

# Meeting Notes

**Title:** Performance and Delivery Board

**Date & time:** Wednesday, 7 June 2017, 1000hrs

**Venue:** PCC's Meeting Room, Kent Police Headquarters, Sutton Road, Maidstone, ME15 9BZ

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

**Kent Police:** Chief Constable Alan Pughsley, Assistant Chief Constable Jo Shiner

## 1. Welcome & Introduction

The Commissioner (PCC) welcomed those present. He explained that this was the first of his new Performance and Delivery Boards where he will hold the Chief Constable to account in public. He said the meetings would focus on key issues around accountability and transparency.

## 2. Notes of Previous Meeting

The Meeting Notes from the Governance Board held on 1 March 2017 were noted as a true and accurate record.

The following action updates were provided:

- *Update on development of system for uploading digital footage* – The final specification had been written and finalised in May 2017. Two years funding had been secured. The procurement process could take 7-8 months; the force expects to start testing in December 2017. Full implementation anticipated around July 2018.
- *Update on Policing and Crime Act provisions relating to police stations as a place of safety* – The PCC explained that secondary legislation was on hold due to the General Election. The Chief Constable said letters had been sent to partners explaining custody cells will only be used in exceptional circumstances, therefore expect them to provide appropriate number of beds, but if they don't, officers will take patients to A&E. Partners aware of this for some time and force will monitor going forwards. However, force will always protect the vulnerable.
- *Update on findings from research into why victims decline to support a prosecution* – This was covered in the Performance paper under item 3.

## 3. Performance

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

The following points were discussed:

- The Commissioner asked whether the Chief Constable felt confident that officers understood the new referral pathways for victims of domestic abuse and how to use them, i.e. accommodation, support services. The Chief Constable stated that he was confident officers knew how to refer victims and that this formed part of their continuous training. In addition, information was accessible to all staff via inSite.

- The PCC asked the Chief Constable if he had any statistics on the gender of domestic abuse victims. The Chief Constable stated that 8% of victims coming forward were male. More victims were coming forward.
- In relation to firearms officers, the PCC asked how many had been recruited since the 2016-17 precept increase. The Chief Constable confirmed that 22 had been recruited and that two more were due to start shortly.
- The PCC asked when it was anticipated the force would achieve its requirement for 100 firearms officers. The Chief Constable said he expected all 100 officers to be in post within the next 6 months, with courses scheduled for August and January 2018. Officers who pass the assessment process, then have to complete a rigorous training programme.
- In terms of firearms recruitment, the PCC asked where it sat in terms of HR priorities. The Chief Constable confirmed that it was the team's top priority.
- Adrian Harper asked whether there was any evidence to indicate officers were not applying. The Chief Constable said officers were applying, but due to the nature of the role, it was not for every officer. The Chief Constable said he was exploring ways of rewarding firearm officers, who perform a challenging role voluntarily.
- Referring to the internal inspection of rape investigations referred to in paragraph 13, the PCC requested an update at the next meeting.
- The PCC asked whether there was anything more the criminal justice system could do to give rape victims the confidence to report offences and support a prosecution. The Chief Constable explained that a dedicated Kent Police resource was working with the CPS on rape and serious sexual offences, and this had resulted in better outcomes for victims.
- The PCC asked how many victims had been re-contacted by the force as part of Op Furlong to better understand their reasons for declining to support a prosecution. Assistant Chief Constable (ACC) Shiner confirmed that 700 victims had been re-contacted.
- In relation to the results from the survey of domestic abuse victims presented in the paper, the PCC sought reassurance around the actual number of victims. The Chief Constable confirmed the figures were based on feedback from 115-120 victims.
- In terms of the Victims' Code, the PCC asked what measures the force had in place to ensure compliance. The Chief Constable stated that there was an automated system which provides senior managers with compliance information for their staff, and that he expects them to intervene if there are any failures.
- In light of recent HMIC inspection, which was under embargo, the PCC asked about plans to improve crime recording accuracy. The Chief Constable confirmed that an improvement plan was in place; a new Force Crime and Incident Registrar had been appointed; the number of supervisory staff within the Force Control Room and Investigation Management Unit had been increased; and identified gaps in IT processes were being improved. The Chief Constable said that he holds the Deputy Chief Constable to account on the improvement plan every 3 weeks and also confirmed that crime recording accuracy had improved significantly since HMIC's inspection.
- The PCC asked for an update on 101 call handling performance. The Chief Constable stated that the force had experienced a significant increase in demand over recent weeks, similar to levels normally experienced on New Years' eve. He said that on average 101 calls were being answered within four minutes, but work was underway to better understand peak, and off peak data.
- The PCC asked whether there had been an increase in hate crime following the Manchester and London attacks. The Chief Constable confirmed there had not been a significant increase in hate crime.

