment drive in Kent Police's history had been undertaken.
 - Additional resources had to be funded via a council tax increase because funding was not available from central government.
 - Additional staff recruited to the Force Control Room (FCR) which had improved 101 and 999 call-handling.
 - Implementation of the Chief's Crime Squad to provide county wide proactive and preventative investigative capability and capacity.
 - Restorative Justice programme had been in place with the same provider for a full year, allowing more victims and offenders to come together in a positive way to discuss how to repair the harm.
 - Further investment in technology via the Athena system which had replaced Genesis in Kent and allowed easier data sharing between Forces.
 - Investment in mobile technology had improved efficiency for frontline officers.
 - The governance processes for holding the Chief Constable to account had been updated, including a focus on case studies and consideration of impact of crime and disorder rather than just statistics.
4. The Chair thanked the Commissioner for the report and the verbal update before inviting questions from the Panel.

The Panel meeting was adjourned at 10:16 due to disruption by members of the public.

Meeting reconvened at 11:20

5. Responding to questions regarding the accessibility of the Force, the Commissioner explained that accessibility was tested via public engagement, community and local government meetings. He advised that where this engagement was taking place, he was satisfied that the local police were

working to make themselves accessible. The Commissioner also highlighted that there were now multiple channels for reporting crimes and incidents to Kent Police and that he remained committed to making best use of the Police estate and maintaining public Front Counters services in police stations and locations where they already exist.

6. In answer to a question on how the Chief Constable was held to account regarding local crime and ASB, the Commissioner explained that a specific priority existed for these issues and that there was a standing item on his Performance & Delivery Board agenda, consideration of which included the Chief Constable providing the latest figures and relevant updates. The Commissioner also advised that as part of his weekly Monday morning meeting with the Chief Constable, the Assistant Chief Constable for Local Policing provided reports to the Commissioner on important local issues around the county. He advised that there had been a 13% reduction in ASB but that he knew ASB was also reported directly to councils, so he and Kent Police worked with them on these issues where possible.
7. In response to a question about deployment of the additional Officer resource provided by the recruitment drive and the need for increased police visibility as soon as possible, the Commissioner advised that the last of the recently recruited 200 Officers had now finished their training and would be out serving as warranted officers in local communities. Linked to this year's precept increase, a further 180 Officers were now being recruited and trained. In terms of deployment, the Commissioner reminded the Panel that this was a decision for the Chief Constable, subject to the priorities in the Police and Crime Plan. The Commissioner highlighted an increase in the size of the rural policing team, the roads policing team, the establishment of the Chief Constable's Crime Squad and introduction of Sexual Offence Liaison Officers dedicated to working with victims of sexual violence. He said that overall, of the 200 Officers recruited last year, just over half had gone into visible, accessible, community policing roles and the other half into investigative roles. He added that of the 180 this year, half again would be going into local policing roles, including an extra 38 Officers for town centre policing, and the other half into investigation roles.
8. Responding to a question regarding the Medway Taskforce, the Commissioner explained that this would mirror the work of the Margate Taskforce and would be resourced with one Sergeant and six Constables. He also confirmed that relevant expertise had been secured to assist in running the Taskforce.
9. A Member commented that the report was very comprehensive and that it showed good progress had been made over the last year, which was positive. The Member particularly highlighted the successful recruitment drive as a positive indication that Kent Police was an organisation people wanted to work for.
10. The Commissioner thanked the Panel for the positive comments but advised that the hard work of policing was done by the staff and officers on the ground and that he was always keen to ensure they received the thanks they deserved for delivering a good service.

11. Responding to a question about Compass House and the victim support arrangements, the Commissioner explained that the Compass Points were not fixed points around the county but instead operated like mobile surgeries.
12. In response to a question regarding the Council Tax increase, the Commissioner advised the Panel that he was pleased the increase had been generally supported and the public could see something tangible from it – extra officers. He said that whilst Commissioners had been given more flexibility around council tax, it hadn't impacted the general grant settlement and it was expected that it wouldn't in the future. The Commissioner hoped that the comprehensive spending review would, when it took place, give a clearer picture and take into account the challenges facing policing. He also reminded Members that Kent Police received the 7th lowest funding per head of population and had the 6th lowest council tax, but was the best performing Force in the country.
13. Members commented positively on the improvements made in call-handling, confirming that concerns about difficulties in contacting the police were no longer raised to them as issues by the public. The Commissioner confirmed that he had regular meetings with the Chief Constable to monitor the issue and that recent briefings on this had shown that call grading processes were still managed appropriately, with High Grade calls being attended as soon as possible while emergency calls were treated as urgent. The Commissioner highlighted that it had been shown at his Performance & Delivery Board that Kent Police were still attending over 80% of residential burglaries, with every victim visited by a PCSO even though many other forces did not send people to attend such crimes.

RESOLVED that the report be noted.

317. HMICFRS - PEEL Assessment

(Item B1)

1. The Commissioner introduced the report, commenting that the excellent results of the assessment were achieved due to a huge amount of hard work by Kent Police Officers and Staff. He commented that the assessment was rigorous and involved extensive data review and interviews with Officers. The Commissioner noted the good work done by his predecessor, Ann Barnes in terms of challenging crime data integrity which now helped confirm a truer picture of the situation in Kent. He also highlighted the improving picture Kent Police had achieved over recent years in terms of HMICFRS assessments.
2. Kent Police had now been rated Outstanding in Efficiency, which included planning and understanding of demand, resources and finances, and Outstanding in Legitimacy. The Commissioner highlighted that Kent was the only Force to maintain this rating for four consecutive years. He also noted that Kent had been rated as Good for Effectiveness and advised that he was keen to see this move up to Outstanding.
3. The Commissioner commented that HMICFRS inspections were immensely valuable as they provided good external scrutiny and an unbiased perspective. He noted that while this latest inspection evidenced that Kent was the best Force

in England and Wales, there was still room for improvement and he reassured the Panel that he would be working with the Chief Constable to make this happen.

4. The Commissioner advised the Panel that HMICFRS also conduct thematic inspections, with recent examples being Stalking & Harrassment and Fraud, and that he would bring papers to future meetings as appropriate. The Commissioner also explained that Kent Police had used the Stalking and Harassment thematic inspection, which had been commissioned by the PCC for Sussex, to conduct its own internal review. As a result of this, Kent was now looking at updating training arrangements and the Commissioner was considering commissioning a stalking and harassment support service for victims.
5. The Commissioner also outlined his concerns around how fraud was managed nationally. He emphasised that this was not due to failings on the part of individual Officers but the problem was rather that the national policing response was not appropriate and often let victims down because of the established processes and lack of co-ordination. He highlighted that Kent did have a dedicated fraud team, a cybercrime team and an economic crime team. The Commissioner explained that HMICFRS had recently inspected ten Forces in relation to fraud, not including Kent Police, and had developed a number of recommendations including; better national co-ordination, better resourcing for Action Fraud and the recruitment of an additional 600 investigators. There was also an action for Chief Constables to ensure that there were sufficient resources and a local strategy for dealing with fraud and the Commissioner reassured the Panel that the Chief Constable had confirmed this was in place in Kent.
6. The Chair congratulated the Commissioner and Kent Police on the excellent PEEL Assessment result. Members supported the Chair's positive comments.
7. Responding to a question regarding an ICT problem noted in the report, the Commissioner explained that it related to the implementation of the Athena system and reassured the Panel that most issues had now been resolved.
8. In response to a question relating to better joint working and information sharing between councils and Kent Police, the Commissioner confirmed that local Community Safety Units were a fundamental part of the process, enabling reports to either police or council to be picked up and managed appropriately. He also highlighted that Kent Police did work with third party reporting services.

