

Meeting Notes

Kent Police and Crime Commissioner's Governance Board – 11 August 2015

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

The Meeting Notes are compiled in Agenda order.

Summary of Key Points and Actions

Item 1. Welcome and Introduction

The Commissioner welcomed everyone to the Governance Board.

The Agenda running order was changed due to limited availability of some attendees.

Sean Nolan was congratulated on his appointment as President of the Police and Crime Commissioners Treasurers Society (PACCTS).

Item 2. Notes of Previous Meeting and Action Updates – 10 June 2015

The Meeting Notes from the Governance Board held on 10 June were noted as a true and accurate record and the following action updates provided:

- **Operation Stack**
 - **The Commissioner to write to Kent County Council and appropriate Kent MPs about Operation Stack**
 - This had not been done as it has been over taken by national Government intervention.
- **Innovation & Demand Management**
 - **The Commissioner requested a verbal update on the Tablet pilot and formal evaluation outside of the meeting.**
 - **The Chief Constable to update the Commissioner in relation to the Communications Strategy around changing services to reduce demand.**
 - The requested updates had been received.
- **Victim Focussed Policing**
 - **The Commissioner to raise the use of digitally streamed Victim Impact Statements with Magistrates.**
 - Local Magistrates were invited to the official opening of Compass House and the impacts of Victim Impact Statements was discussed.
- **Financial Monitoring and Savings update**
 - **The Commissioner requested a briefing paper outside of the meeting on the scale of overtime over recent years and how it is managed on a daily basis.**
 - The Commissioner had received the paper.

PART A – Specifically requested items

Item 3. Tackling Organised Crime Groups

- **OCGs within the Community**
 - It is everyone's responsibility to report suspicious activity and provide information to protect their community.
 - An operational example was given of a PSCO talking to a member of the public about a suspicious location with individuals present, resulting in a large drug network being disrupted.
- **OCG Intervention Process**
 - The OCG Intervention Process allows for joint working, not only with partner agencies, but also throughout Kent Police.
 - Partnership working is integrated on two levels within the OCG Intervention Process
 - Via the OCG scoring panel.
 - Via Community Safety Units.
 - Intelligence from partners increases the level of knowledge of local issues and potential problems within an area to enhance investigations.
 - The OCG Intervention Process is being trialled within East Division due to increased issues in the Thanet area.
- **Impact of OCGs**
 - OCGs are involved in all types of crime, including child sexual exploitation, drugs, violence and cybercrime.
 - Many OCGs commit offences across force borders which can cause difficulties in effectively policing them.
 - Within the South-East, there are 76 recognised OCGs which are now being measured against major, moderate and minor impact scales.
 - The Commissioner asked the Chief Constable how the Force was progressing with reducing the impact of OCGs on the communities of Kent. The Chief Constable stated that Kent Police had reduced those assessed as moderate by 25-50% and those assessed as minor by 25%.
- **Kent Police and Serious Crime Directorate**
 - Kent Police has contributed to over 90% of activity tackling OCGs within the region. With its own Serious Crime Directorate, it is not as reliant on regional support as some other forces.
- **Vulnerable Suspects / Victims within OCGs**
 - Vulnerable suspects, such as children within child exploitation offences, are also treated as victims and given the support that they require.
 - Kent Police wants to be considered an organisation that can be trusted by young people.
 - Through the work of ACC Shiner on the Kent Safeguarding Children's Board, Kent Police is gaining the ability to effectively deal with vulnerable individuals.
 - Kent and Medway Health and Wellbeing Boards are strong avenues to influence partnership working to protect vulnerable victims. Whilst Kent Police are invited to attend, they are not currently members.

Action

- **A report to be provided to the Commissioner at a Governance Board in early 2016 on the contribution of SCD in tackling OCGs.**

Item 4. Integrated Offender Management

- **Overview of IOM**

- Clarification was provided on how IOM works and which agencies work together to support successful delivery.
- Currently, Kent has 234 high and medium risk offenders on the IOM scheme that are managed within the community.
- It was noted that 50% of crime was committed by 10% of offenders.
- With monthly multi-agency meetings, reports can be issued across agencies on the progression of individuals.
- The planned co-location of partner agencies within hubs would support the effective delivery of IOM across the county.

- **Governance of IOM**

- Governance of IOM currently sits with the Kent Criminal Justice Board (KCJB) and a variety of agencies.
- Whilst HMIC have inspected the operation of IOM within Kent Police, other agencies have not been inspected. The Commissioner expressed concern at this.
- When HMIC inspect Kent Police, they do interview staff from other agencies to understand how well Kent Police is working.
- The Commissioner expressed concern at the level of accountability within a multi-agency environment.

