

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 on **Wednesday, 18th December, 2024, at 10.00 am** when the following business will be transacted

Members of the public who require further information are asked to contact Gaetano Romagnuolo on 03000 416624

Membership

Councillor Peter Feacey	Ashford Borough Council
Councillor Connie Nolan	Canterbury City Council
Councillor Richard Wells	Dartford Borough Council
Councillor Charlotte Zosseder	Dover District Council
Councillor Mike Blakemore	Folkestone and Hythe District Council
Councillor Shane Mochrie-Cox	Gravesham Borough Council
Mr Mike Hill	Kent County Council
Councillor Eddie Peake	Medway Council
Councillor Perry Cole	Sevenoaks District Council
Councillor Richard Palmer	Swale Borough Council
Councillor Stuart Jeffery	Maidstone Borough Council
Councillor Pat Makinson	Thanet District Council
Councillor Des Keers	Tonbridge and Malling Borough Council
Councillor Astra Birch	Tunbridge Wells Borough Council
Councillor Teresa Murray	Co-opted member – Medway Council
Mr Ian Chittenden	Co-opted member – Liberal Democrat Group
Councillor Mrs Jenny Hollingsbee	Co-opted member – Conservative Group
Mr Jordan Meade	Co-opted member – Conservative Group
Mrs Elaine Bolton	Independent Member
Mr Gurvinder Sandher	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 Interest by Members in Items on the Agenda for this Meeting
- 4 Minutes of the Police and Crime Panel held on 10 October 2024 (Pages 1 - 10)

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

- B1 Neighbourhood Policing Review - Update (Pages 11 - 16)
- B2 Divisional Policing Review (Pages 17 - 20)
- B3 Road Safety - Update (Pages 21 - 26)

C - Questions to the Commissioner

- C1 Verbal Update from the Commissioner
- C2 Questions to the Commissioner

D - Panel Matters

- D1 Future Work Programme (Pages 27 - 28)

E - For Information

- E1 Minutes of the Commissioner's Governance Board Meeting held on 2 October 2024 (Pages 29 - 34)

EXEMPT ITEMS

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

Benjamin Watts
General Counsel
03000 416814

Tuesday, 10 December 2024

KENT COUNTY COUNCIL

KENT AND MEDWAY POLICE AND CRIME PANEL

MINUTES of a meeting of the Kent and Medway Police and Crime Panel held in the Council Chamber, Sessions House, County Hall, Maidstone on Thursday 10 October 2024.

PRESENT: Mr M Hill OBE (Chairman), Mr G Sandher MBE (Vice-Chairman), Cllr M Blakemore, Mrs E Bolton, Mr I Chittenden, Cllr P Cole, Cllr P Feacey, Mrs S Hohler, Cllr Mrs J Hollingsbee, Cllr S Jeffery, Cllr S Mochrie-Cox, Cllr C Nolan and Cllr R Palmer.

ALSO PRESENT: Mr M Scott (Kent Police and Crime Commissioner), Mr A Harper (PCC's Chief Executive), Mr D Paul (PCC's proposed Chief Executive), Mr R Phillips (PCC's Chief Finance Officer, OPCC), Mr N Wickens (Head of Policy Coordination & Research, OPCC) and Ms L Steward (Head of Standards & Regulation, OPCC).

IN ATTENDANCE: Mr G Romagnuolo (Research Officer – Overview and Scrutiny).

UNRESTRICTED ITEMS**118. Apologies and Substitutes**

(Item A2)

1. The Chairman extended his welcome to new members of the Kent and Medway Police and Crime Panel (Cllr Eddie Peake, Cllr Astra Birch, Cllr Stuart Jeffery and Cllr Teresa Murray).
2. Apologies were received from Cllr Des Keers, Cllr Charlotte Zosseder, Cllr Teresa Murray, Cllr Richard Wells and Mr Meade. Mrs Sarah Hohler substituted for Mr Jordan Meade.

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

(Item A3)

1. Mr Feacey declared that he was Chairman of Ashford Volunteer Centre and did volunteering for the Lord Lieutenant of Kent.
2. Mr Mochrie-Cox declared that he was Vice-Chair of the Board of The Grand - a youth project in Gravesham.

120. Minutes of the Police and Crime Panel held on 16 July 2024

(Item A4)

1. A Member of the Panel asked when the Commissioner would provide his response to a question about how representative the Neighbourhood Policing model was in terms of the communities that the police officers and staff were serving.
 - a. The Commissioner said that he would provide this information in his update at the Panel's meeting on 18 December 2024.

RESOLVED: that the minutes of the meeting held on 16 July 2024 were an accurate record.

121. Kent Police and Crime Commissioner's Chief Executive - Confirmation Hearing

(Item A5)

1. The Commissioner expressed his gratitude to Mr Harper (PCC's Chief Executive) for having supported him for over eight years, and for having worked at the Office of the Police and Crime Commissioner (OPCC) for even longer, prior to the Commissioner's appointment. Mr Harper was due to retire after 41 years of service in organisations including the Metropolitan Police, Surrey Police, Kent Police, and the Office of the Kent Police and Crime Commissioner.
2. The Commissioner introduced his report, which described the recruitment process in detail and included information on the number of applications, the panel that considered those applications and the selection process.
3. The Commissioner said that, at the conclusion of the selection process, he proposed to appoint Mr David Paul. His decision was unanimously supported by the recruitment panel.
4. The Commissioner explained that, in addition to the members of the recruitment panel, an Independent Member, Ms Caroline Wells, and a member of the PCC's senior management team, were also present. This was to ensure that the process was fair and professional. Ms Wells had an extensive background in dispute resolution and professional mediation in both the public and private sector.
5. A Member of the Panel asked Mr Paul to provide details in relation to his background. The background information supplied by Mr Paul (PCC's proposed Chief Executive) included:
 - His extensive experience in policing, including as Assistant Chief Officer for South-East Forces, leading on technology enabled transformation.
 - Assistant Chief Officer with the National Police Chiefs' Council on Pay and Workforce issues; and Programme Director with the Metropolitan Police.

- His work with Central Government, across a range of Cabinet Office posts, including Chief of Staff for the Prime Minister's Strategy Unit.
 - His experience in working across the criminal justice system, and establishing effective relationships with a wide range of partners.
 - His track record in delivering savings.
 - His broad experience across HR, IT strategy and development, management consultancy and collaboration.
6. When asked about his priorities as PCC Chief Executive, Mr Paul said that a key task was to help the Commissioner make sure that the priorities of his Police and Crime Plan were delivered. This included working with partner agencies in order to reduce crime, support victims and build trust in Kent Police.
 7. In reply to a question, Mr Paul said that another key aim was to work with all the relevant organisations to deliver an efficient and effective Criminal Justice System, as this was not solely the responsibility of Kent Police. A concerted effort would ensure that a victim's journey through the system was as swift and smooth as possible. It also meant that vulnerable people – such as those suffering from mental ill health – would receive the right support from the most appropriate agency.
 8. The Chairman thanked Mr Harper on behalf of the Panel for his excellent contribution to the work of the OPCC and gave him his very best wishes for the future.

RESOLVED: to **support** the appointment of Mr David Paul as the Kent Police and Crime Commissioner's Chief Executive.

122. Complaints against the Commissioner - Annual Report 2023-24 (Item B1)

1. Mr G Romagnuolo (Research Officer – Overview and Scrutiny) introduced the report and said that the data showed a general decrease in the number of recorded complaints made against the Kent Commissioner. Information from other panels suggested that the number of complaints (recorded or otherwise) against the Kent Commissioner was within the average range when compared with other Commissioners.
2. A Panel Member asked whether there was a common thread linking all the complaints.
 - a. Mr A Harper (PCC's Chief Executive) said that the complaints invariably did not relate to the Commissioner's personal conduct.

RESOLVED: To **note** the contents of the report.

123. Police and Crime Commissioner's Annual Report for 2023-24
(Item B2)

1. The Commissioner thanked his staff at the OPCC for their efficiency and hard work. In particular, he thanked Mr Wickens (Head of Policy Coordination & Research, OPCC) for producing his annual reports to a high standard.
2. The Commissioner introduced the report, which he broke down into four key areas: Holding to Account, Finance, Victim Services, and Partnerships.
3. With regard to the first area - Holding to Account – the Commissioner provided examples where accountability was key. For instance, steps were taken to improve the performance of the Force's Control Room, as non-emergency call handling performance deteriorated, with an increase in unanswered calls and the time callers were waiting. The Force took immediate action to address this issue, and developed a longer term programme of strategic transformation. Two years later, performance in this area had become one of the best in the country.
4. In terms of Finance, yet another balanced budget was delivered last financial year. This enabled maintenance of the previous year's Kent Police uplift allocation. Additional funding was secured for victim services, while the savings plan was mostly achieved.
5. The victim support funding received from the Ministry of Justice and the Home Office was an example of where Police and Crime Commissioners could have an influence on supporting victims and making communities safer. During the course of last year alone, victim services supported over 100,000 people.
6. Part of the additional funding was used to employ independent domestic abuse and sexual violence advisors; this helped an additional 7,000 people who had been victims of domestic abuse and sexual violence. The Catch 22 initiative - helped 168 young people at risk of crime exploitation, such as county lines.
7. The Commissioner praised the work of victim services, including those working with victims of domestic violence and homicide, those offering legal advice and those supporting families who lost loved ones in road accidents.
8. In terms of partnership and prevention, the Commissioner praised the multi-agency work of the Violence Reduction Unit (VRU), which brought together local authorities, the police and other organisations. In 2023 alone, the support offered by the VRU to young people contributed to a decrease in knife-related injuries of 20%.
9. Partnership work through the Criminal Justice Board was continuing to address the backlog of outstanding caseloads in both Magistrates and Crown Courts. While Kent Police, the Crown Prosecution Service, the courts and the Probation Service were working hard to resolve this issue, there were still challenges in terms of staff capacity, particularly with regard to judicial posts.