RESOLVED that the report be noted.

318. Update on PCC's expenditure to support the Police and Crime Plan (Item B2)

1. The Commissioner introduced the report, outlining the different items that had been selected for consideration. Of the three items requested by Panel Officers, the first related to a positive youth engagement project involving music and positive interaction with the Police, the second supported school engagement involving discussion of the consequences of gang involvement and criminal activity and the third item related to investment in a big data exercise as part of

developing and progressing the Violence Reduction Challenge (VRC). The Commissioner explained that the VRC was his response to the government's Serious Violence Strategy and had been supported by KCC, and partners from across the county. He said the data exercise involved reviewing crime data going back 16 years, which whilst challenging due to Home Office Counting Rules changes over the period, had identified victim and offender trends, as well as vulnerability factors. He added that the work provided some of the evidence base to support the Medway Taskforce and was being used by Kent Police to support its own review of knife crime.

2. The fourth item covered in the report had been identified by the OPEC and related to specialist support services for victims of sexual violence. The key change had been moving from a grant and short term funding model involving two organisations to the commissioning of a county-wide service via a three year contract in order to deliver a better service, provide consistency in provision and ensure value for money. He added that he wanted to highlight this to the Panel as it was a good example of positive use of his commissioning budget.

RESOLVED that the update be noted.

319. Mental Health - verbal update (Item B3)

1. The Commissioner provided an update on recent activity in this area, both at a national level as the Association of Police and Crime Commissioners (APCC) lead for mental health and also at a local level. Key points included the following:
 - Participating in the independent review of the Mental Health Act and now also the Government's Advisory Group on how the recommendations should be implemented.
 - Working with Kent Police, CCGs, KMPT, SECamb and other partners to provide better support to those in crisis, including putting appropriate governance arrangements in place.
 - The Kent Police Mental Health Policing Team had been dealing with around 80 crime report investigations each month from mental health units across the county.
 - Kent Police s136 detentions had increased by 16% - details were still being reviewed to confirm causes and identify patterns.
 - HMICFRS had updated their definition of a mental health incident for the Police – 'Any Police incident thought to relate to someone's mental health, where their vulnerability is at the centre of the incident or where the police have had to do something additionally or different because of it.'
 - £137k being provided via the Mental Health and Policing Fund (MHPF) to continue funding wellbeing cafes, early intervention programmes and other preventative activities. This would be the final year of the MHPF.
2. The Commissioner clarified that the ultimate goal was that people experiencing a mental health crisis received the right care from the right people at the right time. He said the police were not the right people to provide that care but were called on as a 24/7 service that would always respond, adding that this was not sustainable.

RESOLVED that the update be noted.

320. Support for increase in Taser trained officers
(Item C1)

1. Members were supportive of the decision to invest in increased numbers of Taser trained officers in the interests of officer safety.
2. The Commissioner advised the Panel that Taser was a very effective tool for Policing and reassured the Panel that discharge rates remained low and that the threat of Taser continued to be sufficient to achieve compliance in most cases. He recognised that it was a serious issue though and confirmed that he would be monitoring usage and drew the Panel's attention to the existence of a Kent Police scrutiny panel which also reviewed and monitored this matter.

RESOLVED that the report be noted.

321. PCC Complaints Report
(Item D1)

1. Members commented on whether there was a need to consider further communications regarding the role of the Panel and how complaints work should be developed.
2. The Chair confirmed this would be considered in the future.

RESOLVED that the report be noted.

322. Future work programme
(Item D2)

1. Following a brief discussion around Community Policing Volunteers and how they work in practice, the Commissioner suggested that a paper be brought to a future meeting on Citizens in Policing, which would cover the full range of volunteers in policing.

RESOLVED that the work programme be noted.

323. Questions submitted by Panel Members
(Item E1)

In light of the Commissioner's comments at previous meetings about working with the Chief Constable to ensure that the additional officers available from the continuing recruitment drive by Kent Police support visible policing, can the Commissioner advise whether this will involve Town Centre Police Officers being provided in all Districts?

(Mark Rhodes – Tonbridge & Malling)

1. The Commissioner confirmed that additional Town Beat Officers would be being deployed across the county. He explained that there were eighteen such officers in place already and an additional thirty-eight were due to be deployed by March 2020. He advised the Panel that the Chief Constable had assured him that the

deployment would be based around local crime issues and demand assessment but that it would be county-wide.

Can the Commissioner advise the Panel if and how he engages with District Councils to consider local policing issues and if the feedback from this engagement is used to hold the Chief Constable to account for delivering the police and crime plan?
(Shane Mochrie-Cox - Gravesham)

2. The Commissioner confirmed that he did engage with District Councils to help identify local issues and local trends. He clarified that he had decided not to attend formal or statutory crime and disorder committees at District Level as he expected Kent Police to attend these meetings to ensure appropriate local engagement and responses. He felt that his presence at such meetings may undermine local Police SMT or distract from the work of the relevant Officers.
3. The Commissioner explained that he regularly engaged with councillors from all parties via the Panel, via informal meetings and other methods of contact and that any operational issues raised with him were referred to Kent Police as appropriate.
4. As part of a supplementary question, Cllr Mochrie-Cox explained that he had observed a tension between strategic issues and local operational matters, sometimes leading to a gap in provision or appropriate contact. He asked the Commissioner to clarify his view when local police cite lack of resources as a challenge but where this view is not supported at a corporate level.
5. The Commissioner confirmed that he would be happy to look into the specific circumstances being referred to and would engage further outside of the meeting. He commented that if District Police felt they lacked resources; they should flag this to the Chief Constable.

RESOLVED that the Commissioner's answers to Member questions be noted.

324. Minutes of the Commissioner's Performance & Delivery Board meetings held on 12 December 2018 and 20 March 2019
(Item F1)

RESOLVED that the Performance & Delivery Board minutes be noted.

From: Matthew Scott, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: Police officer recruitment - update
Date: 24 September 2019



Introduction:

1. Earlier this year, in addition to requiring Kent Police to make a further £10m of efficiency savings, the Commissioner took the decision to increase the policing precept by the maximum allowable amount of £24 (14.2%) for an average Band D property. Whilst a decision not taken lightly, this was to enable the Chief Constable to recruit an additional 180 officers, increasing the total police officer establishment from 3,452.5 Full Time Equivalent (FTE) at the end of March 2019 to 3632.5 FTE by the end of March 2020. This will bring the Force back to 96% of its peak officer strength from a decade ago.
2. Of course, during the course of any given year, a number of officers leave Kent Police for personal or other reasons, such as retirement, change of career or ill-health – termed ‘natural attrition’. As a result, Kent Police’s recruitment plan has to factor in enough new officers to replace those projected to leave through natural attrition, as well as to achieve the increase in establishment.
3. This report outlines Kent Police’s recruitment plan for 2019/20 and updates on the number of officers recruited to date.