- **Specialising IOM**

- Repeat Sex Offenders (RSOs) and other specific offender groups are to be included within the IOM matrix once the hubs are up and running.

- **IOM and KCJB**

- IOM depends on effective partnership working within the KCJB, with the governing body being the Ministry of Justice.
- Any issues that occur tend to be dealt with before they are escalated to the KCJB by inter-agency communication.

- **Cost Effectiveness of IOM**

- There are difficulties in being able to measure reoffending rates due to specific individuals committing high levels of crime which could skew the data.
- It is also difficult to compare how effective Kent Police are at managing repeat offenders due to the geography of Kent. (e.g. proximity to London and gateway to Europe).

- **Examples of IOM working**

- Examples were provided of how effective GPS tagging can be an integrated part of IOM; either to eliminate offenders from or directly link them to a crime scene.

- **IOM Implementation**

- During the implementation of IOM, relationships have been built with Seetec.
- As well as other forces, there are close links with external agencies and the police, such as the prison service.

- **Measuring IOM**

- Measurement of IOM will be through a multi-agency approach.
- The levels of crime from those offenders being within the IOM programme are hard to present due to the complexity of offender behaviour.
- There is a small reduction in the reoffending patterns of the 234 offenders on the programme. This can be attributed to the tactics used by Kent Police and partner agencies.

- **Future of IOM**

- IOM has targets to monitor offenders and their alcohol consumption through tagging. Intervention won't necessarily be made by the police, but by other partner agencies, to offer support for their health and well-being.

Action

- **The Commissioner requested a report outside of the meeting on the effectiveness of IOM for the 234 offenders currently on the scheme.**

Item 5. Stop and Search

- **Powers of Stop and Search**

- Stop and Search is identified as an important policing power, however, emphasis was placed on its fair use and legality.
- Data provided by the Home Office allows for further transparency into Stop and Search practices.

- **HMIC Inspections**

- During HMIC inspections from 2013 and 2015, forces around the country received numerous recommendations. Kent Police has completed all but one of these.
- The current outstanding recommendation relates to community representatives shadowing operational officers to observe Stop and Search practices. This poses difficulties due to the unpredictability to when a Stop and Search might take place.

- **Observation of Stop and Search Encounters**

- Kent Police have now opened the opportunity for community representatives to observe operational duties with officers, for example, those on the ICV scheme.
- It was reinforced by Ch Supt Neil Jerome, that risk assessments are conducted prior to any observations taking place. The Commissioner stated that Kent Police should be careful not to orchestrate Stop and Search opportunities for the sake of observations. They need to be lawful and legitimate.
- With Body Worn Video recording Stop and Search encounters, independent viewings of interactions can increase transparency.
- When an individual is Stop and Searched, the interaction is recorded immediately via the PNC Bureau (PNCB) and the individual is provided with a reference number and the link to Kent Police's website which explains their rights and entitlements.
- This database will allow the Home Office to publish more accurate data, and minimise delays, whilst also facilitating Police.uk to upload all interactions to their website.
- There were nine reported complaints directly related to Stop and Search last year, with three in the first quarter. None of these individuals identified themselves as black or from another ethnic minority.

- **Stop and Search Outcomes**

- The conversion rate of Stop and Searches to positive outcomes is showing that the Force is working from intelligence.
- The Chief Constable reinforced that the Force must not just look at the arrest conversion rate but also total outcomes.

- It was noted that the public are concerned about the proportion of BME Stop and Searched. Kent Police recognised that they must be open and transparent in the recording of Stop and Search data in order to be able to justify its proportionate use.
- **Video footage showing a Stop and Search within Kent**
 - Body Worn Video of a Stop and Search encounter in Kent was shown to all in attendance.
 - The Board was informed that the Stop and Searched shown resulted in the individual being arrested.
- **Transparency with Stop and Search**
 - Each Division now has a single point of contact for engagement surrounding Stop and Search.
 - Every officer receives comprehensive Stop and Search training within their Officer Safety Training each year. The Independent Police Advisory Group (IPAG) input into these training sessions to provide more varied training.
 - Kent Police has worked closely with the Netherlands Police and identified similarities within their communities and shared views on best practices.
 - The Commissioner asked the Chief Constable how many of those Stop and Searched within Kent are Kent residents.
 - The Chief Constable stated that 39% of people were non-Kent residents, with half identifying themselves as BME.
- **Public Scrutiny through IPAG**
 - Gurvinder Sandher, Chair of the IPAG, was introduced and thanked by the Commissioner for attending. Gurvinder went on to explain the role of IPAG within Stop and Search.
 - District Chairs have been recently appointed by IPAG and they will develop closer working relationships with the District Commanders.
 - Quarterly meetings are held with Kent Police's Stop and Search panel to discuss areas of concerns.
 - Recommendations in relation to Stop and Search and provided to Kent Police by the country IPAG.
 - The IPAG has created a Stop and Search scrutiny panel, which is a formal meeting to look through district and county data. The meetings will be an opportunity for local district commanders to account for Stop and Search issues that may be apparent in the local area.
 - The IPAG has indicated that public opinion of police interactions by other forces could be tarnishing Kent Police.

