

Meeting Notes

Title: Performance and Delivery Board

Date & time: Wednesday 26 September 2018, 1000hrs

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

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

Kent Police: Chief Constable Alan Pughsley and Deputy Chief Constable Tony Blaker

1. Welcome & Introduction

The Police and Crime Commissioner (PCC) welcomed those present; this included Mr Blaker who was attending his first meeting as Deputy Chief Constable.

2. Notes of Previous Meeting

The meeting notes from the Performance and Delivery Board held on 31 May 2018 were noted as a true and accurate record.

The following action updates were provided:

- **Expenditure on recruitment campaign** – discharged, received out of meeting. The Chief Constable added that so far, the overall expenditure on the campaign was £96,000 within an overall budget of £120,000. The campaign was now on phase three, which entailed radio adverts and advertising on trains and bus routes throughout Kent and into London.

3. Safer in Kent Plan: Delivery & Performance

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

The following points were discussed:

Putting Victims First

- Focusing on victim satisfaction, the PCC noted the hate crime sample was low and sought clarity on the questions asked. The Chief Constable said the survey included questions on whether the offence was taken seriously, were they treated with empathy, were they kept updated on the investigation, and how satisfied were they with the overall service provided. He added that the responses helped shape activity to improve or change Force processes where appropriate.
- The PCC asked if there were any particular trends in reasons for dissatisfaction. The Chief Constable stated the expectation level of victims was not always achievable, for example a victim wanting a suspect to be convicted when the evidence did not reach the required threshold. Another area was making sure victims were safeguarded as far as possible especially when the suspect was not convicted at court. The victim may perceive the police as not treating the offence seriously and the crime not being investigated as effectively as possible.
- In relation to Crime Data Integrity, the PCC welcomed the news that HMICFRS were returning to conduct a re-inspection. He asked about the current estimated level of recording accuracy and the Chief Constable stated it was 93% - 94%.

- The PCC asked whether the Force's internal auditors were keeping abreast of changes in HMICFRS processes around inspections and training. The Chief Constable confirmed they were continuously monitoring the situation and there was now alignment between the internal inspection regime and that used by HMICFRS.
- Highlighting the new Victims Strategy, the PCC asked whether Victim Code compliance would be captured in the new Athena IT system. The Chief Constable stated he was confident Athena would go-live in the first half of November and it would allow the Force to accurately capture relevant information.

Fighting Crime and Anti-social Behaviour

- The Chief Constable highlighted the increase in violent crime, but explained the category included 55 different offences ranging from assault without injury to murder. He said the Force was arresting and charging more serious offenders and noted it could not be tackled by the police alone, but required a multi-agency approach.
- In relation to recorded crime, the PCC asked when the Force would be in a position to compare like for like data in terms of recording accuracy. The Chief Constable confirmed the first like for like comparison would be April 2018 to March 2019 vs April 2017 to March 2018.
- Focusing on the decrease in arrests for low level offences, such as shoplifting, the PCC sought reassurance that Kent Police were not letting business owners down. The Chief Constable explained the Force continually prioritised resources based on threat, risk and harm, however this did not mean offences were not investigated. He added there were town centre policing teams who dealt with such offences every day, working collaboratively with local businesses. Furthermore, he stated there were a number of Safer Shop initiatives, through which local shops and officers used secure radio networks to share live information. There was also a Business Crime Coordinator dedicated to supporting businesses across the county. Since May 2018 the number of shoplifting offences had reduced month on month, possibly as a result of the on-going partnership approach.
- Where an arrest was deemed not to be the most appropriate course of action for such offences, the PCC sought clarity on what other outcomes might be appropriate. The Chief Constable explained that offenders could be cautioned or issued with a community resolution rather than being arrested.
- Highlighting that the Ministry of Justice considered Kent's criminal justice performance disappointing, the PCC was pleased to note development of the 100-day plan; however, he asked how performance would be sustained once the plan ended. The Chief Constable explained there were 6 themes and all agencies had signed up to the plan. As an example of activity, he said the CPS would be giving officers earlier advice on case files. He added that technology would also soon be implemented, namely Athena and DAMS, both of which would expedite evidence sharing. The Deputy Chief Constable also provided context around the local and national picture. The PCC stated it would be good to see partners effectively contributing; the Deputy Chief Constable confirmed the relationship between the Force and the CPS had grown and both had acknowledged ways they could improve.
- The PCC asked about the training new recruits received with regards to quality investigations, case file quality etc. The Chief Constable confirmed students received the appropriate training and explained that there were three elements to the learning: law/legislation, case studies, and role plays to hone knowledge and skills.
- As Chair of the KCJB Core Performance Group, the Chief Executive expressed his thanks for the invaluable support of the three Detective Superintendents who sit on the Group. He said they had been transparent about the challenges and receptive to challenge and feedback.