New officers:

4. To achieve the 180 uplift and replace those who leave through natural attrition, Kent Police has an ambitious plan to recruit up to 397 officers. This is designed to actually take the Force over establishment and provide a buffer to counteract the natural attrition expected in April 2020.
5. April to July 2019, 94 officers were recruited including 15 transferees from other forces or re-joiners; a further 88 officers joined on 12 August. Therefore, so far this financial year (April to August), the Force has recruited a total of 182 officers.
6. To achieve the establishment figure of 3,632.5 FTE, the Force has projected that it will require a further 189 officers; the recruitment plan is designed with an expectation that this will be achieved by January 2020.
7. Since the number of recruits required can only be determined once the actual number of officers leaving through natural attrition is known, the plan has some flexibility and can accommodate the training of up to a further 246 recruits if required.
8. Of the 182 officers who joined between April and August:
 - 6 were Black, Asian and Minority Ethnic (BAME), which equates to 3.30% of the total number that joined and is higher than the BAME officer percentage for the Force (3.27%).
 - 70 were female, which equates to 38.46% of the total number that joined and is higher than the female officer percentage for the Force (30.67%).
 It should be noted that this information is self-declared and can be updated at any time.
9. As at 13 August, the Force was processing approximately 628 ‘live’ applications at various stages within the recruitment process. Between January and August 2019, an average of 48 applications were being received per week, but since early July the average has increased to 57 per week.
10. Of the 628 ‘live’ applications:
 - 41 are from BAME applicants, which equates to 6.53% of all candidates. This is positive when compared to the current BAME officer percentage for the Force (3.27%). Of the 41 applicants, 1 is cleared and due to start in October and a further 4 have successfully completed the selection process and are now subject to the pre-employment checking phase. If all are cleared in time for the next intake in October, this would result in 5 BAME officers out of 82 joining, which would equate to 6.10%.
 - 203 female applicants, which equates to 32.32% and is higher than the female officer percentage for the Force (30.67%).

11. The Force also continues to proactively market transferee opportunities to join through specialised routes such as firearms, detective or on promotion. As at 13 August, there were 12 level transfer candidates in the recruitment process, of which 5 were cleared with a start date, and 7 undergoing pre-employment checks. A further 14 had registered their interest in the Force and were engaging with the Recruitment Team.
12. The deployment of officers is a matter for the Chief Constable, and Mr Pughsley QPM has determined that the uplift will be invested in the front line, with visibility, vulnerability and public contact forming the backdrop. Although it may be subject to slight change, the following shows Kent Police's overall planning assumptions:

	Number of officers
Local Policing Teams (Sections and/or Community teams)	43
Town Centre Officers	38
Vulnerability Investigation Teams*	51
CID (Visor Officers)	6
Chief Constables Crime Squad	10
Missing Children and Adults	19
Modern Slavery	5
Fraud	1
Citizens in Policing	4
Professional Standards Department	3

*Domestic abuse, rape, hate crime, stalking & harassment, child safeguarding and cyber crime

13. All officers who join the Force commence their training with 22 weeks at the Kent Police College, prior to graduating to a Divisional Local Policing Team role where they continue to be tutored for a further 26 weeks. Officers remain deployed within Local Policing roles until completion of their 2 year probation period.
14. Those who join through the bespoke Investigate First Programme commence their training as per above, but after a year move into a detective role. Officers who transfer from another force can be posted anywhere within Kent Police depending on their experience / skills and the vacancies available at the time.
15. As Members will be aware, the Government recently pledged to recruit a further 20,000 officers nationally. At the time of writing, the finer detail, including what it will mean for police force's officer numbers is unknown.

Holding to account:

16. One of the principle ways the Commissioner holds the Chief Constable to account is through the quarterly Performance and Delivery Board.
17. Open to Panel Members and the public, on a non-participating basis, the meeting is chaired by the Commissioner 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.
18. The Force has, and will continue to provide a comprehensive written update on officer recruitment within the 'People' paper. This includes substantive updates on the number of officers recruited, breakdown by entry routes and overview of recruitment activity to date.
19. Chaired by the Director of Corporate Services, the Chief Finance Officer has an open invitation to attend the fortnightly Force Resourcing Board which is where key stakeholders maintain an overview of establishment management and consider requests for change in line with Force priorities, funding and threat, risk and harm. In addition it also provides oversight of key work streams aimed at increasing officer numbers and deals with any frustrations or barriers to achieving the overarching goal.
20. The Commissioner also has, and will continue to hold the Chief Constable to account via their weekly briefings. Held in the Office of the Commissioner, the briefings have a specific focus based on weekly themes and emphasis on recent activity, allowing for regular detailed discussion on HR and recruitment matters.

From: Matthew Scott, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: Victim satisfaction & community engagement
Date: 24 September 2019



Introduction:

1. In the [Safer in Kent](#) Plan, one of the priorities the commissioner has set the Chief Constable is to 'Put victims first'. In addition, the Commissioner has committed to 'Actively engaging with residents in Kent and Medway'.
2. This paper provides a brief update on Kent Police's victim satisfaction surveys as well as an overview of how the Force and the Commissioner engage with local communities.

Victim satisfaction:

3. Home Office guidance states that victim satisfaction surveys are designed to:
 - Take account of the experience of victims not just at the initial stage of police action, but in the subsequent activity.
 - Provide information about victim experience which can be actioned by forces to improve service delivery.
 - Standardise the ways in which victim feedback is gathered and reported.
4. Whilst Kent Police has the ability to design its own surveys, the Force currently surveys victims of hate crime, rape and domestic abuse which all fall under Home Office guidance:
 - Hate crime - this is based on the previously mandated Home Office survey, but will be changing. The survey is structured around a number of core questions, exploring levels of satisfaction across four stages of interaction: initial contact, actions, follow-up, treatment, plus the whole experience.
 - Rape - this survey focuses on the service provided to the victim, from the person who initially took the report to the support provided by the Sexual Offence Liaison Officers through the whole process. All aspects are surveyed, including for example, asking a victim why they decided not to pursue a prosecution (if appropriate).
 - Domestic abuse - this survey is based on the same four stages of interaction, plus whole experience as hate crime. However there is a greater emphasis on the care and support provided, and a particular focus on 'The Voice of the Child' to support ongoing work by the Force.
5. The surveys are conducted over the telephone by staff within the Research Bureau; a small in-house team that have the experience and expertise to empathetically engage with crime victims.
6. Research Bureau staff are required to adhere to strict processes with regards to the selection of victims, with each survey having slightly different exclusion rules. Reasons for exclusion include:
 - Victims who have indicated that they are unwilling to be surveyed
 - Victims under the age of 16
 - Victims who are considered vulnerable (i.e. mental health problems)
 - Victims who have requested no further police action
 - Victims who are unwilling to co-operate with the police investigation
7. Data for the most recent three month period available for each survey is shown below:

	Time period	No. of victims surveyed	% of victims satisfied
Hate crime	May to Jul 2019	177	78.5%
Rape	May to Jul 2019	70	91.4%
Domestic Abuse	Oct to Dec 2018*	150	90.0%

* Due to resourcing and technical issues, this survey had to be paused and only resumed in August 2019

8. Victim satisfaction data is regularly shared with both individual managers and at Force level board meetings. For example, the hate crime survey data is reviewed by supervisors and line managers across the Force to identify improvements in service delivery by their officers and staff; where something negative or positive is identified, with the agreement of the victim, it is fed back for training purposes.
9. The Force will soon be commencing a survey of burglary victims. In addition, the hate crime survey will be refreshed, breaking away from the Home Office version and introducing new questions to gain a better understanding.
10. The Commissioner holds the Chief Constable to account for victim satisfaction through the quarterly Performance and Delivery Board and via their weekly briefings which have a specific focus based on themes.
11. Equally, in relation to those organisations that receive funding from the Office of the Kent Police and Crime Commissioner (OPCC), there is an expectation that they will provide a good service. As a result, they are required to comply with strict monitoring requirements, including the provision of relevant information.
12. For example, the most recent Victim Support service user feedback data (Qtr 1, 2019/20) is as follows:
 - 92% of victims would recommend the service to someone else impacted by crime
 - 95% of victims said the service helped them cope and recover more quickly from the impact of their crime
 - 97% of victims were highly satisfied or satisfied with the service
13. However, it is also important to take account of service user feedback, and quotes such as the following help the Commissioner to form a more rounded assessment of service delivery:
 - 'Diana was lovely, honestly outstanding. She tried to help in every way she could. I have nothing negative to say at all'
 - 'He was really helpful and a really nice bloke, he was there to listen and kept in contact in case I needed any additional support. He was an excellent person and very supportive, it was really nice to have someone to talk to'
 - '...they were very helpful and supportive. Focused on practical outcomes and encouraged me to take action for my benefit'
 - 'Rennie was really lovely, positive and bubbly. It was nice to have such a bright person involved and she really helped me to organise my thoughts'

Community engagement:

14. Policing by consent requires public support for policing activity at every level. In simple terms, the police service would cease to function without the active support of the communities it serves.
15. Kent Police, like all forces, recognises that community engagement can significantly increase public confidence in local policing activity. As such, it engages in ways relevant to the local community; examples include:
 - Neighbourhood Engagement Meetings
 - Street Briefings
 - Surgeries
 - Online Beat Meetings
 - Twitter - each District has their own Twitter account
 - Community Choir in Thanet (instigated by the local PCSO)
 - Independent Police Advisory Group meetings
 - Community Liaison Officers meeting with community groups representing BAME, LGBT, and the disabled/vulnerable
 - Kent Police website
 - Youth Engagement Officers working with schools, pupil referral units and youth groups
 - School Engagement days / Visits to Force Control Room
 - Parish Council meetings – quarterly attendance, with monthly updates to the Parish Clerk
 - Drop in sessions for local Councillors (by arrangement)
 - Community MARAC's
 - Neighbourhood Watch meetings
 - Community Speedwatch engagement

- Force Open Days / Kent County Show
 - Night Time Economy / Daytime Economy - meetings with business owners, bar staff, security staff etc.
 - Rural Liaison Team attendance at events and publication of a regular newsletter for rural communities
 - Bespoke events – for example, North Division held a joint 'Diversity and Inclusion' event with the Kent Equality Cohesion Council (Kent ECC) on 12 September that covered topics such as gang and county lines activity, stop and search and positive action
16. Kent Police's Community Safety Units (CSUs) work in partnership with other agencies and are instrumental to engaging with diverse communities and fostering good relations across Kent and Medway. There are no hard to reach communities, however there are communities who may require additional support and tailored methods to access Kent Police.
17. The Force employs 14 Community Liaison Officers whose primary role is to engage with groups and individuals from all protected characteristics and communities, to build trust, confidence and identify gaps in service provision. They are key to identifying and managing community tensions and providing reassurance where appropriate. This is achieved through specialised community knowledge and use of local contacts to ensure that Kent Police take a measured and understanding approach to dealing with sensitive issues.
18. By gaining community feedback from diverse groups, the Force aims to implement measures that will ensure no group or individual receives a lesser service.

Commissioner engagement:

19. Listening to residents and ensuring their needs are met is one of the Commissioner's main jobs; it is important that the Commissioner gets out of the office and speaks to real people about their concerns and gains an insight into what is happening in local communities across the county.
20. Therefore, the Commissioner has a broad and varied engagement strategy that includes the following:
- OPCC website
 - 'Street stalls' in high footfall locations, such as town centres, shopping centres and train stations
 - Coffee mornings in rural areas, occasionally teaming up with The Rural Kent Coffee and Information Project
 - Attendance and representation at county events, such as the Kent Police Open Days and Kent County Show
 - Traditional and social media
 - Public consultations, including the Annual Policing Survey, which has run every year since 2016 and proactively seeks views on local policing priorities, the precept and this year for the first time, victim satisfaction
 - Proactive E-News alerts and regular e-newsletters to over 1,100 subscribers
 - Direct engagement with funded organisations, as well as partners and community groups
21. The Commissioner also has access to stakeholder groups representing specific communities within the county, such as the Crime Rural Advisory Group and Business Crime Advisory Group.
22. In addition, the Commissioner is keen to be accessible to as many of Kent's diverse communities as possible, and regularly meets with community faith groups, visits places of worship and attends Pride events. He also talks to children at primary and secondary schools, visits local university campus' and engages with both the Kent Youth County Council and Medway Youth Parliament.

This page is intentionally left blank

From: Matthew Scott, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: Violence reduction - update
Date: 24 September 2019



Introduction:

1. The Government's Serious Violence Strategy set out its response to serious violence and increases in knife crime, gun crime and homicide.
2. Whilst Kent is not experiencing the same issues as some cities, violence against the person increased by over 20% in the year to March 2019. Although in part a reflection of improved crime recording accuracy, and greater victim confidence to come forward and report to the Force which are both positive, the Commissioner and Chief Constable are not complacent and acknowledge there are real increases in some crimes. They also recognise that Kent faces unique challenges linked to county lines operating out of London and other areas, with young people in local communities being exploited.
3. This report outlines some of the key actions taken by the Commissioner in conjunction with partners to tackle violent crime and its causes; it also updates on funding received from the Home Office to support activity.