10. The Chairman expressed concern over the reduction of Police Community Support Officers (PCSOs) and the coverage of the officers in the model.
 - a. The Commissioner explained that the number of officers would remain the same; the vacant PCSO posts would be replaced by additional Police Constables. Every Ward would have a named Police Officer. A higher proportion of resources would be owned at District level and each Kent District was able to decide the allocation and coverage of their officers.
11. In reply to a question about preventative work in schools, the Commissioner talked about the Young Peoples Prevention Service. It provided age-appropriate messages to young people to help them make better informed choices and keep themselves and others safe. The service was delivered by two providers: Collaborate Digital - which focused on healthy relationships and cyber safety - and St Giles Trust – which focused on the dangers associated with gangs, county lines, knife crime and criminal exploitation.
12. In response to a question about what service improvements an annual increase in the precept would result in, the Commissioner said that he hoped to see an improvement in criminal justice outcomes, the quality of investigations and the visibility of officers.
13. A Panel member asked whether it might be helpful to investigate the possibility of consolidating some of the funding for young people's preventative services, as this could avoid some duplication and promote a more efficient allocation of resources.
 - a. The Commissioner said that, hopefully, there would be funding for the VRU next year so that some of those projects could continue. He thought that the use of his own internal commissioning budget for the Gangs and County Lines Service, as well as the Young People's Prevention Service, worked well. The challenge was the increasing competition for fewer and fewer funding streams - hence increasing partnership work would be crucial in the future.
 - b. The Crime Reduction Grant was allocated directly to local authorities. There was some flexibility in how it could be used, as long as it met the priorities set out in his Police and Crime Plan.
14. In response to a question about the approach of Kent Police to the recent public protests, the Commissioner said the Force displayed an effective and strong response. The engagement with the local community was an important element; it involved not just Police Officers, but also Community Liaison Officers, whose presence provided reassurance.
15. Effective and accurate media communication and information was crucial. False and inaccurate media information that caused public anxiety was becoming an increasing problem. Collaboration between the police, local authorities and partner organisations was key to rapidly countering this type of misinformation.

16. In reply to a question about the increase in the recorded possession of cannabis, the Commissioner said that this could be partly linked to an increase in police Stop and Search activity.
17. A Panel member asked whether the decrease in knife crime was part of a longer term trend.
- a. The Commissioner confirmed that this was the case because there had been a consistent reduction in knife-related injuries in the past few years.
18. A Panel member asked to what extent the Commissioner's Office interacted with Kent Police to ensure that sentences which were considered to be unduly lenient were challenged.
- a. The Commissioner said that there was a mechanism in place whereby, when appropriate, he could raise the leniency of a sentence with Kent Police, and if they agreed, in certain circumstances they would approach the CPS. However, it was not a procedure that had been used often.

RESOLVED: To **review** and **comment** on the Annual Report.

124. HMICFRS PEEL 2023-25 Inspection - Update
(Item B3)

1. The Commissioner provided an overview of Kent Police's HMICFRS PEEL 2023-25 Inspection. He reported that there had been internal and external validation of progress against a number of assessment areas. Three Areas for Improvement (AFIs) were recently reviewed and closed because of the positive progress in performance of the Force's Control Room.
2. The Force also self-assessed two AFIs as "discharged". These were: the development of serious organised crime (SOC) local profiles and; the introduction of a disproportionality panel to monitor and respond to vetting decisions. Work on the remaining 10 AFIs continued, with broad workstreams for each.
3. The Commissioner said that two areas – and Investigating Crime in particular - were graded as "Requires Improvement". Nonetheless, the current charge rate for victim-based crime for the rolling year was over three percentage points above that referenced in the PEEL report which demonstrates that the Force was moving in a positive direction.
4. Repeat domestic abuse offenders were targeted by proactive teams who worked closely with partner organisations to reduce offending and break the cycle of abuse. Work continued to ensure that stalking protective orders were considered when appropriate. Kent Police made significant use of stalking protection orders as a method of supporting victims of crime.
5. In reply to a question about what initiatives had been undertaken to improve the investigation of crime, the Commissioner said the establishment of victim-based

crime teams within each Kent district was key. They targeted more of those investigations which may have been closed too quickly in the past.

6. The Chairman thanked the Commissioner and welcomed the report.

RESOLVED: To **note** the report and **agree** to a further update at the February 2025 meeting.

125. Verbal Update from the Commissioner *(Item C1)*

1. The Commissioner reported the establishment of a new Retail Crime Board which sought the views of major retailers as well as representatives of smaller retailer organisations in order to understand the challenges that they were experiencing with regard to shop theft and assault on their staff. The Force recorded 15,500 shoplifting offences in the last 12 months. The Commissioner said that he intended to ask retailers to supply some of their internal data about theft to build a clearer picture of this issue.
2. The Rural Crime Board held its inaugural meeting the week before. It brought together the police, rural businesses, their representative organizations and the OPCC. The Crime Rural Advisory Group had not met for a number of years, and the rural community wanted greater opportunities for engagement with the OPCC and the force. Therefore, it was decided that the Rural Crime Board would be the most appropriate arena. Key conversations focused on fly tipping.
3. The Commissioner said that, this financial year, he offered a small amount of funding in order to tackle crime in rural communities. There would be operations to deliver enhanced targeted visibility in rural areas and to disrupt theft of stolen plant and machinery.
4. The Annual Policing Survey was recently launched. Over 3,500 responses were received in the first two weeks. The results would feed into the development of the Police and Crime Plan for next year. A youth survey was going to be launched imminently. It covered the areas of online safety, smartphones and social media.
5. The Commissioner provided a brief update on emergency and non-emergency call handling. Kent Police continued to improve its public call-handling performance, with its national ranking for 999 calls answered in under 10 seconds improving from 30th in August 2023, to 1st in August 2024.
6. The Commissioner advised that both himself and the Chief Constable had held separate briefings with the new intake of MPs.

RESOLVED: To **note** the verbal update.

115. Questions to the Commissioner *(Item C2)*

1. Our High Streets and rural areas are being plagued with an ever-increasing number of complaints from residents about anti-social behaviour (ASB). How is the Kent Police and Crime Commissioner (PCC) holding Kent's Chief Constable to account on these residents' concerns about ASB? What are the PCC and Chief Constable doing to tackle the many hotspots in our towns and villages with people committing ASB with apparent impunity?

(Cllr Richard Palmer, Swale Borough Council)

1. The Commissioner replied that, from a policing perspective, anti-social behaviour was a priority. He reported that, from the April 2024 to September 2024, ASB had decreased by 8.1% compared to the year before. However, this figure did not include anti-social behaviour which was reported to the local authority or to housing associations. In order to tackle ASB and serious violence hotspots in towns and villages, 27 locations had already been identified and targeted.
2. Across the Borough of Maidstone, we are feeling an increase in reckless driving, speeding and a flouting of traffic restrictions and laws - yet there seems to be a dearth of enforcement. In addition, we have seen significant anti-social behaviour on the river with wildlife being shot and river users abused.

Motorist abuse of pedestrianised and public transport lanes in the town centre, such as Week Street and the High Street, has also become routine. Off-road motorcycle and quad bike use in rural areas where motorised transport is not permitted, such as Pilgrims Way, happens regularly, with the individuals involved using threatening behaviour towards families who get in their way. The use of anti-social off-road vehicles in urban areas has been curbed slightly but the problem remains in many places.

How is the PCC holding the Chief Constable to account for tackling ASB across the Borough?

(Councillor Stuart Jeffery, Maidstone Borough Council)

1. The Commissioner said that, with regard to the enforcement of traffic restrictions and laws, partnership work was key. As pointed out in his annual report, there was an increase in enforcement across the 'fatal four' - distracted driving, drink and drug driving, seat belts and speed.
2. With regard to specific roads policing, there currently were a significant number of roads policing officers, proactive tasking team, a Road Safety unit, as well as the support of Beat Officers with speed cameras and localized targeted enforcement. In the Maidstone Borough, police officers and the Roads Policing Unit patrolled the area and issued community protection warnings to the drivers of overweight vehicles

that did not meet legal vehicle regulations. In addition, 12 community protection warnings were issued to off-road vehicles in the Parkwood and Shepway areas of Maidstone, and 76 e-scooters had been seized. The number of calls to Kent Police from those wards had fallen from 81 in April and May 2024 down to 39 in June and July 2024.

3. Could the Commissioner provide an update on the joint pilot road scheme he is running with Kent Police on road safety? How successful has the pilot been? When will it be rolled out to other areas, such as Folkestone & Hythe?

(Councillor Mrs Jenny Hollingsbee, Folkestone and Hythe District Council)

1. The Commissioner explained that Operation Voice was a campaign that the OPCC run with Kent Police and the Safer Roads Partnership. There were two separate elements to it. The engagement and prevention phase - where KCC and Medway Council invested in social media advertising, in particular on the dangers of drink and drug driving. There was also a separate advertising campaign raising awareness about Crime Stoppers as an alternative way of reporting intelligence about people who were committing acts of violence against women and girls. The prevention and engagement phase was successful. There was an increase in the number of people providing information about drink and drug drivers to Crime Stoppers, as well as an increase in the number of people contacting Crime Stoppers about domestic abuse and violence against women and girls.
2. The second phase focused on enforcement. Kent Police identified hot spot areas for road traffic offences. The Police targeted individuals who were known to commit road traffic offences and who were also involved in violence against women and girls. Across the eight shifts in this phase, which included Folkestone and Hythe, 182 stops were completed, of which 57 of those individuals were known by Kent Police for violence against women and girls. 9 people were arrested; 7 of them were arrested for drug driving.
4. The Commissioner will be aware that, in relation to the work of Kent Police and the police service in general, perception of crime and ASB, and indeed with actual crime and ASB, social media can be a bane to the whole Criminal Justice System as well as a source of information, if used correctly.

What steps can or will he take to deal with the range of misinformation out there which can often be harmful, misleading and cause further issues in seeking to combat crime and ASB and ensure that those who hide behind social media, usually anonymously or under a pseudonym, are brought to justice for the harm that they bring?

(Councillor Shane Mochrie-Cox, Gravesham Borough Council)

1. The Commissioner said that, in his view, in order to tackle misinformation, there was a need to diversify the range of platforms the force used to share information about policing, crime, and intelligence and in the way it communicated with the public. A key platform the public seemed to use to share information about their community was Facebook groups. Another successful social networking platform was Nextdoor.
2. The Commissioner explained that it was very difficult to deal with misinformation and purposeful distress caused on social media. However, there was more that the police could do, for example to tackle misinformation when it leads to high tension in the community.

RESOLVED: To **note** the responses to the questions.

