

# Meeting Notes

**Title:** Performance and Delivery Board

**Date & time:** Wednesday 12 December 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.

## 2. Notes of Previous Meeting

The meeting notes from the Performance and Delivery Board held on 26 September 2018 were noted as a true and accurate record.

## 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

- The Chief Constable stated that Kent Police aimed to provide a quality service despite increasing demand, highlighting examples from the paper where the victim-centred approach had ensured a good level of service.
- The Chief Constable reported that 77.2% of hate crime victims and 85% of domestic abuse victims were satisfied with the overall service, but said the Force was determined to increase these. He also explained the Force had recently commenced a survey of sexual assault and rape victims, adding that whilst the results would be available soon, initial feedback was positive.
- The PCC asked whether there was an explanation behind the increase in hate crime satisfaction compared with the previous quarter. The Chief Constable said it was down to good contact between officers and victims, particularly keeping them updated on progress and action taken throughout the investigation.
- The PCC asked if the outcome affected a victim's level of satisfaction. The Chief Constable said that if an offender was charged and subsequently found not guilty at court, this often had a detrimental impact on satisfaction.
- In relation to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Crime Data Integrity (CDI) re-inspection, the Chief Constable said the Force was awaiting the results, but he anticipated a 95%+ level of accuracy. The PCC commended Kent Police on the work to improve CDI since the last inspection.
- Focusing on Sexual Offence Liaison Officers (SOLOs), the PCC sought clarification on current and future demand. The Chief Constable stated there were currently 17 SOLOs based within the Vulnerable Investigation Teams (VITs), but this would be increasing to 40. He said the demand was huge and would continue to increase as victims grew more confident to report to Kent Police, explaining that it would be a further six months before a like-for-like data comparison with last year was available.

- The Chief Constable confirmed that whilst there had been an increase in demand in the area of rape and serious sexual offences, there was a commitment to providing a quality service to all victims and witnesses, and ensuring appropriate safeguarding was always put into place. The PCC asked whether the extra officers being injected into the VITs would help. The Chief Constable confirmed it would, but said that if there was additional funding, he would increase the size of them even further to provide greater capacity and resilience.

#### Fighting Crime and Anti-social Behaviour

- The Chief Constable highlighted that all crime had increased in the last twelve months to October 2018, but said this was mainly a consequence of the change in Home Office Counting Rules, whereby multiple crimes linked to one incident were now recorded. He added that whilst there had been a 0.2% decrease in overall arrests, more people were being arrested for the most serious crimes.
- The Chief Constable outlined the development of the Crime Squad - a proactive investigation team focused on high harm crime. He said the squad had been funded directly from the 2019/20 council tax precept rise and it was anticipated they would be operational in February-March 2019.
- In relation to rural crime, the Chief Constable explained that an additional 6 officers had joined the Rural Liaison Team. He also highlighted some of the great work Local Policing Teams (LPTs) had been involved in, drawing attention to examples from the paper covering the investigation of crime, as well as preventative and awareness-raising work.
- The Chief Constable highlighted the valuable work of the Investigation Management Unit (IMU) and stated Kent Police investigates every crime to identify possible lines of enquiry. He added the IMU was detecting crimes that may not have been solved previously as they had the capability and capacity to focus on each investigation.
- The Chief Constable confirmed the Force attended a high number of burglaries as the majority had further lines of enquiry. Of the small number not attended, he said this was primarily because they were either historical or the scene had been contaminated. However, in these circumstances, other tactics might include deploying a PCSO to build intelligence and provide a reassuring presence.
- The PCC asked what the town centre policing picture looked like across Kent. The Chief Constable confirmed there were approximately 70-80 dedicated town beat officers and 20 PCSOs, complemented by the LPTs. He said that if there was the opportunity and funding, this was an area he would like to allocate more resources.

#### Tackling Abuse, Exploitation and Violence

- The Chief Constable highlighted the dedicated Modern Slavery and Human Trafficking (MSHT) Team and explained how it linked with existing strands of work. He also talked through some of the disruption activity that had taken place in collaboration with partners, including the National Crime Agency (NCA).
- In relation to a large-scale leadership event on Modern Day Slavery, the Chief Constable said the feedback from officers and staff had been very positive, particularly on the input from a survivor; as a result, the Chief Constable said all attendees left with a greater awareness and understanding.
- The PCC asked about the capacity of the MSHT Team. The Chief Constable stated it was a joint collaborative unit with Essex with 1 Detective Inspector and 1 Detective Sergeant covering both counties, and 4 Detective Constables and 4 Investigating Officers in Kent. However, he added that if there was the opportunity and funding, he would look to allocate more resources to this team as it was an area of growing demand.
- Referencing statistics and case studies from the paper, the Chief Constable highlighted the success of the Missing and Child Exploitation Team, in terms of both reducing the average time children were missing across the county and working with partners to bring paedophiles to justice.
- The Chief Constable made it clear that although violent crime had increased, the majority of this related to low-level offences within the 'violence against the person' category.
- The PCC asked if there were any examples of investigations progressing where the victim had decided not to support a prosecution. The Chief Constable stated the number was small, but increasing. He said it was also necessary to provide sufficient evidence to the CPS in order to charge an offender, adding that body worn video was helping officers obtain valuable evidence.
- The PCC noted the good work being undertaken by the Protecting Vulnerable People (PVP) Directorate. However, to mitigate against duplication, he urged caution with regards to the Glasgow VRU Model since it had been looked at as part of his Violence Reduction Challenge.