Violence Reduction Challenge:

4. In April 2018, the Government published its Serious Violence Strategy that set out its response to serious violence and increases in knife crime, gun crime and homicide. Action in the strategy centres on four themes:
 - tackling county lines & misuse of drugs
 - early intervention & prevention
 - supporting communities & local partnerships
 - law enforcement & the criminal justice response
5. Locally, the Commissioner's response to the Serious Violence Strategy was the Violence Reduction Challenge (VRC). Commencing in June 2018, the year long study brought together the emergency services, victims, charities, statutory bodies and other partners to look at the nature of violent crime in Kent, and agree a partnership approach to tackling the underlying causes.
6. To help protect some of the most vulnerable from the most violent, one of the recommendations was for the Commissioner to use a portion of his annual commissioning budget to create a Violence Reduction Fund. Having set aside £1m over three years, the Commissioner invited statutory organisations, community and voluntary groups to bid for a maximum of £35k per year, to fund activities such as awareness campaigns, prevention initiatives, diversion and rehabilitation projects.
7. In July 2019, nine projects received funding and will do so again in 2020/21 and 2021/22 provided that they evidence taxpayers' money is being used effectively and comply with monitoring requirements. Further information can be viewed [here](#), but the projects include:
 - Kent Police (£36,814) to deliver a Mini Cadets scheme in local schools, building on the successful Volunteer Police Cadets scheme.
 - Rising Sun & Choices (£35,000) to provide support for girls aged 11-16 who are at risk of sexual exploitation or being in coercive and controlling relationships.
 - Kent CrimeStoppers (£35,000) to increase 11-16 year olds awareness of weapons, street crime and sexual exploitation.
 - Uprising Youth and Community (£32,000) to deliver a knife crime awareness campaign in east Kent.
 - Reform Restore Respect (£5,000) to deliver 90-minute workshops to Year 6 pupils around gang violence and knife crime.
 - The Forward Trust (£34,125) to provide a Violence Reduction Peer Mentoring programme for clients accessing their East Kent Community Drug and Alcohol Services.
8. Following the success of the model in Margate, the VRC also recommended the creation of a multi-agency taskforce in Medway to enable partners to work closer in tackling some of the underlying causes of crime. Funded by the Commissioner, a Taskforce Manager within Kent Police has been appointed and work to bring partners together under one roof is well underway.

9. A further recommendation was the commissioning of a new service to provide specialist advice, guidance and support to victims of stalking. Whilst there are national organisations such as the Suzy Lamplugh Trust and Paladin, there is limited support available in Kent. The Commissioner is currently scoping the options for piloting a countywide stalking support service.
10. The VRC also helped shaped the Commissioner's decision-making with regards to investing the 2019/20 council tax receipts on 180 additional police officers, and to continue supporting the work of the St Giles Trust. The charity has been working in Kent since 2017 to help young people at risk of being exploited by county lines gangs to turn their lives around.

National picture:

11. In March 2019, the government announced a dedicated £100m Serious Violence Fund to crack down on violent crime.
12. In April 2019, those forces across England and Wales worst affected by serious violence and knife crime received a share of £51m surge funding to support additional police officer deployments, improved intelligence, and short-term operational activity. In May, the same forces received a further share of £12.4m.
13. The funding was allocated to the 18 forces with the highest number of hospital admissions for 'assault with a sharp object'. Those to receive a share included the Metropolitan Police, West Midlands Police, Greater Manchester Police, Sussex Police and Essex Police
14. Kent Police received £1.66m which was used to boost patrols over the Easter weekend, conduct more weapon sweeps and execute early-morning warrants against people suspected of being involved in county lines and other serious criminality
15. Additionally, the government have proposed a new legal duty on public bodies to prevent and tackle serious violence. Recognising that it is not something the police can simply arrest its way out of, the new 'public health duty' will cover the police, local councils, local health bodies, education representatives and youth offending services. It is designed to ensure that relevant services work together to share data, intelligence and knowledge to understand and address the root causes of serious violence including knife crime. The government also plans to amend the Crime and Disorder Act 1998 to ensure that serious violence is an explicit priority for Community Safety Partnerships.
16. In support of these proposals, the then Home Secretary provisionally allocated a further £35m to the Police and Crime Commissioners in the same 18 force areas to set up Violence Reduction Units (VRUs). The government's intention is that these units will lead and coordinate a local multi-agency response to serious violence and its underlying causes. By implementing a public health approach, they will also act as a focal point for effort to stop children and young people being drawn into the spiral of crime and violence in the first place.
17. In June 2019, the Home Office notified the Commissioner that Kent had been allocated £1.16m to establish a VRU. The funding is required to be spent by the end of March 2020. Following receipt of further guidance, and a telephone conference with the Home Office, Kent's application for funding was finally approved on 9 August 2019.
18. Whilst in the early stages of development, the goals of the VRU will be to:
 - Find the major causes of violence and co-ordinate activity across Kent to tackle violence and deliver long term reductions.
 - Involve communities in its work and build capacity to deliver the best long term solutions to reduce violence.
19. The VRU is expected to be agile and able to proactively develop information and intelligence from all agencies to enable bespoke prevention and early intervention activities at a hyper local level. It will bring together specialists from health, police, local government, probation and community organisations to provide a coordinated, multi-agency approach to tackling the root causes of violent crime and prevent young people from being drawn into crime in the first place. Partners will be focussed on spotting the early signs of what might lead to criminal behaviour and concentrate attention and resources on what has the biggest impact.

20. Governance of the VRU includes:

- Kent Police and Crime Commissioner
- Kent Police
- Public Health, Medway
- Public Health, KCC
- Dartford, Gravesham and Swanley; Medway; Swale; and West Kent Clinical Commissioning Groups (signatory for all eight Kent CCGs).
- Integrated Children's services KCC (with responsibility for YOTs and Early Help Service)
- People Services Medway
- Public Health England

21. The VRU will oversee a dedicated helpline for young people affected by violence, either as a victim or as someone being drawn towards violent groups, activities or behaviours. The helpline will offer emotional advice and practical signposting, as well as referrals to an outreach service. Early interventions provided by the outreach service are likely to include mentoring and evidence based intervention therapy incorporating help to parents. Further outreach work will be commissioned to help divert individual young people identified as being involved in low level knife crime away from such behaviour.

22. A Programme Manager and VRU Manager will be appointed at the earliest opportunity. Whilst the problem profile and response strategy are being drawn up, these two roles will (amongst other activities) focus on the consultation strategy to ensure that local communities are consulted on the approach and key areas of focus. This strategy will include early engagement, journey mapping with specific groups to identify course of life intervention points and ongoing consultation and feedback with a focus on young people.

23. The Government's Serious Violence Strategy (published in April 2018) also included a commitment to delivering a £22m Early Intervention Youth Fund (EIYF) over two years - £11m in 2018/19 and £11m in 2019/20. The purpose of the Fund was to provide support for early intervention programmes with young people at risk of criminal involvement, as victims and/or perpetrators.

24. On 26 June 2019, the then Home Secretary announced that the remaining £3.3m of the EIYF would be distributed to 10 areas to support projects that prevent young people from being drawn into crime and to help them make more positive life choices.

25. The Commissioner was successful in bidding for £527,573 which will allow further work to divert young people at risk of exploitation by county lines gangs away from criminality and abuse, and better support young people who come into contact with the police to try and prevent future offending. It also increases the scope to improve links with local schools to deliver more effective crime prevention messages.

Conclusion:

26. The Government's Serious Violence Strategy recognises that to break the cycle of violence that devastates the lives of individuals, families and communities, there needs to be a balance between prevention and effective law enforcement.

27. The Commissioner also understands the pivotal role he has in delivering against this objective; in terms of both holding the Chief Constable to account for policing in the county, and working with partners to deliver initiatives that help provide people with the tools, support and opportunity to live violence-free lives.