116. Future Work Programme
(Item D1)

RESOLVED: To **note** the Future Work Programme and contact the Panel Officer with any items that the Panel would like to add to it.

117. Minutes of the Commissioner's Performance and Delivery Board meeting held on 12 June 2024
(Item E1)

RESOLVED: that the minutes of the Performance and Delivery Board meeting held on 12 June 2024 **be noted**.

To: Kent and Medway Police and Crime Panel

Subject: Neighbourhood Policing Review - Update

Date: 18 December 2024

Introduction:

1. Further to the paper presented at the July meeting, this report provides an update on Kent Police's Neighbourhood Policing (NHP) Model.
2. The PCC is grateful to Kent Police for its assistance with this paper.

The model:

3. With significant changes to the policing landscape, the core NHP guidelines requiring all forces to have an appropriate model which provides visible and efficient NHP, in line with local priorities, and Kent Police requiring permanent revenue savings, the Chief Officer Team decided the time was right to remodel NHP in Kent.
4. The NHP Model was launched in June 2023, with a phased uplift in resources to September 2024.
5. The model consists of:
 - Beat Officers
 - Neighbourhood Taskforces (NTF)
 - Child Centred Policing Teams (CCPTs)
 - Strategic Prevention Command (including a Prevention Hub and the Rural Task Force)

Current Position:

6. The Force has maintained its commitment to ensuring that every ward has a named officer responsible for the area, who is accessible and able to effectively address concerns or emerging trends. This information is easily accessible via the Single Online Home platform, and complements the existing two way communication with officers via the use of 'My Community Voice'.
7. The implementation of the model has been received positively both internally and externally. Feedback from public, partners and stakeholders has been complimentary of all strands, those being: increased visibility and engagement with local officers; early interaction and intervention with children and young people; and the impact on anti-social behaviour (ASB) within the county.
8. The model remains unchanged from that originally proposed with only minor adjustments. A review of each of the roles' Service Level Agreements is underway to ensure the effectiveness and efficiency of each team.
9. The Force has a policy which prevents neighbourhood officers, including PCSOs, being abstracted from their core function. However, on occasions where unforeseen spontaneous incidents occur which require a police response, neighbourhood officers will not be excluded; Beat Officers will also regularly deal with emergency incidents that occur within their beat. The decision to deploy follows a structured process to ensure the most appropriate patrol is utilised. Another potential abstraction will be through the daily management meeting under the direction of the Superintendent to provide additional support when required; an example being the stabbing at Gillingham Barracks whereby scene control and additional reassurance patrols were necessary.

10. At the direction of the Assistant Chief Constable for Local Policing, to prevent officers unduly completing bureaucratic tasks that detract from their core roles and being active in their communities, they do not specifically record the amount of time they spend within their areas. Via the use of the Engagement Tracker on My Community Voice, patrols record engagement and community events that they attend or organise within their local areas.
11. The financial savings expected from the implementation of the NHP Model have been realised with a full saving of £7.1 million being achieved.
12. As reported in the previous paper, following a Post Implementation Review, the following were highlighted as areas the Force needed to focus on:
 - Integration of the NTFs with Community Safety Partnerships (CSPs) and newly formed Integrated Neighbourhood Teams within the Integrated Care Partnership in order to provide a fully integrated multiagency provision.
Update: The NTFs continue to work well collaboratively with the CSPs, sharing information to coordinate activity. The integrated Neighbourhood Teams within the Integrated Care Partnerships are in the initial phases at this time, and a strategic commitment to align them has been received.
 - The response to early prevention of exploitation to vulnerable adults and children and how this links to the teams who have investigative responsibility around these groups.
Update: With the increase in officer numbers, the CCPTs are now able to investigate school-based crime to make early interventions and identify vulnerability and exploitation. CCPT officers work closely with partner agencies and organisations, as well as the Violence Reduction Unit (VRU), to ensure those at risk of exploitation are identified early and intervention and diversion activity undertaken by the most appropriate organisation.
 - Further enhancement of the tasking of Neighbourhood Teams in line with the Force's review of the National Intelligence Model (NIM) to ensure neighbourhood offenders, problems and requirement for targeted activity is as effective as can be.
Update: The NIM is now embedded and actively driving the tasking of officers in their daily business and targeted activity. To assist in this, each District liaises with their CSP to ensure the sharing of information to best target activity, as well as utilising the VRUs tactical assessments.
 - Achieving full implementation by the end of September 2024 to realise the full benefits of the NHP Model.
Update: There has been a consistent increase in the resourcing of the model and the aim remains to ensure all NHP teams are 100% resourced. Each phase of the projected uplift has been achieved; in line with other teams, there remain some vacancies that have naturally arisen through promotions, external transfers, and officers changing roles for lateral development. Resourcing of the model remains under close scrutiny by Chief Officers via the Force Resourcing Board.
13. The NHP Model has enabled the Force to embed dedicated teams within every district and ensure a proactive partnership response to community engagement, problem solving and targeted activity. It is achieving its strategic objectives and implementation is now complete, with daily resourcing being managed locally to meet operational demand.

Benefits being realised:

14. Engaging Communities

- i) The Force has just begun its fourth year utilising 'My Community Voice' (MCV), a secure, two-way engagement platform using the Neighbourhood Alert system to directly engage with the public. 34 police forces use this system, and it is recognised nationally as the leading platform. It is also the same platform that Neighbourhood Watch use, so allows the Force to link in with the 584 schemes registered in Kent through Our Watch.
- ii) Since the last update, there has been a marked increase in the total number of users to over 24,000. The average message share of 9.6 per person suggests the true reach via the platform could be over 230,000. In the latest round of statistics, 97.98% stated they found the email alerts useful. The most prominent benefit of MCV compared to other platforms is the ability to maintain private communications between the police and the public, encouraging trust and confidence in submissions of intelligence. Kent are currently 5th in the country for representation from seldom heard communities on the Neighbourhood Alert System.
- iii) The volume of engagement with communities has risen dramatically as a result of the implementation of the NHP Model. July to October 2024, neighbourhood officers recorded attendance at:

- 703 engagement events
 - 672 meetings
 - 144 surgeries
 - 792 school or youth visits
 - 92 Parish Council meetings
- iv) Following discussion with the PCC, the Chief Constable has made a commitment that local officers will attend one Parish Council meeting per quarter to provide exceptional updates. This has been well received by Councillors and has seen high compliance by officers.
- v) The Rural Task Force (RTF) are innovative in their engagement methods including the use of, as a Force exception, WhatsApp, with Farmwatch enabling fast time response and information sharing to tackle rural crime and apprehend suspects promptly.
- vi) The Force has Community Liaison Officers working closely with communities - a minimum of one per district - who actively seek out new opportunities to engage and build relationships with lesser heard communities, as well as providing tactical support and guidance to local officers. Independent Advisory Groups also enable the Force to work with a wide range of communities to assist with various matters including the writing of internal policy. The Police Race Action Plan is being progressed within Kent Police with positive steps made.

15. Problem Solving

- i) The OSARA principles of problem solving are firmly established within the Force and the Assistant Chief Constable for Local Policing hosts bi-annual forums whereby District Commanders update on activity to ensure qualitative assessment and the sharing of best practice. The use of Proactive Management Plans (PMPs) on Athena and the implementation of stringent review processes has also ensured that problem-solving activity retains focus, drive and momentum and actively encourages partner participation.
- ii) With support from the Office of the Kent Police and Crime Commissioner, the Force has been allocated £1,568,614 from the Home Office hotspot response fund to combat ASB and serious violence. Kent has 27 hotspot locations across the county for 2024/25 which have been identified through extensive analytical review. 24 of which encompass serious violence and ASB, and 3 which focus on ASB only. The funds have been divided, with £600,000 for hotspot additional police patrols, £500,000 for problem solving activity, and the remainder being utilised to fund an Inspector and Sergeant, as well as full time analytical support and IT software. This ensures activity is coordinated and evidence-based to achieve maximum impact. Each hotspot has a PMP assigned to it to set specific actions and record activity. All hotspot PMPs are reviewed monthly by the Strategic Prevention Command to ensure the Home Office funding is being used effectively and progress tracked. All neighbourhood officers attend the NHP Enhanced training course which develops expertise in problem-orientated-policing and underlines the importance of evidence-based techniques. During quarter two, officers completed over 5,000 hours of visible patrol in hotspot locations; this figure includes tasked patrolling as part of core duties and additional duties on overtime shifts paid from the funding.
- iii) The first 'Clear, Hold, Build' project has been undertaken in Medway. The concept sees police and partners carry out targeted, high-impact enforcement to 'Clear' an area. The next phase seeks to 'Hold' an area through enhanced visibility and engagement, to prevent problems re-emerging. Finally, in the 'Build' phase, work is carried out with residents, partners and community stakeholders to encourage greater resilience and prosperity. Whilst the project remains ongoing in the Chatham area, it has seen the following results:
- 21 arrests to date
 - 148 intelligence reports to date
 - 1 x successful Closure Order, 2 x Closure Orders in progress
 - 2 x warrants
 - Op Colour – illegal vapes – successful operation with multiple seizures of unregulated vapes (police and Trading Standards). Further day of action being planned
 - Ongoing work with council around fly tipping, possible illegal car business
 - 3 engagement days in local school – teachers, children, and parents – positive feedback from local resident regarding increased feelings of safety and reduction in ASB
 - MHS family estate day held in August – successful day, high footfall and positive feedback from residents.
 - Engagement by Youth Services with young people – ongoing

Medway Council assumed the lead for the 'Hold' phase from 25 November, with operational tasking meetings now council led.