### **Actions**

- **Force: update at next meeting on internal inspection of rape investigations.**

## **4. Police and Crime Plan Delivery**

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

The following points were discussed:

- The PCC asked when crime reporting via the website would go-live, as he had received positive feedback about its introduction from the public. The Chief Constable said he expected it to be implemented by the end of 2017, and would be disappointed if there was any delay.

- The PCC requested an update on burglary generally, and Asian Gold in particular. The Chief Constable confirmed that burglaries had decreased slightly in the past year, but it remained a priority for the force. He said that officers had successfully charged a number of individuals with theft of Asian Gold in the North and East of the county and there were a number of active operations.
- ACC Shiner explained that offenders aged 14-18 were committing burglaries on the Metropolitan border, and using mopeds as their preferred mode of transport. The force had successfully arrested and charged a number of offenders, and items of stolen property had also been recovered. The Chief Constable stated that he was committed to ensuring victims of burglary receive the best possible service from Kent Police.
- In relation to New Horizon, the PCC asked whether the Youth Engagement Officers would be working with schools. The Chief Constable said he welcomed the return of the Youth Engagement Officers, and that they would be working closely with schools across the county. He also said that he hoped this collaboration would have a significant impact on youth offending.
- The PCC asked how other partners are supporting Kent Police in dealing with the issue of 'county lines' and gang related crime in the county. The Chief Constable confirmed that councils, including social services and housing services, all work closely with Kent Police to safeguard victims and offer the support they require.
- ACC Shiner also explained that the Youth Engagement Officers will be in a position to identify and engage with vulnerable young people to try and prevent them becoming involved in gangs and the associated culture.
- The Chief Constable confirmed the force will aspire to provide visible policing within those areas of greatest need at the time, based on threat, risk and harm, providing complete flexibility in resourcing. However, he emphasised that the days of having officers on every street corner had gone due to the reduction in resources. The Chief Constable also said that he values the Special Constabulary and supports giving them as much flexibility around roles as possible.
- The PCC requested further information on the approach to roads policing. The Chief Constable said the force focused on bigger roads around road safety, and on denying criminals the use of the county's road network. ANPR cameras, dedicated roads policing units and the Special Constabulary regularly targeted motorways as the routes used by criminals to enter and exit the county.
- The Chief of Staff (CoS) asked whether Kent Police actively supports campaigns such as those relating to the use of mobile phones whilst driving. The Chief Constable stated that the force supports local and national campaigns relating to the 'fatal four' – drink/drug driving, use of mobile phones, speeding and not wearing a seatbelt.

## 5. Finance

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

The following points were discussed:

- The PCC asked for reassurance that the savings made were an overachievement of planned savings and not the result of underspends. ACC Shiner confirmed this was the case. She said the culture was to look for savings in order to either re-invest or move elsewhere to improve service delivery.
- The Chief Finance Officer (CFO) asked whether the transfer of £6.1m to reserves included the £4.3m set aside within the budget for the New Horizon Programme for 2017/18. ACC Shiner confirmed that it did.
- In relation to the vacancy factor being slightly higher than expected, the CFO asked if it was under continual review in terms of the reasons and took account of future budget setting. ACC Shiner confirmed that it was kept under continual review, with reasons including some business cases changing slightly, not recruiting to vacancies as quickly as expected and a culture of 'do we really need the post'.
- The CFO stated that the capital programme was very ambitious and asked about plans to manage the programme in light of the slippage last year. ACC Shiner agreed the programme was ambitious and said the plans and associated governance had been tightened up.
- The CFO asked for assurance around the savings process and its robustness. ACC Shiner said the savings plan was reviewed at a number of corporate meetings, chaired either by the Chief Constable or Deputy Chief Constable. She explained that all savings are monitored and scrutinised to determine whether they: are truly possible; more could be achieved; they need to be actual savings or reinvested. ACC Shiner said this was

complemented by dynamic plans around collaboration and other plans with partners which may enable the force to realise further savings.

- Mr Drysdale, Director of Corporate Services said the savings were getting more difficult, the force record to date had been very successful, but it was not complacent. He added that towards the latter end of the programme, the force was reliant on a number of collaborative opportunities with the wider region.