Tackling Abuse, Exploitation and Violence

- The PCC asked whether Brexit would have an impact on future investigations between Kent Police and other European countries. The Chief Constable stated there was ongoing work to plan for all eventualities, however he was confident British policing would continue to work closely with European partners post 29 March 2019.
- The Chief Constable highlighted that British policing was the largest inputter of intelligence into Europol and Interpol, and said he was certain Europe would want that to continue. He explained the Force had Bilateral Agreements with France which would continue and that contingencies for other related matters were being developed through the Kent Resilience Forum. In short, the Chief Constable said he believed policing would continue as normal regardless of the outcome on 29 March 2019.
- The PCC asked whether there was likely to be civil unrest and riots as suggested in the media. The Chief Constable stated the last time Kent had a riot was in the 1870s and he did not believe Kent residents were the rioting sort; they were great communities. The Deputy Chief Constable explained the Force's main concern was traffic management linked to freight and tourists entering and exiting via the ports. He said lessons had been learnt from Op Stack and plans were being developed with partners to manage the roads effectively. He added the borders would continue to be policed as normal.
- Noting the Victim Navigator role provides victims with an even better service, the PCC asked how it linked in with Victim Support and other commissioned services already in place. The Chief Constable confirmed the role would work on a one to one basis with victims and either refer, or signpost to other services where appropriate.

- Referring to his Violence Reduction Challenge, the PCC asked what objectives the Chief Constable would like to see achieved. The Chief Constable said it was an outstanding piece of work, which aimed to involve a wide variety of partners in tackling the full range of issues associated with violent crime across the county. He added that the report and subsequent recommendations would help to tackle violent crime and were to be welcomed.
- Highlighting the Force's good work in relation to safeguarding children from harm, the PCC asked how Op Encompass was progressing. The Chief Constable said the Force was engaging with 25 schools via 'Head Start', and the plan was to roll out across the county after the October 2018 half term.

Combating Organised Crime and Gangs

- The Chief Constable highlighted operational work to tackle organised crime and gangs, and stated there were 45 active County Lines in the county. He added that the Force was working closely with the Metropolitan Police Service (MPS) and the National Crime Agency.
- The PCC asked whether Kent was seeing a large proportion of gang crime emanating from London. The Chief Constable stated approximately 35% of gangs operating in Kent were from London; he added that the Force continued to work with the MPS to identify and tackle gang criminality.
- Thanking the Chief Constable for highlighting the work of the Force in the Yule case, the PCC stated that whilst it was a tragedy, he hoped the offenders receiving a lengthy custodial sentence would act as a deterrent to others intent on causing serious harm.
- Focusing on prevention, the PCC asked about engagement with communities to deter young people from joining gangs. The Chief Constable stated Op Sceptre was ongoing and involved a combination of enforcement and awareness activity. He added that the Force was also working with The Young Lives Foundation and St Giles Trust to support vulnerable young people.