16. Targeted Activity

- i) The refreshed NIM, alongside the NHP Model, has improved the tasking process for officers and staff and subsequently their targeted activity. This ranges from targeting those individuals causing the most harm in communities, to specific locations requiring increased police activity. Where possible, Community Safety Units are either already or making efforts to co-locate with partners to have the greatest impact possible.
- ii) Examples of recent activity include:
 - ASB
 - Reports of ASB fell by almost 70% following a coordinated response to concerns raised in the Fant area of Maidstone. During July and August 2024, there were 29 and 23 reports of ASB respectively. Many of the issues were related to parks and other open areas near Tonbridge Road. In September, the number of reported ASB incidents reduced to just seven, following the use of targeted activity. Stop and search powers were used, eight vehicles seized including two e-scooters, and an off-road bike.
 - Op Young (nuisance youths, ASB, shopliftings, violence) identified a number of youths who were causing issues in the Dover area. The CCPT took ownership of the issue, targeting their activity, and achieved arrests, charges, Community Protection Notices, Acceptable Behaviour Agreements, educational school inputs, referrals and interventions. 12 months ago, 13 of the top 20 offenders on the Harm Index Tool in the location were Op Young offenders, however within 90 days of activity commencing this reduced to 7, and is currently down to just 2.
 - Rural Task Force
 - Officers from the RTF took part in the National Rural Crime Action Week which ran from 21-27 October 2024. They worked with members of the rural community and agencies to carry out extra activity to target rural crime. PCSOs attended community engagement events, undertook rural surveys and provided safeguarding and crime prevention advice to rural business and residents. A total of 10 arrests were made, 14 vehicles seized and eight Community Protection Warnings (CPWs) issued during the week.
 - Retail crime
 - From 14 October 2024, all Districts participated in SAFER Business Action Week. The campaign is a national week of action organised by the National Business Crime Centre, during which police and partner agencies work together to tackle business crime. Over 400 businesses were visited with every town in the county being involved. Over 90 arrests were made as well as vehicle seizures and CPWs issued. Arrests included 4 persons in a car linked to bulk shoplifting near Whitstable, who were found to be in possession of stolen items and were later charged with Theft.
 - The Force's Strategic Prevention command is an integral part of the Retail Crime Board chaired by the PCC which commenced in September 2024, with the intention of reducing retail crime, including shoplifting and threatening and abusive behaviour towards staff. Representatives of the business community, including leading retail brands, members of the customer service industry, Town Centre Managers and senior police staff and officers are now able to share views and experiences, with the aim of building trust between businesses and the police, enhancing support to victims of crime, sharing good practice and developing effective partnerships.
 - Delivery drivers
 - Following ongoing issues causing concern in the community, a crackdown on illegal delivery drivers in Thanet resulted in an arrest and five vehicles being seized by neighbourhood officers. The work was aimed at reminding delivery drivers of their responsibilities to drive safely and legally.
 - Violence Reduction Unit
 - The VRU is a partnership between the police, local councils, health service providers and other key agencies to deliver a reduction in violence across the county. It has a focus on young people, reflecting the prevalence of violence in this age group, taking a public health approach. The VRU's 4 priority areas are: knives and weapons; violence in the community; gangs and county lines; and violence against women and girls.
 - They have trained 425 professionals, funded 64 separate projects, supported 6,898 young people and disrupted 11 young street groups and gangs through their focussed deterrence work. In this rolling year, the VRU has seen a reduction in all of their performance measures. That is a reduction in knife enabled serious violence incidents in all age categories, a reduction in non-domestic homicides in all age categories, and an overall reduction in serious violent crime where the victim or suspect are under 25 years old.

Holding to account:

17. Throughout Kent Police's review of NHP and the implementation of the model, the PCC has held the Chief Constable to account through his quarterly Performance and Delivery Board.
18. Open to Panel Members and the public on a non-participating basis and also live streamed, 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 [Making Kent Safer](#) Plan and policing generally in the county.
19. The Force has provided updates via the papers, with the PCC taking a particular interest in the welfare of those officers and staff affected. Whilst the model is now embedded and effectively 'business as usual', the PCC will continue to receive occasional updates.
20. The PCC will also continue to hold the Chief Constable to account via their regular weekly briefings and receive bespoke briefing notes and updates from the Force as required.
21. The PCC is reassured that the NHP Model is providing as good, if not a better policing service to the communities of Kent and Medway.

Recommendation:

22. The Kent and Medway Police and Crime Panel is asked to note this report.
23. As the model is now embedded and effectively 'business as usual', the Panel is also asked to consider whether further specific updates are required.

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To: Kent and Medway Police and Crime Panel

Subject: Divisional Policing Review

Date: 18 December 2024

Introduction:

1. Kent Police has undergone a change to the target operating model, with the review designed to help improve front line capacity and capability, enhance the quality of investigations and provide an improved service to victims of crime. It brings together several disparate but interdependent projects, changes and initiatives from across the Force into one programme of activity, in order to deconflict, make best use of resources, manage risks, and develop benefits in a co-ordinated and structured approach.
2. The programme commenced in March 2023 and has been subject to extensive planning through the Force Change Team working with Chief Officers, the wider workforce and other key stakeholders.
3. This report provides an overview of the Divisional Policing Review (DPR) Investigation Project and its implementation. The project is one of four workstreams under the DPR, the others being: Neighbourhood Policing, Local Policing and the Force Crime and Incident Response.
4. The new DPR Investigation model went 'live' on Monday 14 October 2024, although some smaller elements were implemented in May (e.g. merging of Crime Squad and Gangs & County Lines Teams).
5. The PCC is grateful to Kent Police for its assistance with this paper.

Context:

6. The Investigation Project sought to improve the initial response and subsequent management of investigations, empowering decision-making and leadership at a local level. These aims directly support the Kent Police Pledge and the Force's commitment towards providing a high-quality policing service, with a focus on solving crimes and the relentless pursuit of criminals.
7. To achieve this, the Force considered the benefits of fewer teams with broader remits offering greater resilience, whilst acknowledging the importance of retaining specialist teams in areas of risk and complexity.

Governance and oversight:

8. A governance structure has been in place since the start of the planning phase prior to implementation. This governance was enhanced following 'go live' to monitor and manage the change programme. This includes key representatives from the impacted operational teams as well as the vital support services (e.g. Fleet, IT, HR, Analysts, Estates). No significant implementation issues or risks have been identified to date.
9. The overarching governance for all elements of the DPR is the Force Strategic Change and Resourcing Board. Update reports and verbal updates are provided to the meeting, including a summary of project risks.
10. Weekly meetings have also been held between the Force Change Team lead and the Deputy Chief Constable in the months prior to, and during, implementation. A monthly update on progress is also provided to the Chief Constable.

Consultation and engagement:

11. There was extensive consultation by the Change Team with over 700 officers and staff during the planning stage, which was in addition to engagement undertaken by the Chief Constable and wider Chief Officer team. The findings from this consultation helped shape the model.

12. At key points in the review there was structured and focused consultation. For example, during the postings process a series of online engagement sessions were held allowing officers and staff to understand how the process would work and ask any specific questions or raise concerns. The issues raised were then publicised on a 'Frequently Asked Questions' page on the Force intranet (part of a wider internal communications strategy). In addition, focused engagement was also held to gather views and ask questions in relation to the new Crime Allocation Policy.
13. Regular meetings have been held with the Federation and Unison throughout the review.
14. At 'go live' extensive face-to-face engagement was undertaken by Chief Officers, local Senior Leadership teams and the Force Change Team.

Impact on officers and staff:

15. Through the postings process, 93% of officers who chose their 'location of work' as a priority, and 83% of officers who chose their 'role' as a priority received their first preference. All officers involved in the process either received their first or second preference.
16. The extensive engagement from Chief Officers, local Senior Leadership teams and the Force Change Team, since implementation, has resulted in widespread positive feedback from the operational teams that have been impacted. The benefits of the model have been recognised and the fact that it has been developed around extensive engagement with frontline practitioners has been warmly welcomed (e.g. larger and more resilient teams with a wider remit).
17. The engagement with the Federation and Unison has resulted in virtually no issues or concerns being raised from officers and staff before, during or after implementation.
18. Local Senior Leaders continue to regularly engage with their teams to identify any emerging concerns amongst frontline practitioners. Any issues are flagged either directly to the Change Team or through the Implementation Board.

Overview of the changes:

19. The main changes under this model are as follows:
 - a) Combining Divisional CID Teams (dealing with acquisitive crime, serious violence, drug supply offences, etc.) with Divisional Vulnerability Investigation Teams dealing with domestic abuse, to create larger and more resilient teams that retain a focus on domestic abuse and violence against women and girls (VAWG) investigations, with detective oversight. These merged teams will improve opportunities to develop an inexperienced workforce.
 - b) Combining Crime Squad and County Lines and Gangs Teams and moving under local Divisional ownership into new Proactive CID Teams. Again, this creates larger and more resilient teams, removes working barriers, and improves the local proactive capability.
 - c) Retaining Divisional missing person function, supported by the Neighbourhood Policing Teams and Child Protection Investigation Teams. These teams will be aligned to CID. Retaining Detective oversight provides ability to manage risk, as well as support Local Policing Teams with specialist missing person enquiries.
 - d) Renaming the 'Crime and Protecting Vulnerable People Directorate' as the 'Crime and Public Protection Directorate', to provide the appropriate nomenclature for its new remit (as follows).
 - e) Combining Rape Investigation Teams with High Risk Domestic Abuse and Stalking Teams. Ownership of these operational teams moves to the Crime and Public Protection Directorate. Specialist serious sexual offence investigations require consistency and improvement in line with national best practice. High risk domestic abuse and stalking requires specialist investigation and a partnership approach.
 - f) Ownership of Child and Adult Protection Investigation Teams moves to the Crime and Public Protection Directorate, including Child Sexual Exploitation investigators. Specialist and complex investigations require consistency and improvement in line with the MacAlister report.
 - g) Alignment of all Management of Sexual Offender and Violent Offender (MOSOVO) Teams from Divisional ownership into the central ownership of the Crime and Public Protection Directorate. This provides an enhanced response to VAWG offences, including an increase in use of preventative orders.

Benefits for Kent communities and Kent Police:

20. The key benefits are as follows:

- a) Larger and more resilient teams that retain a focus on Domestic Abuse and VAWG investigations, providing consistency, focus, and an improved response to offending.
- b) Increased use of preventative orders for High Harm offenders, and enhanced complex offender management to protect communities and vulnerable persons from those who pose the greatest threat.
- c) Expanded teams with a broader remit that will improve opportunities to develop an inexperienced workforce and attract future detectives.
- d) Improved Divisional proactive capability to react to serious acquisitive and violent crimes that affect local communities.
- e) A retained specialist missing person function that has proven to reduce the length of missing episodes, as well as utilises problem-solving and partnership approaches for repeat missing persons.
- f) Specialist serious sexual offence investigations under central command (aligned to the policy and practice lead) and compliant with Op Soteria (national best practice for rape investigation).
- g) The model recognises that some high risk domestic abuse and stalking requires specialist investigation and a partnership approach.
- h) Child sexual exploitation aligned to Child and Adult Protection Investigation Teams to increase resilience and partnership working.