Action

- **The Commissioner requested the Chief Constable to update her on the proportion of the 35 individuals Stop and Searched in Thanet and whether they were residents of Kent.**

PART B - Standing / routine update items

Item 6. Financial Monitoring & Savings Update

- **First Quarter Performance**
 - Based on the first quarter there are no concerns with the savings plan, with an expected underspend.
 - The Capital Programme has been signed off by the OPCC and now awaiting further announcement of cuts from central Government.
 - The DCC's Strategic Change Board will discuss any financial implications.
- **Current Spending Review**
 - The savings plan now include an additional year due to the Chancellor's decision to enforce an extra year of austerity, which will result in £13/14m cuts on top of the original £61m.
 - The Chancellor has asked non-protected departments, such as Police, to model plans for up to 25% and 40% real term cuts.
 - Both the Chief Constable and OPCC expressed concerns over the effects that further cuts will have on Kent Police. The Chief Constable is producing a report on the possible impact which will be available within two weeks.
 - It was agreed that the information within the documentation was insufficient.
- **Figures behind the cuts**
 - It was explained that in the period 2010 to 2020, there would be an estimated £124m in cuts, which did not take into account the possibility of an extra 10% from the funding formula. Therefore, the Force is basing plans on the cuts including an extra 10%.
- **Use of Reserves**
 - The Commissioner has approved the use of £5.5m of Reserves to support the savings requirement over the next three years.

Item 7. HMIC & Related Report(s) since last meeting and Performance Update

- The Force now monitors performance across six themes; community, victims and witnesses, offenders, threat, harm and risk, a supported workforce and integrity.
- The Force compares itself against these themes, rather than numerical targets.
- The Chief Constable stated that Digital Forensics' timeliness and first time guilty pleas require improvement.
- **Digital Case Papers**
 - Kent Police are moving towards complete digital case files which will enhance and streamline the process.
 - The Commissioner asked whether other agencies would be able to cope with the move. The Chief Constable confirmed that other agencies are starting to catch up and this will be a focus over the coming months.
- **Crime Reporting**
 - Over the last 24 months, a 96% crime recording accuracy rate has been maintained. Due to there now being true data, comparisons can be made and conclusions drawn with results showing 1500 fewer victims and a decrease in all victim based crimes.
 - The force is sceptical about comparing with other forces until they achieve the same levels of accuracy.

- The Chief Constable is focussing on how the Force is performing rather than comparison with other forces.
- **Victim Satisfaction**
 - Across three satisfaction surveys, (ASB, burglary and generic police interaction), Kent Police performed well;
- **HMIC Recommendation implementation**
 - Kent Police collates all HMIC recommendations and subsequent updates into a database which ensures none are lost. This is then reviewed by DCC Brandon and brought to relevant Force performance meetings.
 - The Chief Constable explained all recommendations would be implemented with only a few requiring minor changes.

Item 8. Update on Significant Operational Matters

Including Strategic Management of Freight in Kent (Op Stack)

- **Operation Stack**
 - Operation Stack has a significant impact on the county with added pressure from the 15% increase in freight traffic over the last year.
 - At the peak of the operation, there were 7000 lorries parked on the M20, which is the equivalent of 36 miles of traffic.
 - The primary agency for Operation Stack is Highways England; Kent Police's priority is to ensure and maintain public safety.
 - Op Stack has required an average of 70 to 80 officers and conducting 12 to 16 hour shifts.
 - Op Stack was declared a critical incident, and Mutual Aid was provided by surrounding forces, which ensured the wellbeing of officers and staff supporting the operation.
 - The Prime Minister has shown support in finding a solution to Op Stack. The Commissioner had also received confirmation that costs to Kent Police would be reimbursed due to Op Stack being a national problem.
 - The Chief Constable announced that by May 2016, there would be a long term solution for Op Stack which will allow Kent to continue day to day life even when there is traffic disruption.
 - Op Stack (2) has been confirmed as Manston Airport and will take approximately 4-6 hours to fully implement.