28. As set out above, the foundations for delivering greater partnership activity to address the root causes of violence were established through the Commissioner's VRC. Whilst early days, thanks in part to additional funding from the Home Office, there is now the opportunity to deliver broader, wider and more coordinated activity to make a real difference to lives in Kent.

This page is intentionally left blank

Police and Crime Panel Forward work programme (September 2019)**21 November 2019**

Crime statistics update	Requested by Panel	PCC
PCC Expenditure to support the Safer in Kent Plan	Proposed by PCC	PCC
Mental Health – verbal update	Proposed by PCC	PCC

6 February 2020

Safer in Kent Plan	Statutory requirement	PCC
Budget and Precept proposal 2020/21	Statutory requirement	PCC
Panel Annual report	Requested by the Panel	PCC
Mental health – verbal update	Proposed by PCC	PCC

26 March 2020

PCC Expenditure to support the Safer in Kent Plan	Proposed by PCC	PCC
Mental health – verbal update	Proposed by PCC	PCC

Standard item at each meeting

Questions to the Commissioner

Items to note at each meeting

Commissioner's decisions

Performance and Delivery Board minutes (if available)

This page is intentionally left blank



Meeting Notes

Title: Performance and Delivery Board

Date & time: Wednesday 5 June 2019, 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, Deputy Chief Constable Tony Blaker and Deputy Chief Officer Ian Drysdale

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 20 March 2019 were noted as a true and accurate record.

3. Safer in Kent Plan: Delivery & Performance

The Chief Constable explained that to better manage future organisational demands, there had been a change to the chief officer team with Ian Drysdale being appointed Kent's first Deputy Chief Officer (DCO).

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

The following points were discussed:

Putting Victims First

- The Chief Constable highlighted that in HMICFRS' recent Integrated Peel Assessment the Force had been awarded two 'Outstanding' grades and a 'Good'. He added that victims were at the heart of Kent Police's mission and gave examples of recent operational activity that supported this.
- In relation to hate crime, domestic abuse and rape victim surveys, the Chief Constable reported that they continued to show high levels of satisfaction, adding that all surveys were managed with extreme sensitivity and professionalism. He stated that he hoped rape victim satisfaction would improve as a result of the introduction of Sexual Offence Liaison Officers (SOLOs).
- The PCC asked about the longer term trend in hate crime satisfaction and the overall satisfaction level for rape victims. The Chief Constable stated that hate crime satisfaction was 75% last year, but had increased to around 80%. He also explained that due to sensitivities surrounding such crimes, rape victims may be asked different questions, such as whether they were treated with respect, rather than about the overall service. The PCC was pleased to hear that victims were being listened to and that satisfaction levels were increasing.

Fighting Crime and Anti-social Behaviour (ASB)

- The Chief Constable reported a small increase in ASB in the three months to April 2019, including in drunken / rowdy behaviour and neighbour disputes. He advised such incidents were managed locally and that Local Policing Teams (LPTs) worked hard to understand the issues and address them.

- Focusing on residential burglary, the Chief Constable reiterated that the definition had changed. For the rolling year to February 2019, he reported that Kent had seen a 1.1% increase, but advised this was partly due to improved crime recording accuracy. He stated the Force worked tirelessly to tackle burglary, with calls prioritised, PCSOs conducting reassurance visits and the vast majority attended by Scenes of Crime Officers. He said the Chief Constable's Crime Squad, consisting of 32 officers, were also proactively pursuing burglary offenders, and that since implementation the team had executed 28 warrants, made 82 arrests and charged 131 offenders.
- The Chief Constable commented on the positive impact LPTs were having on local communities in terms of visible neighbourhood policing and prevention. Coupled to this, he added that the work of the IMU continued to add real, tangible value to many crime investigations.
- Focusing on ASB, the PCC asked about the trend over recent years. The Chief Constable advised that ASB had decreased between 2016 and 2017, increased between February and August 2018, but decreased again in the latter part of 2018. In 2019, he said it was showing a slight increase, but the policing model allowed the Force to flex and deal with the demand.
- The PCC sought clarification on the outcomes from fingerprint / DNA samples recovered from burglary scenes. The Chief Constable stated that 12%-15% of all hits resulted in a charge.
- In relation to burglary prevention activity, the Chief Constable said house to house door knocks were conducted to obtain evidence, identify lines of enquiry and provide crime prevention advice. He added that the Corporate Communications Team regularly promoted crime prevention advice through social media channels.
- The PCC asked how the Force minimised the impact on LPTs of officers being extracted to support Community Policing Teams. The Chief Constable stated that the allocation and flexible use of resources was managed locally, but there was no evidence to suggest LPTs were failing to meet demand.
- Focusing on the IMU, the PCC asked what proportion of crimes were dealt with over the phone and sought clarification on whether victims were required to retrieve CCTV. The Chief Constable stated that the IMU dealt with approximately 2,000 reports a month, equating to around 15% of crimes. In relation to CCTV, he advised that where the equipment belonged to a victim they would be asked to download it and supply to officers, but where a third party was involved an investigator would manage the process.

Tackling Abuse, Exploitation and Violence

- The Chief Constable highlighted structural changes to the Serious Crime Directorate (SCD), including increased dedicated investigative resource to tackle money laundering and modern slavery / trafficking, and the introduction of a Prevent and Protect team. In addition, he reported that the new Victim Navigators had been appointed in Kent and Essex to provide specialist support to victims of modern slavery / trafficking.
- In relation to the Missing and Child Exploitation Teams, the Chief Constable reported that they were helping to reduce the number of missing children, adding that the Force was also innovative citing the first successful application for a Slavery and Trafficking Risk Order.
- Focusing on violent crime, the Chief Constable highlighted the work Kent Police were doing as a result of the PCC's Violence Reduction Challenge, including: profiling habitual knife carriers for intervention and the creation of a knife crime package for delivery to young people. He said it built on a month-long knife crime operation that resulted in 240 arrests and was subsequently extended for a further 6 weeks, resulting in another 129 arrests.
- The PCC congratulated the Force on securing the first Slavery and Trafficking Risk Order and asked whether as an emerging crime type, more resources were needed to support victims and investigations. The Chief Constable confirmed any additional resource would be beneficial to build on the nine members of staff already in place.
- The PCC asked if the Victim Navigators were linking in with the other victim services. The Chief Constable confirmed they were linking in with Victim Support and other victim services.
- Due to concerns around vulnerable young people being placed in Kent from London boroughs, the PCC asked whether the Force worked with partners to identify and manage risk. The Chief Constable confirmed it was an ongoing issue, but advised that the Force and local authorities actively worked together. He said that whilst Kent was sometimes the right place for a child, their wellbeing always had to be the priority. He also reported that the Force had recently submitted evidence to the All-Party Parliamentary Group on Missing Children and Adults.
- In relation to the Violence Reduction Challenge, the PCC welcomed the Force's continued support. He asked if there was an update on the Medway Taskforce and whether the Force was contributing to KCC's Select Committee on knife crime. The Chief Constable stated that the Medway Taskforce Manager had been appointed, premises found and co-located staff were scheduled to start mid-July. He also confirmed that Kent Police would be contributing to the Select Committee.