Impact since implementation:

21. The new model has been implemented with no issues of criticality, nor significant concerns identified.

22. The restructure required the Crime Allocation Policy to be re-written. This was deemed to be a potential risk area prior to implementation. A separate working group has been running over several months, involving far reaching consultation and engagement across the force. The new policy was communicated across the force with bespoke online engagement and Q&A sessions for those most effected (notably first line supervisors). Local senior leaders have also delivered frequent and strong messaging around the need to apply appropriate application of the policy, with the needs of victims and witnesses at the heart of all such decision making. At the time of writing there have been no allocation issues raised through the governance structures or directly to the Change Team.

23. Following the HR posting process that was undertaken in May 2024 to populate the new model, regular resource tracking meetings have been held. This has helped to identify resourcing gaps and action required to balance skills in the new teams. Plans continue to be worked on to ensure the resourcing strength of the DPR model in the future.

24. Daily monitoring of absence levels has identified no significant absence increases since 'go live', other than a slight increase in overall officer and staff absence that has been witnessed over several years at this time of the year due to seasonal factors.

25. A comprehensive analytical product has been developed to help senior leaders and Chief Officers to monitor any impact of the DPR change implementation on force performance and service delivery. At this time, no performance threats or challenges have been identified. This remains under daily review by the Central Analytical Team as well as the Force Change Team.

26. Key partners (notably in safeguarding) have been regularly briefed around the DPR change programme and also provided with new contact details in order to maintain the Force's strong partnership arrangements. No concerns have been raised by key partners since implementation.

Next steps:

27. The monitoring regime via the governance structures will continue for the coming months to ensure that the objectives of the review are achieved, with regular reporting into the Deputy Chief Constable.

28. A Post Implementation Review of the DPR will be undertaken in Spring 2025.

Holding to account:

29. One of the principle ways the PCC holds the Chief Constable to account is through the quarterly Performance and Delivery Board.

30. Open to Panel Members and the public on a non-participating basis and also live streamed, 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 [Making Kent Safer](#) Plan and policing generally in the county.
31. The PCC will also continue to hold the Chief Constable to account via their regular weekly briefings and receive bespoke briefing notes and updates from the Force as required.

Recommendation:

32. The Kent and Medway Police and Crime Panel is asked to note this report.

To: Kent and Medway Police and Crime Panel

Subject: Road Safety

Date: 18 December 2024

Introduction:

1. As illustrated in the table below, on average 52 people are killed on Kent's roads every year, and many more suffer life changing injuries.

	2021	2022	2023	2024 (to date)
Road deaths	57	54	45	37
Serious injury	746	745	843	772

2. These tragic and often avoidable events always have a significant and life-long impact on the families affected, the individuals who have to live with their injuries, and the local community.
3. That is why, in the [Making Kent Safer Plan](#), one of the Police and Crime Commissioner's (PCC's) priorities for the Chief Constable is to 'Prevent road danger and support Vision Zero'.¹
4. Preventing harm and saving lives is a core mission of policing, so this paper:
- provides an overview of the enforcement activity Kent Police undertakes to support Vision Zero;
 - outlines partnerships that work in collaboration with Kent Police to make our roads safer; and
 - highlights the support available to road victims and their families to help them cope and move forward.
5. The PCC is grateful to Kent Police for its assistance with this paper.

Kent Police teams that focus on roads policing and wider road safety issues:

6. Road safety is the responsibility of all police officers, and the Head of Roads Policing regularly engages with Divisional colleagues to ensure officers and staff are suitably trained and equipped to contribute.
7. This is achieved through a Road Safety Forum and an interactive SharePoint page that provides advice and guidance for Divisional officers on all road safety related legislation, including impaired driving, vehicle defects, seat belts, mobile phones, eyesight testing and much more. The SharePoint page also informs officers of the regular National Police Chiefs' Council (NPCC) Road Safety Campaigns.
8. The following teams are specifically tasked with road safety:
- Roads Policing Unit (RPU) – 42 specialist officers who work a 24/7 shift pattern and are trained in Advanced Driving and Tactical Pursuit and Containment. They have additional capabilities including a variety of road safety related enforcement tactics such as speed detection, vehicle prohibition and window tinting analysis. The officers use a fleet of high powered marked and unmarked cars and motorcycles to respond to calls and promote road safety across the county.
 - Road Safety Unit – Eight officers trained to the standard above but with enhanced qualifications to examine commercial vehicles. These officers proactively focus on collision hot spots and areas of specific risk to road users.
 - Camera Safety Team – Six members of staff who work a flexible shift pattern to provide mobile and static speed enforcement across the county, ensuring coverage in locations and at times of highest risk.
 - Serious Collision Investigation Unit – 20 officers who investigate fatal or life changing collisions. The officers are supported by a team of Forensic Investigators and conduct high quality investigations which maximise opportunities to bring offenders to justice and identify risks for other road users.

¹ ['Vision Zero'](#) aims for zero, or as close as possible, fatalities on Kent's roads each year by 2050.

- Special Constabulary RPU – 20 volunteer officers who are trained to the same standard as regular RPU officers and who use the same fleet of vehicles to respond to calls and promote road safety.

National operations with Kent Police engagement:

- Kent Police participate in road safety campaigns coordinated by the NPCC.
- For the period November 2023 to November 2024 (inclusive), enforcement activity consisted of the following:
 - Nov 2023: insurance enforcement – 58 uninsured vehicles seized, and drivers prosecuted.
 - Dec 2023: impaired driving enforcement – 392 drivers prosecuted.
 - Feb 2024: mobile phone enforcement – 207 drivers prosecuted.
 - Apr 2024 (month long campaign): ‘fatal four’ enforcement – 85 drivers prosecuted for use of mobile phone/distraction offences; 3,954 for speeding offences; 171 for driving whilst impaired; 73 for seatbelt offences; and 61 for other criminal offences.
 - Jun 2024: Two-Wheeler Week – 20 riders prosecuted.
 - Jul 2024 (month long campaign): ‘fatal four’ enforcement – 108 drivers prosecuted for use of mobile phone/distraction offences; 4,840 for speeding offences; 236 for driving whilst impaired; and 138 for seatbelt offences.
 - Sep 2024 (two week campaign) – ‘fatal four’ enforcement – 6 drivers prosecuted for use of mobile phone/distraction offences, 3,550 for speeding offences, 122 for driving whilst impaired; and 28 for seatbelt offences.
 - Oct 2024: Op Dark Night – a focus on vulnerable road users (data still pending).
 - Nov 2024: Op Drive Insured – to date 48 vehicle seizures; operation remains ongoing.
- Where a month is missing, there was no national campaign. Data is also still being processed for the more recent operations, therefore the figures may increase.

Enforcement activity relating to ‘fatal four’ offences:

- Kent Police will enforce road traffic law in order to promote safer roads and to achieve a reduction in the numbers of people killed or seriously injured. This will be achieved by focusing efforts on offences which have a direct relationship to road safety.
- The table below illustrates the enforcement activity from static cameras, mobile cameras and police officer deployments. Enforcement includes Fixed Penalty Notices, Traffic Offence Reports, summons and arrests (arrests are in relation to alcohol or drug impairment only).

	Excess Speed	Mobile Phone	Seatbelt	Alcohol/Drug Impairment
Oct 2023 to Oct 2024	72,052	1,765	2,179	2,248

Note – Data is incomplete as some still being processed

- The Force adheres to the view of the NPCC that education is more likely to achieve an improvement in driver behaviour and accordingly will make full use, where appropriate, of diversionary courses as a disposal option for traffic offences.

Enforcement of 20 mph limits and zones within Kent:

- As per the Department of Transport circular 1/2013, successful 20 mph zones and 20 mph speed limits are generally self-enforcing (i.e. the existing conditions of the road, together with measures such as traffic calming or signing, publicity and information as part of the scheme, lead to a mean traffic speed compliant with the speed limit).
- To achieve compliance there should be no expectation on the police to provide additional enforcement beyond their routine activity, unless explicitly agreed. Enforcement may be considered where a Traffic Regulation order is in place and other priorities permit; this will be by way of:
 - Targeted enforcement where there is deliberate offending or disregard of limits where those limits are clear.
 - Where limits are not clear (that is they do not feel like/look like the limit or area, or are on inappropriate roads), they will not be routinely enforced (i.e. no regular planned attendance where there is no intelligence of deliberate offending).

17. Through Community Speedwatch, the Force will support appropriate engagement activities within 20mph limits and zones to assist residents where possible to advance the cause of road safety within their local areas. This could include the Speedwatch Manager exploring opportunities to initiate speed checks.
18. Where activity identifies persistent repeat offenders, these will be passed to local Community Safety Units for appropriate and proportionate intervention.

Operation Voice:

19. In 2023/24, the PCC secured funding from the Department of Transport to run a pilot initiative, Operation Voice. This involves RPU officers targeting high risk domestic abuse perpetrators who regularly use motor vehicles; the objective being to minimise the risk they cause to their victims and other road users.
20. In December 2023, activity focused on drivers in Ashford, Chatham, Gillingham, Margate, Ramsgate and Dover.
21. This year, Operation Voice has been conducted three times, with activity taking place in Thanet, Medway and Canterbury. A total of 47 vehicles were stopped. Five people were arrested for impairment offences and one person for domestic abuse related matters. 53 Traffic Offence Reports were issued for road safety related offences and three drivers reported for summons.

Working with other agencies to support Vision Zero:

22. Kent Police chair a weekly meeting with Kent & Medway Safer Road Partnership members during which all fatal and serious injury collisions are discussed. There is representation from Kent Fire & Rescue Service (KFRS), Kent County Council (KCC), Kent & Medway Safety Camera Partnership, Medway Council and National Highways.
23. Risks to road users are discussed and opportunities to reduce these risks are identified for each partner through tasks such as remedial engineering work, education, or enforcement.
24. Examples include prioritising works to restore road markings or repair road signs, holding engagement sessions with companies employing large volumes of delivery drivers and nominating new locations for speed enforcement checks.