Providing Visible Neighbourhood Policing and Effective Roads Policing

- The PCC asked about the Road Safety Team and following his investment, how recruitment was progressing. The Deputy Chief Constable explained that the purpose of the team was to focus on key behaviours that increased the risk of fatal and serious injury collisions: not wearing a seatbelt, driving under the influence of drugs or alcohol, using a mobile phone and speeding. He stated their approach would be intelligence-led to ensure enforcement and diversionary activities were targeted at those most at risk, adding that they would also work with vulnerable road users (e.g. cyclists, horse riders). The Deputy Chief Constable confirmed the additional officers would start work on 1 December 2018, and the sergeant post was due to be filled imminently.
- In relation to Community Police Volunteers (CPVs), the PCC asked about the benefits and how recruitment was progressing. The Chief Constable stated that whilst currently a pilot scheme in West Kent, similar in role to PCSOs, the CPVs acted as the Force's 'eyes and ears' in local communities. He said the concept had worked and they were getting into spaces such as community events, but recruitment needed to be wider and he would be pushing for an increase in numbers over the next year.
- Focusing on the Police Cadets, the PCC asked whether the ambition was still to have a unit in each district. The Chief Constable confirmed this was the case, noting that there would actually be 12 because a couple of districts in North Kent had a merged unit.

Delivering an Efficient and Accessible Service

- Concerned at the average time spent by officers in A&E with people suffering mental ill-health, the PCC asked how many cases 7 hours and 47 minutes in June 2018 equated to. The Chief Constable stated it was 62-64 cases. The Chief Executive asked whether it would normally be at least two officers on each occasion; the Chief Constable confirmed it would in order to maintain both the individual's and public's safety.
- Based on this information, the PCC calculated that the cost in officers' time was approximately £30k in June alone based on a new recruit's salary and on-costs. The Chief Constable confirmed the Force aimed to do what was right for the individual, and following a dynamic risk assessment, if officers believed the right place for a person was A&E then they were encouraged to take that decision.
- The PCC asked about the conversion rate from an officer using S136 to admission following assessment. The Chief Constable said the Mental Health Crisis Care Concordat Strategic Group were looking into this, but clearly the Force had an important part to play. He added the conversion rate was currently around 30%, so it was important that it was reviewed.
- In relation to repeat service users with mental ill-health, the PCC asked about work being undertaken to understand their impact on policing. The Chief Constable confirmed work was underway with the College of Policing to better define mental health incidents. He said there was data in the form of flags recorded on the call handling system, but this did not paint a clear picture due to subjectivity and lack of clarity in terms of definition.
- The PCC asked when the Force Control Room 'Live Chat' facility was now scheduled to go-live. The Chief Constable confirmed it would be the middle of October with a built-in pilot period to manage demand.

- With regards to Predictive Policing, the PCC asked why the Force was not looking to purchase an existing solution. The Chief Constable said existing systems were limited and would not provide the functionality required by the Force. He added that the on-going evidence-based work with universities would create a bespoke product that was right for Kent, and add real value to policing in the county.
- The PCC asked whether the Innovation Taskforce were delivering value for money. The Chief Constable said that by developing innovative solutions that were right for the Force, helping to better manage demand whilst ensuring victims and witnesses continued to receive a quality service, he believed they were.

4. Inspections, Audits & Reviews

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

The following points were discussed:

- The PCC was interested in the Force's experience of producing their first Force Management Statement (FMS) for HMICFRS.
- The Deputy Chief Constable explained it was a considerable undertaking with each force needing to understand the requirement before producing a definitive view of their future demand, capacity and capability. He explained it was a healthy opportunity to understand the overall picture the Force was facing. He said a strategy was being developed from the FMS outlining how the Force would deal with future demand whilst continuing to deliver a quality service to the public. He added the Force now had a substantial amount of information and data to update, so the FMS would be quicker to produce in the future. The PCC stated he was pleased to see a balance between detail and transparency within the document.
- The PCC asked whether the FMS was going to be published. The Deputy Chief Constable confirmed the FMS was due to be published within the next couple of weeks; he hoped it would help the public to understand the demands facing Kent Police in the future. The PCC added that it could also act as a prospectus for potential recruits.