Combating Organised Crime and Gangs

- The Chief Constable stated that Kent Police were actively combatting OCG and gang-related activity through strategic and tactical responses using the '4P' approach: Prevent, Prepare, Pursue and Protect. He added that due to the level of disruption 'home grown' gangs were no longer an issue, but new threats were quickly identified.

- The Chief Constable reported that there were 32 active OCGs in Kent, but that compared with other nearby forces the county had also seen the highest level of OCG disruptions. With regards to disruption, the Chief Constable said tactics included drug / cash seizures and utilising the Proceeds of Crime Act to confiscate assets.
- The PCC asked the Chief Constable if other partners, such as British Transport Police (BTP) and National Crime Agency (NCA), were also actively engaged in enforcement activity. The Chief Constable confirmed that Kent Police continued to work with partners; he outlined a recent case where a gang member was known to travel by train and BTP assisted in his arrest by armed officers on arrival at a station. He added that the Force also worked closely with the NCA to tackle London county lines into and out of Kent.

Providing Visible Neighbourhood Policing and Effective Roads Policing

- The Chief Constable re-iterated that PCSOs were fundamental to the policing model and that the number had remained at 300.
- Highlighting the good work of the Citizens in Policing Department, the Chief Constable reported there were 343 Police Cadets, with over 300 waiting to join. He stated the scheme was going from strength to strength and the Force was now looking at other national strands, including Mini Cadets and Junior Cadets. He also explained work was underway to develop a programme to assist cadets approaching the age of 18 who wanted to apply for the Special Constabulary or to join as a regular officer.
- The Chief Constable advised there were 276 Special Constables and that with the exception of firearms, they were able to undertake any specialist role. In relation to the North Division joint response pilot involving the Special Constabulary and SECamb, he reported that it had proved so successful a wider roll-out was underway.
- The Chief Constable said there were 45 Community Policing Volunteers (CPVs), but this was projected to increase as the Force was looking to introduce mounted CPVs, which would be a first in the country.
- In relation to Community Speedwatch, the Chief Constable noted their excellent work in targeting repeat and extreme driving behaviour. He also commented on the good work of Neighbourhood Watch (NhW).
- Acknowledging the increase in resources linked to the precept, the Chief Constable noted the good work of the Roads Policing Unit in tackling the fatal four: speeding; mobile phone use; no seatbelt; and drink / drug driving.
- The PCC asked about the future of town centre policing and the Chief Constable advised there had been a review of demand. He stated that whilst there were currently 16 town centre beat officers, as a result of the increase in precept, this would increase by a further 38 making a total of 54 dedicated town centre officers.
- The PCC sought clarification on where the 45 CPVs were deployed. The Chief Constable advised that 6 were operational and working alongside PCSOs, with the remainder being deployed soon.
- The PCC congratulated the Force on its flourishing cadet scheme but asked about the other national strands. The Chief Constable explained the current scheme was for those aged 13-17, but Mini Cadets was for those aged 8-10 and Junior Cadets those aged 10-13. The PCC requested an update at the next meeting.
- The PCC stated that Community Speedwatch were feeling more valued, but asked if there was more the Force could do to support the scheme. The Chief Constable confirmed that relevant teams were engaging with local schemes, but advised that he would ask the Deputy Chief Constable to review the level of engagement.
- Focusing on NhW, the PCC asked about Force support and whether there were examples of schemes aiding the detection of crime. The Chief Constable advised the Force had five dedicated resources and referred to an example in which Tankerton NhW Scheme reported a suspicious vehicle that resulted in a number of arrests.
- The PCC highlighted that it was Volunteers Week and asked that his thanks to all volunteers, inside and outside policing, be recorded for the great work they do.

Delivering an Efficient and Accessible Service

- The Chief Constable highlighted the number and duration of Section 136 Mental Health detentions as an area of growing demand, and advised that he had recently met with the Chief Executive of Kent and Medway NHS & Social Care Partnership Trust. He added that the Force Inspectorate were undertaking a 'cradle to grave' review of the use of police powers of detention under the Mental Health Act.
- In relation to 999 and 101 call handling the Chief Constable reported that the latest data was positive with reductions in call waiting times and attrition.
- The Chief Constable said new IT solutions were helping to deliver efficiencies, advising that the Mobile First application had contributed significantly to the 31,600 of officer hours saved last financial year. He also highlighted the Innovation Taskforce's work, and commented on how the implementation of Athena was providing greater shared intelligence opportunities between forces.
- Focusing on the increase in Section 136 demand, the PCC stated NHS managers and commissioners should be embarrassed by the fact that officers continued to be taken off the streets to help those in mental health crisis. He asked when the Force Inspectorate review would be concluded and the Chief Constable advised mid-June; the PCC requested an update at the next meeting.

- The PCC thanked FCR staff for their efforts to improve call handling, but asked why the % of calls answered deteriorated between December 2018 and March 2019. The Chief Constable advised it was due to a combination of high sickness levels, high call volumes due to snowfall and implementation of Athena slowing processes down.
- The PCC asked what was being done to address the ongoing issues with Athena and ensure victims did not receive a lesser service. The Chief Constable stated that performance was monitored and where appropriate, workarounds implemented to ensure victims received a good service. He added that talks were ongoing with the Athena supplier to improve the overall infrastructure and subsequent performance across all nine forces.

Action

- **Force: update on Mini Cadets and Junior Cadets.**
- **Force: update on Force Inspectorate review of the use of police powers of detention under the Mental Health Act.**

4. Inspections, Audits & Reviews

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

The following points were discussed:

- The DCC reported that in the Force's first HMICFRS' Integrated PEEL Assessment it was graded 'Outstanding' in Legitimacy and Efficiency and 'Good' in Effectiveness, adding it was the only Force in the country to be graded 'Outstanding' in Legitimacy for four consecutive years. He said HMICFRS had identified some Areas for Improvement (AFIs) which were accepted, but the Force was aspiring to improve the 'Good' to 'Outstanding' and maintaining the existing grade in the other two pillars. He explained that he was the lead for an Effectiveness plan and stated that the positive inspection result was testament to the hard work of officers and staff.
- The PCC congratulated the Force and agreed Kent was the best force in the country. He stated everyone involved should be proud of the achievement and he was pleased the Force was looking to continuously improve. The PCC asked whether the CPS were supporting the Force in addressing the Investigating Crime AFI, and the DCC stated there was now greater understanding of each organisations capacity, priorities and contribution. However, he added there were still hurdles that needed to be worked through, including rules around disclosure, timeliness of charging decisions and quality of case files, before any improvements would be evident.
- The PCC said it was positive to see improvements being made in the IMU, and asked for an update on the Recovery Plan at the next meeting.
- Focusing on POLIT, the PCC asked if capacity was acknowledged in the Force Management Statement. The DCC stated that it was, but demand was greater than anticipated, and therefore the Force needed to be more agile so it could flex to meet that demand.
- In relation to HMICFRS' thematic inspection on fraud, the PCC asked if there was any update on Recommendation 9: Chief Constables to publish their force's policy for responding to and investigating allegations of fraud. The DCC stated that SCD were currently considering the recommendation and the Force would provide an update at the next meeting.
- The PCC asked whether Kent would receive funding for additional investigators from the Police Transformation Fund. The DCC advised that it was a nationally focused uplift due to online crime not being geographically-restricted, but added that the uplift would assist Kent as officers worked closely with the national team.
- Focusing on HMICFRS' Stalking & Harassment inspection, the PCC asked if the Force had considered the recommendations. The DCC advised that work was underway, including a review by the Force Inspectorate and holding CPD training events to raise awareness and improve service delivery. The Chief Executive said that he had recently been invited to a partnership event on stalking and thanked the Force for their work in this area. The PCC requested an update on the Force Inspectorate's review at the next meeting.
- The DCC stated that in relation to the two internal audits which received 'partial' assurance, work was still ongoing. He added that the Force welcomed internal and external scrutiny as it improved service delivery.
- The PCC took the opportunity to thank the Joint Audit Committee for their continued support and scrutiny.