Kent & Medway Safety Camera Partnership:

25. The [Kent and Medway Safety Camera Partnership](#) (KMSCP) was formed in July 2002, to reduce death and serious injuries on the county's roads.
26. Contrary to popular belief, safety cameras are not placed on roads where they will make the most money. Enforcement only takes place at sites where there is a history of fatal and seriously injured casualties and where speed has been a contributory factor in crashes.
27. The Partnership comprises: KCC, Medway Council, National Highways and Kent Police and is responsible for the operation of speed, red light and average speed safety cameras within Kent and Medway.
28. It utilises a mix of camera types including mobile safety camera vans, fixed site cameras, red light cameras and average speed cameras. The mobile safety camera vans also detect mobile phone and seatbelt offences, and are used to support NPCC Road Safety Campaigns and Kent Police Road Safety Operations.
29. There are 75 fixed camera sites, 76 mobile camera van sites and four red light cameras currently in Kent.
30. New camera sites are assessed regularly, the most recent being created in October 2024 in support of Community Speedwatch in East Division.
31. Over the past 12 months, 20,412 offences were detected by mobile cameras, and 22,996 detected by fixed cameras operated by the KMSCP.
32. The Partnership is committed to influencing, educating and encouraging motorists to slow down and stay within the speed limit, to help reduce the number of crashes and casualties through the combination of education, publicity and enforcement.

Community Speedwatch:

33. [Community Speedwatch](#) (CSW) is a road safety initiative coordinated by Kent Police and run by local communities with the aim of reducing deaths and injuries on Kent's roads.
34. There are currently 60 active CSW groups in Kent. Over the past 12 months the CSW have sent 12,708 warning notices to speeding drivers. 136 drivers were visited at their homes by police officers for education purposes and a further 143 drivers were reported to the DVLA for tax offences.
35. Of note, 93% of drivers that received either a warning notice or a home visit have not been observed by CSW volunteers speeding again.
36. The CSW Manager attends all Road Safety Forums and officers from the RPU and Road Safety Unit engage and support CSW volunteers during deployments when possible.
37. Repeat offenders are nominated to the Road Safety Unit for targeted enforcement activity through proactive patrolling by police officers.

Kent and Medway Safer Roads Partnership:

38. Bringing together key stakeholders to identify opportunities for coordination and collaboration, the Kent and Medway Safer Roads Partnership (KMSRP) supports Vision Zero.
39. The Strategic Board which provides governance and oversight across the partnership is chaired by the PCC. The Board comprises of senior officers and elected members from the following organisations:
- Kent Police
 - KCC
 - Medway Council
 - KFRS
 - National Highways
40. Whilst the Board provides governance, delivery plans are developed and actioned through a Tactical Coordination Group. This group oversees the outputs from the safe system working groups, and other working groups which support key messages to all user groups across the county.
41. The KMSRP supports road safety campaigns coordinated by the NPCC, utilising assets created by partners to ensure consistent and key messages are shared with the public.
42. The KMSRP has recently commissioned the development of a joint strategy that will bring together all partners with a formalised agreement and a cohesive vision – it is anticipated the strategy will be adopted in 2025.
43. Examples of activity undertaken by the KMSRP include:
- Drink and Drug Drive Campaign
- Collaborative campaign launched in December 2023, as part of the Operation Voice project. The project aimed to tackle drink and drug driving, with a focus on violence against women and girls and the nighttime economy.
 - Partners of the KMSRP supported with a campaign refresh, buying in targeted social media messaging and distributing pub packs.
- Young Driver and Passenger Course
- Partners of the KMSRP have committed to contributing to the future of the course across Kent and Medway (developed by KCC).
 - The joint funding will support a refresh of the videos, and re-development of the fifth partnership session
 - The course is the only intervention delivered across Kent to young drivers, and has been agreed by the KMSRP as best practice.
 - KCC hosted the first 'parent of a young driver' webinar in October which was supported by all partners, with Kent Police providing a Sergeant from the Road Safety Unit to provide information on legislation.

Bike Safe

- Kent Police and KFRS have worked together to deliver Bike Safe across 2024.
- Partners of the KMSRP have supported a number of key events across the county (open days, motorcycle events, large family events).

Supporting road victims:

44. The road safety charity Brake receives circa £40k funding from the PCC each year to support road victims.
45. [Brake's National Road Victim Service](#) is a free, professional support service that is able to help with practical challenges and provide emotional support, from day one of a crash onwards.
46. The majority of road victims supported have suffered a bereavement, but Brake also provides support to those who have suffered physical injuries in a road collision. Such injuries can have a life changing impact and require specialist support in order to secure better prospects of longer-term outcomes, especially through early intervention.
47. To ensure road victims and their families are able to access appropriate support, the Office of the PCC has worked with Brake and Kent Police to change the referral mechanism to an opt-out process. This has resulted in a greater number of referrals:
- In the 12 months preceding the introduction of the opt-out process (September 2021 – September 2022), 25 referrals were made to the service in Kent. 7 from Kent Police.
 - In the 12 months following the introduction of the opt-out process, 93 referrals were made to the service. 69 from Kent Police.
 - In 2023/24, 120 referrals were made to the service in Kent. 94 from Kent Police, of which, 56 went on to receive full caseworker support.
48. Of those supported in 2023/24, 87% reported they were better able to cope and build resilience to move forward with daily life following engagement with the service. 21 of the 120 referrals were also onward referred for additional mental health support.
49. The increase in referrals is welcome; the Office of the PCC will continue to work with Brake and Kent Police to ensure road victims and their families receive the best possible support in their time of need.

Holding to account:

50. One of the principle ways the PCC holds the Chief Constable to account is through the quarterly Performance and Delivery Board.
51. Open to Panel Members and the public on a non-participating basis and also live streamed, 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 [Making Kent Safer](#) Plan and policing generally in the county.
52. The PCC will also continue to hold the Chief Constable to account via their regular weekly briefings and receive bespoke briefing notes and updates from the Force as required.
53. All services and projects the PCC funds are subject to regular monitoring, with the Commissioning Team providing oversight and governance. This is to ensure they operate to an appropriate set of standards, delivery and outcomes are monitored, and the impact fully recognised.

Recommendation:

54. The Kent and Medway Police and Crime Panel is asked to note this report.

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Police and Crime Panel - Future Work Programme – 18 December 2024**4 February 2025**

Draft Budget and Precept Proposal	Requested by the Panel/Offered by the Commissioner	PCC
HMICFRS PEEL 2023-25 Inspection Update	Requested by the Panel/Offered by the Commissioner	PCC
Draft Police and Crime Plan	Requested by the Panel/Offered by the Commissioner	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)

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Meeting Notes

Title: Performance and Delivery Board

Date & time: Wednesday 2 October 2024

Venue: County Room, Sutton Road, Maidstone (also broadcast via Microsoft Teams Live)

Attendees:

Office of the Kent Police and Crime Commissioner:

- Matthew Scott - Police and Crime Commissioner (PCC)
- Adrian Harper - Chief Executive (CE)
- Rob Phillips - Chief Finance Officer (CFO)

Kent Police:

- Tim Smith - Chief Constable (CC)
- Peter Ayling - Deputy Chief Constable (DCC)
- Ian Drysdale - Deputy Chief Officer

Apologies:

1. Welcome & Introduction

- Welcoming the CC and his team, the PCC expressed his thanks for the meeting papers.

2. Notes of Previous Meeting – 12 June 2024

- The notes were agreed as a true and accurate record and the following actions discharged:
 - Force to provide a briefing on the reduction in domestic abuse - to be provided before December meeting.
 - Force to provide a briefing on Right Care Right Person progress - to be provided before December meeting.
 - Force to provide an update on the Firearms Licensing audit - to be provided before December meeting.
 - Force to provide a copy of the deep dive report on officer leavers - to be provided before December meeting.

3. Review of Terms of Reference

- Noting the Terms of Reference had been shared prior to the meeting with two minor amends highlighted via Track Changes, the PCC asked if the CC had any comments or issues he wished to raise.
- The CC stated he did not; the Terms of Reference were therefore approved with a review period of one year.

4. Making Kent Safer Plan: Delivery & Performance

- The CC advised he would not read the paper verbatim, but pick out key points from each section.
- Work with residents, communities and businesses to prevent crime and anti-social behaviour**
- The CC reported a continued and sustained reduction in all crime and victim based crime, and a general increase in solved rates.
- Noting a reduction in ASB over the three-month period, he thanked the PCC for his support in ensuring the Force received funding for further activity in the hotspot areas, including the cross over with serious violence.
- Referring to a number of initiatives, including great results in Tunbridge Wells that had been reported in the media, the CC said he was pleased with how the Neighbourhood Policing model was operating.
- With regards to the hotspot areas, the CC advised it was early days in terms of understanding whether the activity was having an impact, but stated the Force would provide an update in the future.
- Reporting a decrease in knife-enabled serious violence, the CC said it was something the Force focused on because of the level of harm and impact on communities.
- The CC stated the table provided a picture of the Force's focus on shoplifting and retail crime. He said shoplifting was clearly a focus for the Government and the PCC with his new Retail Crime Board; whilst there was more to do, the CC was pleased with progress and the continual increase in number of suspects interviewed.
- The CC reported sustained reductions in burglary residential and violent crime, which he said was very pleasing.