## 6. People

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

The following points were discussed:

- ACC Shiner said DevelopYou was going from strength to strength, being very popular with officers and staff as an opportunity to experience different elements of policing.
- In terms of BAME officer recruitment, ACC Shiner said the increase in 2016/17 was very welcome and the force was working hard to build upon the increase in the future.
- The PCC said that whilst there were some challenges around the tactic of Stop & Search, it is a tactic that he believes the police should have.
- In relation to Stop & Search, the PCC asked what work was taking place to ensure there wasn't targeting of certain communities, those who traditionally feel unfairly targeted. ACC Shiner said there was a need to look at gangs and the make-up of some criminality. She explained scrutiny around Stop & Search focused on the person and the outcome. She also confirmed one third of Stop & Searches resulted in an arrest, caution or other form of sanction and that although searches of BAME groups had remained stable, there had been an increase in positive outcomes.
- The PCC requested an update on sickness data and an assurance that staff feel supported. ACC Shiner stated that absence had decreased in terms of overall figures, and predominant reasons continue to be psychological and muscular-skeletal. She said the force was focusing on PCSO's, but there had been some sad cases of long term absence which disproportionately affected the figures.
- The PCC said he was pleased to see the long list of positive action activity undertaken by the force, many of which he had attended himself with a representative from the Black Police Association to show his support and encourage recruitment.
- ACC Shiner confirmed the new Diversity Manager had been appointed and would be starting as soon as possible. She said the post would lead on re-energising and re-invigorating some of the approaches to diversity work streams, including the Diversity Board.
- In terms of positive action, and whilst recognising there were no numerical targets, the PCC asked what success looks like. ACC Shiner stated the force's aspiration was to improve confidence by having a workforce that reflects the communities that it serves. She explained that the Chief Constable had recently chaired an Infinity Session with a number of support associations, and this was where the Diversity Manager role came out of. She said it looked at where the force wants to be around individualism and making sure there were no boundaries to inhibit where it goes in terms of encouraging people from diverse communities to join.
- The PCC thanked the force for releasing officers and staff to join him at the Kent County Show this year, enabling engagement with people around the county which he considered a positive step.

## 7. Collaboration

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

The following points were discussed:

- The Chief Constable said the force will continue to collaborate with those organisations that bring benefits. The force is looking to deliver economies of scale, or the same/better service delivery for less money, so it can be re-invested in frontline policing.
- The Chief Constable said a huge amount of savings had been achieved through the collaboration with Essex since it commenced in 2009.

- Speaking about the Occupational Health Review, the Chief Constable said that importantly there must be no degradation of service to officers and staff in Kent Police from a welfare point of view. He added that this was important in any element of collaboration.
- The Chief Constable stated that probably due to there being 7 Chief Constables and 7 PCC's, working in the Eastern Region was a lot harder than collaboration with just Essex. Therefore the outcomes/outputs are slightly frustrating – they are happening, but more slowly than he would like. The Chief Constable said that in his view, there needs to be a focus on 2/3 key elements.
- In terms of the Kent and Essex Contact Management Command Review, the Chief Constable said there were around £3m savings wrapped up in the project from a Kent perspective.
- The PCC asked the Chief Constable if he remained confident that Athena was right for Kent, and that it would be implemented on schedule. The Chief Constable said he had dedicated resources working on Athena exactly for this reason – he needs to be confident that it is a great system and it will be great for the force. He stated he was reassured this was the case. The Chief Constable added the main reason Athena had been delayed was because the force required information within the existing system to be transferred into it (back record converted). This included casefiles, custody and victim information.
- The Chief Constable said the force was on schedule for implementation early in 2018. He stated it is a better system, with the main benefit being that it talks to nine other forces – the current system is standalone. He stated that it was disappointing officers have needed to be trained twice, but it's only right they receive refresher training. He added that it is a really good product, particularly the mobile system which was being used in some forces already and would enable officers to spend more time in communities.

## 8. Topical Issues & Update on Significant Operational Matters

- The PCC asked for an update on the investigation into election fraud in South Thanet. The Chief Constable stated three individuals had been summoned to Westminster Magistrates Court on 4 July - Mr Mackinlay, Mr Grey and Marion Little – to face allegations relating to the election campaign in 2015.
- The Chief Constable reassured the PCC that, following the recent terror attacks in Manchester and London, all tried and tested plans locally and nationally were enacted seamlessly. Kent Police offered support at the time, and subsequently Kent detectives continue working on the investigations. Kent Police had also offered additional welfare support to those officers affected by the attacks.
- The Chief Constable confirmed that should such attack happen in Kent, local officers would be sent to deal with the immediate threat, which would include London officers as they may get to the incident just as quickly. He said that he believes strongly forces should support each other in times of crisis and he was very pleased with the support provided to Manchester and London.
- The Chief Constable confirmed there was no direct threat to Kent in terms of the General Election; but plans had been put in place and additional resources made available as a precaution. Only two Counts would receive a particular focus: Sevenoaks as one of the candidates was a significant individual in the Government; and Thanet due to possible interest around the election fraud court case. The Chief Constable said he was confident Kent Police were ready to respond to any issues as necessary.

The PCC thanked all those present for attending and also the Chief Constable and ACC Shiner for the papers and for presenting them.

## Overview of Actions

	Status	Owner	Due date
Update on internal inspection of rape investigations	Open	Chief Constable	27/09/2017

**Date of next Performance & Delivery Board: 27 September 2017**