5. People

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

The following points were discussed:

- The PCC stated there was another intake of 40 officers that week, and sought confirmation that of the 200 additional officers required in 2018/19, this took the actual number who had started to 60. The Chief Constable confirmed that was correct.
- In relation to spit/blood guards, the PCC asked how the roll-out was progressing. The Chief Constable confirmed it was going well albeit they had rarely been used. He explained that officers were trained appropriately and when used, the suspect was continuously monitored for their own safety. The Chief Constable confirmed that it was the right decision to deploy them to officers, adding that one suspect had bitten through the guard evidencing how violent some individuals were.
- The PCC asked how the Force ensured sexual harassment of staff was dealt with. The Chief Constable stated that such behaviour was not acceptable, and would not be tolerated by the Force and never has been. He said there was a policy in place and offenders would be subject to appropriate misconduct procedures. He also explained there were mechanisms in place to overtly and covertly report such activity. Due to the organisational culture, the Chief Constable said he felt confident victims would have the confidence to come forward and report such behaviour.
- The PCC asked about the potential impact of new colour blindness rules on the Force's firearms officers. The Chief Constable said he had no concerns as the current firearms officers had already undergone a similar test, but the Force would apply the new policy once it was introduced.
- Highlighting a recent radio article about the MPS recruiting an additional 1,000 officers, the Chief Executive asked whether it would affect Kent Police. The Chief Constable said he was aware of the MPS recruitment drive, and explained that if it started to affect Kent officer numbers he would seek a mutually beneficial agreement with the MPS to ensure both forces were not left vulnerable.

6. Finance

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

The following points were discussed:

- The Deputy Chief Constable said overall the finances were in good order, but noted it was becoming more challenging to make savings; as a result the Force had to continue to be innovative.
- Noting the achievable savings for Corporate Services was shown as £0, the PCC asked whether the Force still intended to deliver them. The Deputy Chief Constable confirmed the savings were documented and had rigour behind them. He said he was confident the £200,000 savings would be achieved, and once the governance had been signed off the figure would be added to the schedule.
- Focusing on overtime, the PCC sought clarification on how the Force reconciled the £1.7 million overspend with the £600,000 planned in year savings. The Deputy Chief Constable stated the overspend was as a result of key strategic decisions (e.g. planned operations and high-profile events), rather than random overtime claims. He said that once the number of officers increased, the use of overtime would decrease, adding that the savings would also be achieved by improving governance around authorisation of overtime. These two points would converge over the year to relieve pressure.
- In relation to the modest overspend, the Chief Finance Officer sought assurance that there were plans in place to bring spending back in line with budget. The Deputy Chief Constable confirmed there was flexibility to manage the cost savings in the second half of the year.

7. Collaboration & Partnership Working

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

The following points were discussed:

- The PCC asked about the Force's view on the Policing Education Qualifications Framework (PEQF).
- The Deputy Chief Constable provided context around the programme and when it was due to come into operation. He stated Kent Police would welcome a delay in order to ensure it was sufficiently prepared.
- He said potential positives included officers being trained to a higher standard, but negatives included having less operational officers available at any one time and the possibility of a negative impact on cost.
- The Deputy Chief Constable explained that Kent were involved in national discussions, and locally the Force was getting ready for any possible changes once a contracted supplier was confirmed.

8. Topical Issues & Update on Significant Operational Matters

- The Chief Constable highlighted a fraud case to evidence good practice.
- He explained the case involved extensive investigations into an organised crime group deceiving vulnerable people into handing over money.
- He said one offender had received a sentence of 6 years and 9 months and another offender 6 years, adding that others were still awaiting trial.
- The judge in the case also praised the officers for their investigation and diligent work.

Date of next Performance & Delivery Board: 12 December 2018