- Reporting a reduction in hate crime, the CC said the Force was not complacent and continued to address through the Community Safety Units, Neighbourhood Policing Teams and Community Liaison Officers. He added community tensions were continuously monitored, acknowledging that national and international events could impact significantly.
- Noting the increase in Community Resolutions, the PCC asked if it was across the board or linked to specific offences in line with the victims wishes? Advising it was an area raised by HMICFRS, the CC advised there had been a focus on raising awareness and training, and highlighted the Making Time Count App. Whilst pleased with the step change, he noted there was a need to ensure it was being used correctly with appropriate checks and balances. He said whatever the crime, if someone needed to be charged and put before a court they would always do so, but it offered a legitimate and appropriate outcome for those who could be rehabilitated. He added it was a helpful increase, but one the Force needed to understand going forwards, and offered to report on it again in the future.
- Congratulating the Force on the reduction in ASB, the PCC asked if the hotspot areas were seeing a greater decrease to other areas. Commenting it was too early to be sure, the CC advised there was a small difference, with the violence hotspot areas seeing a 4.7% reduction compared to 2.7%, and a 0.7% difference in the ASB hotspot areas.
- With regards to shoplifting and retail crime, the PCC noted the paper showed data for charges and suspects interviewed, and asked about the level of recorded offences. The CC reported that for the quarter it was up 0.7% (+28 offences), but said he was confident the Force's activity would start having an impact.
- Noting the criteria within the Retail Crime Action Plan, the PCC asked about the percentage of incidents attended and whether it was normally a police officer. The CC advised the Force attended all incidents according to Threat, Risk and Harm, with those where violence was used, an offender was still present, the shopkeeper was in fear, or evidence needed to be secured quickly receiving immediate attendance. If none of those were evident, it may be dealt with in a different way or as non-urgent. He said he was comfortable and happy with attendance based on risk, but there was a need to focus on overall performance.
- Noting Burglary Residential was showing good performance, the PCC asked for an update on the charged and solved rate. The CC reported the charged rate for the year was 10.5% compared with 7.7% last year, a 2.8 percentage point increase. The PCC said he was pleased to see it moving in the right direction.
- With regards to nuisance motor bikes, the CE said it was pleasing to see that six off-road bikes had been seized. He asked whether the Force updated complainants, and also queried what had happened to bikes that were seized. Advising that bikes were either destroyed or sold for the Police Property Fund, the CC also confirmed that the Force promoted the results and provided updates to complainants, although sometimes this was limited. He said the proof was in the feedback received from the public.

Tackle violence against women and girls

- The CC advised it was an area of focus for the Force and part of its Control Strategy.
- Reporting a good reduction in rape and serious sexual offences, the CC advised there was a focus on compliance with the Op Soteria Plan. He also reported an increase in the charged rate for the financial year to 15.8%, adding it was at 4.3% in May 2022 when the Improvement Plan and the Op Soteria work first commenced.
- In terms of DA, the CC advised the Force was an early adopter of the DARA system and the paper included some examples of how it was working with partners, including the Office of PCC, to continue improving the response.
- The CC advised there continued to be a robust response to Stalking and Harassment, including use of multi-agency panels. With 167 Stalking Prevention Orders, he said Kent was one of the highest performing forces in the country, adding the Divisional Policing Review (DPR) would see the creation of a High Risk Investigation Team which he hoped would enhance the response further.
- Noting the increase in the rape and sexual offences charged rate, the PCC asked if the Force had now implemented all the Op Soteria best practice and if the CC was comfortable with progress? The CC stated he was comfortable with progress and the Force had adopted the full model. He said the final piece of the puzzle would be when the DPR went live on 14 October because it would see the establishment of a central rape and DA team, and full compliance with the Op Soteria plan. He added his focus was on its sustainability and whether it resulted in a step change in performance.
- The PCC requested an update on recorded offences of both stalking and harassment compared to last year. The CC advised there had been a small decrease in stalking offences, with 1,075 compared to 1,081 in the same period last year. In terms of harassment, he reported 2,748 offences this year compared to 2,331, an 18% increase.
- The PCC asked if the Force understood the reasons for the small increase in sexual offences; for example, was it due to the reporting of recent or non-recent offences? The CC advised it was not related to a large increase in non-recent offences, but to three new offences introduced in January 2024 which related to the sharing of pictures or video of someone in an intimate state without their consent, with the intention of causing harassment, alarm and distress and for the purpose of sexual gratification.

Protect people from exploitation and abuse

- The CC reported a 12% decrease in DA offences (962 less crimes), and a slight decrease in both the charged rate and solved rate. He said the solved rate remained a key risk on the Performance Committee agenda.
- The CC reported a reduction in Adult Protection and VAP compared to last year.
- With regards to exploitation, the CC said the examples in the paper showed some of the Force's great activity. He said it was a real focus for the Serious Crime Directorate.
- Advising he would not be making any specific reference to fraud, the CC noted it was an area the PCC had received detailed briefings on in the past.

- Noting the decrease in DA, the PCC asked if the Force understood the reasons – for example was it a reduction in victims reporting for the first time, or repeat victims? The CC advised the repeat victim rate was 2% lower than last year based on the Home Office definition (someone who had been the victim of the same crime more than once in the last 12 month period). Whilst the Force understood some of the reasons, he said it needed to do more to understand it fully. He added that as a category, it was a key focus because of the harm associated with repeat DA.
- Highlighting the exploitation example in the paper, the PCC said it was a fantastic investigation and excellent result.

Combat organised crime and county lines

- Noting data in the paper showed performance up to June, the CC stated live OCG's and disruptions continued at healthy levels. He added the examples also showed activity that had resulted in arrests, and the seizure of significant amounts of drugs, cash and firearms.
- Referring to the table showing Qtr 1 2024/25 compared to 2023/24, the CC highlighted the increase in Class B seizures, adding the results showed the benefits of the Serious and Organised Crime Team and investment in SCD.
- The CC said there had been a sustained response to County Lines over many years which he was convinced had made the Force increasingly resilient. Referring to the paper, he commented that he was particularly impressed with the number of warrants executed. He advised that based on intelligence, it was known that some county lines and crime groups were considering whether to continue operating in the county such was the level of activity.
- The CC noted that work continued through the VRU and other teams to offer a lifeline to those young people who were often in crisis, very vulnerable, and may be pulled into criminality.
- Commenting it was pleasing to see how relentless the Force was, the PCC sought clarity on the term 'OCG disruption'. Advising he did not wish to get into the technical definition, the CC said there were effectively minor and major disruptions, with the former being activity that impacted at the lower end, and the latter being an arrest that completely disabled a group. He said there was a national system and rigour around it, with checks undertaken by colleagues in the regional Organised Crime Unit, adding he was confident the data reflected the Force's activity.
- Referring to the Dover example in the paper, the CE commented it was great to see the Force dealing with the drugs, but also heartening to see policing protecting the most vulnerable, as seven children were taken into police protection. Thanking the CE, the CC stated Child Centred Policing was on the Force's Control Strategy and he was not sure 10 or 20 years ago the children would have been protected. He added it evidenced how officers were now thinking about the vulnerable in their everyday activities.

Be visible and responsive to the needs of communities

- Noting RCRP went live in April, the CC said the data and text in the paper showed good progress in terms of a reduction in concern for welfare calls, those the Force respond to, and the number of detentions. The CC noted the Force would never remove its commitment completely because those in crisis or in danger of serious harm, would always need to be responded to. Whilst not there yet, the CC commented that following good work with the Integrated Care Board and partners, the Force was moving in the right direction in terms of a reduction in unnecessary demand.
- The CC highlighted the superb work of Special Sergeant Opaleye and the national honour he had been awarded. He said it was good for the Force, but great for Special Sergeant Opaleye and his family in recognition of his tremendous work over many years.
- Referring to the update on Volunteers Week, the CC said the level of volunteering across the Force continued to be extremely healthy and diverse. He also highlighted the Police Cadet programme and the amount of support they provided to communities across Kent.
- Referring to the data on Force Crime and Incident Response, the CC said it evidenced an extremely positive position in terms performance, and response to the public which he was determined to maintain. Whilst never complacent, he advised he was growing in confidence it could be sustained, as it had been throughout 2024. He added that nationally, the Force was also in an extremely good position.
- The PCC stated it was astonishing performance, with the officers and staff in the Control Room doing a magnificent job. Noting call handling performance was one of the first conversations when the CC was appointed, he said he was very pleased the improvements had been delivered, adding it was also reflected in the feedback he received – it was now 'I phoned 101 and got through', as opposed to 'I phoned 101 and gave up'.
- The PCC also congratulated Special Sergeant Opaleye on his award, adding that he had met him a couple of times, and he was absolutely phenomenal like most of the Special Constables.
- With regards to RCRP, the PCC noted the paper referenced work surrounding transportation and asked for further information. Noting it had been partially delivered with September seeing an extension to the service, the CC said he hoped the next step would see police completely removed from transport issues. Noting it was work between the Integrated Care Board and Mental Health Conveyance Service, he hoped the new service would reduce the need for officers to stay in Emergency Departments for prolonged periods with those suffering a mental health crisis.

Prevent road danger and support Vision Zero

- Advising the table in the paper gave an indication of the Force's activity, the CC said it was a healthy position on the 'fatal four' which were part of the Force's Control Strategy.
- Highlighting the work of the SCIU, the CC advised they were a highly professional unit whose work was often very traumatic. In the most recent period, he said they had dealt with some really difficult incidents, including one involving a school bus where a lot of children were injured.
- Noting the Force analysed KSI data to try and understand levels and what other reduction opportunities there might be, the CC added that the Kent and Medway Safer Roads Partnership provided significant support in delivery.

- With regards to the Special Constabulary Roads Policing Unit, the CC said it added an extra layer of resource and support to other countywide activity.
 - Thanking the Force for supporting the Kent and Medway Safer Roads Partnership, the PCC said it had made a big difference, with partners feeling the benefit of Kent Police being fully engaged in the Tactical Groups. The CC said the Force was keen to be an active partner because ultimately there was a shared goal of reducing KSIs in the county.
- Protect young people and provide opportunities**
- Reporting a reduction in child protection of 2.1% (260 less incidents) for the rolling 12 month period, the CC advised it was not a HO offence type, but an investigation marker applied when officers identified a child protection issue.
 - Highlighting the work of the Special Constabulary and Police Cadets, the CC drew attention to the Senior Cadet Programme for which there was a waiting list of hundreds. Commenting it was a nice problem and the result of having an extremely vibrant cadet programme, he advised he wanted to be able to make those on the waiting list an offer, but there were issues around how it could be resourced, supported and sustained which needed to be looked at.
 - The PCC said the Force's support for the Cadet Programme had been amazing, but it was starting to run out of age groups to target. With regards to those cadets that subsequently looked to join the Force, the PCC asked if there was any evidence to suggest they were more successful than the general public in their applications? The CC advised there was no specific dataset within the recruitment process that could definitively show that, since recruits were not formally ask if they were previously a cadet. However, he said dip checking had shown there was a slightly higher success rate for ex-police cadets than non ex-police cadets, but he was not confident the data supported the premise.