Action

- **Force: update on IMU Recovery Plan.**
- **Force: update on Recommendation 9 of HMICFRS' report 'Fraud: Time to Choose'.**
- **Force: update on Force Inspectorate review on response to Stalking & Harassment.**

5. People

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

The following points were discussed:

- The PCC welcomed Ian Drysdale to his first meeting alongside the Chief Constable.
- The DCO reiterated that Kent Police's most important asset was its people and reported the planned establishment of 3452.5 FTE officers by the end of March 2019 was exceeded by 69. He said the recruitment of 180 officers this year would increase the establishment to 3632.5 officers by March 2020. Taking into account natural attrition, he added there was flexibility in the plan to recruit up to 410 officers by the end of March 2020.
- The DCO stated some PCSOs were moving into other roles within the Force, but recruitment was planned to maintain the strength at 300. With regards to the FCR he said strength was above establishment, but the Force was reviewing attrition levels, policies and procedures.
- In relation to diversity, the DCO reported that Force activity had been instrumental in recruiting people from all backgrounds, resulting in the highest proportion of BAME officers in the last decade. He said the trend was similar in terms of gender, ultimately creating a more diverse workforce.
- The DCO advised that officer and staff attrition was continually monitored to identify patterns and trends, but there were no concerns at present.
- Focusing on absence, the DCO stated it was a positive picture with decreasing levels of sickness, and provided examples of the various employee wellbeing support programmes provided by the Force.
- The PCC thanked all those involved in the recruitment of the extra officers. He asked whether the turnover rate in the FCR was within expected tolerances and the DCO advised that the attrition rate was highest in the first two years, after which it tailed off. He said the FCR review was exploring opportunities to reduce attrition.
- The PCC sought clarification on how the Force supported BAME officer and staff promotion. The DCO explained that promotion was based on merit, but support such as mentoring was available to help remove barriers.
- The PCC asked for an update on the Taser roll-out. The DCO stated that informally, officers were pleased with the announcement and it was projected around 1,000 officers would take up the offer of carrying a Taser. He said the Force had the capacity to conduct eight courses per year and the overall cost was expected to be around £1m. He added that training would start in July.
- In relation to incidents involving officers and staff, the PCC asked if the Force provided wellbeing support to family members affected. The DCO stated that it would overwhelm Force resources to help every family on every occasion, but the Force always tried to do the right thing and help those most in need.

6. Finance

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

The following points were discussed:

- The DCO confirmed the Statement of Accounts had been published ahead of schedule. He also stated that the Force was financially solvent in the context of being in the bottom quartile for funding from the Government.
- In relation to the Force's financial forecast against revenue budget, the DCO reported a total underspend of £200,000 (less than 1% of the overall budget). He also advised that there was an underspend of £2.4m in the investment programme which would allow for any slippage in national programmes or procurement initiatives.
- In relation to the December Grant Settlement and precept increase, the DCO advised that the Force's overall 2019/20 budget had increased, but it would still need to make significant savings.
- The PCC asked about the plan for delivering future savings. The DCO confirmed it included some large initiatives but mainly small initiatives across various departments to reduce the overall impact, adding that the front line would be protected over support functions.
- Referring to the paper that was due to be presented at COSM, the PCC asked if there was any update. The DCO stated the paper was around capital receipts and expenditure for the next year. He advised the PCC's Chief Finance Officer had been involved in its development and a full briefing would be provided once it had been signed off by the Chief Constable.

7. Collaboration & Partnership Working

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

The following points were discussed:

- The DCC stated collaboration with local partners was ongoing, referencing plans to share buildings in some locations. He reported Home Office funding had been received to explore the feasibility of a 'blue light hub' in Pembury, and the Force was liaising with other emergency services on a potential 'mini blue light' hub in Swanley.
- With regards to preparations for the UK leaving the European Union, the DCC stated there was a great deal of partnership working, particularly around managing potential traffic issues. He added that preparations also included transferring records from the Schengen Information System to Interpol's system to ensure wanted or missing persons could be circulated.
- The DCC referred to Kent's fulfilment of national policing requirements by providing mutual aid for recent protests in London. He added that future events, including Donald Trump's visit, would necessitate further mutual aid.
- The PCC commended the work that had gone into preparing for every Brexit eventuality and asked when the transfer of records onto Interpol's system would be completed. The DCC reported there were 300 outstanding records to be transferred, but said the work was on track to mitigate any risk.
- The DCC said there was great partnership working across Kent and it was vital to delivering a first class service. He provided examples of initiatives being progressed, including knife crime education in schools; security industry staff being trained as volunteers to develop an emergency response capability; and a modern slavery partnership event. He also commented on the work of the Rural Taskforce in building links with rural communities.
- The PCC asked if the Force could provide an update on the Emergency Services Network. The DCC explained there were challenges including slippages and delays, but the Home Office still planned to implement nationally. He said the Force would adopt in the latter stages of the roll-out, adding that discussions were ongoing with regards to the costs of maintaining the infrastructure, and extending the current Airwave contract.

8. Topical Issues & Update on Significant Operational Matters

- The Chief Constable highlighted an operation involving the SCD Money Laundering Team and an OCG counterfeiting currency.
- Based on intelligence, in May 2019, officers entered a premises and found a counterfeit print run underway.
- The operation resulted in the biggest ever seizure of counterfeit £20 notes, with the Bank of England estimating that had the OCG been successful, over £5m of counterfeit currency would have entered general circulation significantly impacting the UK economy.
- 5 offenders were arrested - 1 has pleaded guilty and the remaining 4 are awaiting trial in September.
- The PCC congratulated and thanked all the officers and staff involved in the operation.

The PCC thanked the Chief Constable, the DCC and the DCO for their updates and for preparing the papers; he also thanked those present for attending.

Overview of Actions

	Status	Owner	Due date
Update on Mini Cadets and Junior Cadets	Open	Chief Constable	25/09/2019
Update on Force Inspectorate review of the use of police powers of detention under the Mental Health Act	Open	Chief Constable	25/09/2019
Update on IMU Recovery Plan	Open	Chief Constable	25/09/2019
Update on Recommendation 9 of HMICFRS' report 'Fraud: Time to Choose'	Open	Chief Constable	25/09/2019
Update on Force Inspectorate review on response to Stalking & Harassment	Open	Chief Constable	25/09/2019

Date of next Performance & Delivery Board: 25 September 2019