Actions

- **Force: Provide an update on the impact of the ASB/serious violence hotspots in the future.**
- **Force: Provide an update on Community Resolutions at a future meeting.**

5. Inspections, Audits & Reviews

- Vetting and anti-corruption part 2 – how effective is the National Crime Agency at dealing with corruption? The DCC said he was confident extensive work undertaken in respect of driving up standards and combatting corruption rendered the Force compliant with the one recommendation for CCs.
- State of Policing: The Annual Assessment of Policing in England and Wales 2023. The DCC highlighted the key headlines of vetting, rooting out corruption, investment in neighbourhood policing, addressing VAWG, and an emphasis on getting the basics right. He advised it was validation in respect of the work being undertaken to deliver the DPR in line with the CC's Pledge.
- Update on PEEL 2023/25 – An Inspection of Kent Police. Advising good progress continued, the DCC noted full compliance in some areas, such as the Victims Service Assessment, was reliant on national guidance and changes to Force systems. With regards to the Areas for Improvement (AFIs), he provided the following updates:
 - Responding to the Public – he said it was uncommon for AFIs to be signed off mid-year, but significant progress in three areas - answering emergency calls, reducing the number of non-emergency calls abandoned, and giving appropriate advice to callers - had allowed HMICFRS to do so. He commented the Team's effort had been staggering, with the Force now also performing exceptionally well in comparison to others around the country.
 - Managing Offenders and Suspects – noting good progress around the risk management of dangerous and predatory offenders, he advised the DPR included a new central command for those functions which he was confident would allow the AFI to be discharged.
 - Tackling Workforce Corruption – advising improvements in vetting had been sustained, he stated the Force remained in a strong position.
- Disclosure and Barring Service (DBS) Checks. Acknowledging the PCC's justified scrutiny, the DCC said it was a challenge for many forces, but there was an encouraging trajectory of improvement, with a reduction in the backlogs compared to May 2023. Advising there was a slight increase the previous month due to typical seasonal demand, he said there had been an enhancement to the DBS structure that had been approved at no cost.
- With regards to Internal Audit, the DCC outlined the progress and risk levels.
- The PCC noted that under 'Managing Offenders and Suspects', the paper stated 'legacy mobile phone work was now clear', and asked if this meant cases were now progressing more quickly? The DCC noted there were ongoing challenges with regard to digital forensics and volumes of work, commenting that all forces were struggling. He said the legacy phone work had been completed with marginal improvements in processing times and associated investigative benefits, but there remained challenges. Acknowledging the Crown Prosecution Service and courts had expressed concern about the delays, he advised it was a performance priority and an action had been raised in the last Performance Committee to see what could be done to bring about improvements.
- While pleased the DBS checks backlog was decreasing, the PCC referenced correspondence received by his office concerning requests exceeding 60 days, and asked what action was being taken to manage expectations. Noting there was a service available Mon - Fri between 09:00 – 13:00 hours, through which individuals could obtain progress updates, the DCC added that outside those hours an automated message provided advice and other contact options. Where there were more complex issues relating to specific safeguarding roles, the DCC advised a dedicated case worker would make contact and provide weekly updates. The DCC said the Force was looking into further enhancements that could be made to the process.

6. People

- The DCO highlighted the end of year establishment figures and those relating to future recruitment plans, including the various entry routes.
- From the overall number of applications received, he reported 13% were from minority ethnic minority candidates and 37% female. In both respects, he advised the numbers were reasonably stable.
- He said the entry route, Investigate First, continued to receive a good number of female candidates compared to other routes, albeit slightly less than previous years.
- With regards to overall Force representation, he reported there were 157 ethnic minority officers (3.8%), and 1,448 female officers (35.2%). He added that at 35.2%, the current proportion of female officers was the highest on record.
- Despite national challenges, the DCO reported activity against the Police Race Action Plan continued at pace. He said the Force approach had been enhanced, with ACO Leicester being the lead for internal issues and ACC Harman the lead for external issues (e.g. stop and search, use of force). He added following a recent visit, the Chair of the Black Police Association was complimentary about the Force and provided positive feedback.
- Noting the officer recruitment plan was based on a projection of 27 fte leavers per month, the DCO reported that for the period April to July 2024, the average was 27.5 fte.
- April to July 2024 there were 76 officer resignations, of which, 58 (76.3%) had less than five years' service. The DCO advised this was slightly above the national figure of 72.1%, but not worryingly so and was being monitored. Reasons for leaving included career change, better opportunities elsewhere, job impact on personal life and unhappy at work.
- Highlighting the retention activity outlined in the paper, the DCO said it was important to recognise policing was a unique job, and while the Force aimed to provide new recruits with a sound understanding of the role, ultimately it would not be suitable for all.
- Reporting PCSO strength was 78.17 fte, the DCO added 22 candidates were at the pre-employment phase with an anticipated start date of November.
- April to July 2024, the DCO reported the average days lost per officer was 2.74, higher than the previous seven years but only a marginal increase on the previous year. The average days lost per member of staff (including PCSOs) was 3.15, higher than the previous eight years. Advising there was vigilance around absence, he said it was assessed by location and team, with supportive interventions made where appropriate. He added psychological and respiratory related absences continued to account for the highest proportion of lost hours.
- The DCO highlighted the comprehensive narrative on the Force's approach to Health and Safety, including the CC's obligations as an employer under the Act. Advising there was a robust policy in place that covered different roles, responsibilities and functions, he added Health and Safety and staff wellbeing were agenda items at the CC's weekly operational briefing. He stated the Force's approach to risk management and observed risks was to eliminate, modify or replace with a safe system of work, and to learn from near miss information. Noting it was not possible to eradicate all risks within policing, he said the training and equipment mitigated many, and the Force was grateful to the PCC for his support in funding a number of initiatives.
- Noting a reduction in the number of females applying for the Investigate First programme, the PCC asked if they were applying via other entry programmes instead. Confirming the overall number of female candidates was being maintained, the DCO advised there had been a recent preference for the Degree Holder Entry Programme and the Degree in Professional Policing route.
- With regards to police staff, the PCC said there was normally a high level of diversity and asked if this remained the case? The DCO advised that generally two-thirds of police staff were female, and that it was currently circa 68%.
- The PCC asked if there was comparative monitoring of police staff leaving the organisation to that of officers? Confirming there was with resignations low at 3.82%, the DCO said it was indicative of organisational well-being, and positive in terms of retaining experience.

7. Finance

- The DCO advised the current revenue position was pleasing, but noted many things could impact before the end of March 2025.
- Referring to the variances shown in the paper, he said they countered one and another in terms of risks and opportunities, and what may or may not happen, but were superbly managed by the CFOs and others.
- The DCO noted the police staff vacancy factor was a big part of the Savings Plan and set at 12% for most departments. However, because it was natural attrition, rather than enforced, he said it was difficult to achieve and therefore alternatives would need to be considered.
- In terms of dogs, he explained there was national activity around drawing down funding for the costs associated with the XL Bully legislation, but this had not yet happened.
- He reported the capital budget was expected to underspend by £5.8 million, but this was lower than experienced previously. Advising this was due to the Force not paying for goods/services that had not been received, he said the money would roll-over but could not be used for alternative spends.
- He said the PCC was familiar with the major ongoing financial risks relating to pay uncertainty, the European Entry/Exit Scheme and charges that fell out of financial borrowing.

- Noting one of the Police and Crime Plan priorities was to 'Secure the funding that Kent needs through specific grants and the Funding Formula review', the PCC queried how the Force was helping to ensure it had the funding it needed and making the case for additional investment. The DCO stated the Force was doing everything it could to assist the PCC, including working closely with his CFO. Highlighting the negative implications of the current Funding Formula, he said it was devised in 2006 and so was out of date and failed to take account of unique factors relevant to Kent. Highlighting the Force had made £93 million in savings since 2014, he said it also had a current savings target of £7.3 million, but would balance the books. In terms of the Value for Money Profiles, he reported the Force was in the lower quartile for efficiencies and had more officers per 1,000 population than most forces. He also commented that the auditor's opinion was always positive and the support arrangements inspected under PEEL found to be 'Good'. Noting a recent assessment of resilience and risk was positive, he advised there was ongoing work in respect of the uniqueness of Kent and why it deserved to be considered for special financial consideration. Advising the CC had a good working relationship with the NPCC Finance Committee Chair, he said this presented a good opportunity to ensure a sound understanding. He added the Force was grateful for the PCC's liaison with decision makers in government which would hopefully result in the Funding Formula being reviewed.

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

- With regards to the Super Complaint submitted by The Suzy Lamplugh Trust on behalf of the National Stalking Consortium, the DCC advised there were 29 recommendations in total, with 12 for CCs, two for CCs and PCCs, and one for just PCCs.
- Whilst the Force was not involved in the fieldwork, he said it did respond to the supplementary national survey.
- Noting the Force had been unable to provide Interim Stalking Protection Order figures, the DCC explained that as with all forces, there were gaps in some datasets due to system limitations and manual collection being too onerous. Although it had not caused concern, he advised the decision had been taken at the Future Improvement Board to provide the data in future submissions.
- Advising there was positive commentary regarding the Force's use of risk assessment tools, the DCC stated there was also strong governance and performance, including: strategic leads specialising in DA and stalking; monthly Multi-agency Stalking Intervention Panels; a quarterly Stalking Steering Group; monthly scrutiny panel; and implementation of the DPR.
- Whilst most deadlines were March 2025, the DCC advised Force compliance based on an early assessment was good.
- Confirming the response to the PCC recommendations was being co-ordinated by the Association of PCCs, the PCC said similar to the Force, his office was a front-runner in respect of its approach to stalking, so would be in a good position to respond.
- With regards to the issue of prison capacity and early release of prisoners, the CC advised:
 - The NPCC had stood up an overarching plan called Op Drakeful to support all forces in managing the expectations, impact and responsibilities linked to the release of prisoners.
 - The Force was making custody cells available for housing prisoners, but there had been limited take up.
 - Most of the tension and pressure was in the North-West of the country, rather than the South-East.
- The PCC said he was grateful for the updates.

In closing, the PCC thanked the CC and DCC for the reports and their teams for producing them. He also thanked his team for their support with the technology.

	Status	Owner	Due date
Provide an update on the impact of the ASB/serious violence hotspots	Open	Force	11/12/2024
Provide an update on Community Resolutions	Open	Force	11/12/2024

Date of next Performance and Delivery Board: 11 December 2024