#### Combating Organised Crime and Gangs

- The Chief Constable highlighted the response from Kent Police, in partnership with other agencies, to disrupt and dismantle organised crime groups. He explained there was a fine balance between robust enforcement to tackle organised criminals and the compassionate care of victims, who were often vulnerable.

- Focusing on county lines and gangs, the Chief Constable stated the Force was robustly disrupting activity in partnership with the NCA, whilst ensuring exploited victims were appropriately safeguarded and supported. He added the Force was also seizing large amounts of money and drugs from the gangs.
- The PCC sought clarification on the meaning of 'major disruption' with regards to gangs. The Chief Constable explained that this meant complete dismantling and the end of a particular gang being active. He said the key was for local policing activity to prevent any gap left being filled by other local gangs.
- The Chief Executive asked how successful the commissioned service between St Giles Trust and Kent Police in East Kent had been. The Chief Constable stated it was a brilliant example of collaboration to prevent young people from getting involved with gangs.

#### Providing Visible Neighbourhood Policing and Effective Roads Policing

- The Chief Constable highlighted that 13 Community Safety Units (CSUs) and 300 PCSOs had been maintained in Kent to provide a local, visible presence in communities. Referring to the paper, he said the examples showed the breadth of work they were involved in - from fraud, to safeguarding domestic abuse victims, to vehicles speeding.
- In addition to the CSUs and PCSOs, the Chief Constable explained the policing family was extended by volunteers who provided thousands of hours of support across a broad spectrum of Kent Police work. He said examples included the 273 Special Constables who provided more than 23,000 hours of operational support, and the current 500 police cadets, with a further 350 young people on the waiting list.
- The PCC was pleased to see the impact the Roads Policing Unit was having across Kent, but asked whether there was any comparative data with last year for notices issued. The Chief Constable explained the trend was very similar, with seatbelt notices increasing slightly.
- The PCC asked about the number of officers and staff within the Roads Policing Unit, inclusive of all departments. The Chief Constable stated there were approximately 90 staff, with the majority operational and policing the county's roads.

#### Delivering an Efficient and Accessible Service

- Focusing on mental health, the Chief Constable stated the number of section 136 detentions had increased year on year, as had the average amount of time officers were waiting at A&E with those requiring medical treatment.
- The Chief Constable highlighted the improvements that had been made in call handling, particularly the increase in 101 calls answered and reduction in average waiting times. However, he also reiterated that the priority would always be 999 emergency calls over 101 non-emergency calls.
- In commending the improvements in call handling, the PCC asked about performance in November 2018. The Chief Constable explained that it had been a challenging month; the call attrition rate was 9%, but the volume of 101 calls was down and appeared to be plateauing at around 32,000 calls.
- The PCC asked whether there were seasonal trends in call levels. The Chief Constable confirmed this was the case, but added that as the Force Control Room (FCR) had become more efficient at answering calls, the demand was decreasing as there were less callers trying repeatedly to get through.
- In relation to information technology, the Chief Constable outlined some of the innovative work to aid officers and staff, including the launch of 'Live Chat' within the FCR, and making more forms available via Mobile First, helping to reduce bureaucracy and saving time.
- Focusing on 'Live Chat', the PCC asked about the level of engagement and the Chief Constable advised that to date, it had been used on around 40-50 occasions.
- On Channel Shift more generally, the PCC sought reassurance the Force would not disengage from the public and almost become a 'faceless organisation'. The Chief Constable confirmed the Force would remain accessible and retain various ways for the public to make contact, with 'Live Chat' being just one option.
- The Chief Executive stated that the 100,000 PNC checks made by officers via Mobile First demonstrated both value for money and improved efficiency as it equated to 100,000 less phone calls to the FCR. The Chief Constable agreed advising that on average each check saved an officer three minutes and a FCR operator three minutes, equating to a lot of time saved.
- The Chief Constable updated that the Innovation Taskforce had worked on 17 projects in 2018, stating they had the potential to make a huge impact on how Kent Police operates and investigates crime now, and in the future.
- The Chief Constable advised that Athena went live in November with a smooth transition from the old Genesis system and minimal disruption. He explained that information and intelligence collated over 22 years was safely transferred from Genesis to Athena, providing officers with one integrated system. He added there had been positive feedback to date, and benefits were already being realised, particularly around the sharing of intelligence. The PCC and the Chief Constable asked that their thanks be recorded to all staff involved in the successful launch.

#### 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 advised that the HMICFRS CDI re-inspection report was due to be published more imminently than originally anticipated.
- The Deputy Chief Constable stated that HMICFRS were currently in Force conducting the Integrated PEEL inspection with a 'hot de-brief' due at the end of the week, and published report due out in 2019.
- On 6 December, the Deputy Chief Constable said HMICFRS conducted a Counter Terrorism inspection. He advised that initial indications were positive, and the Force's joint working with Kent County Council on Project Dovetail was seen as good practice.
- Looking forward, the Deputy Chief Constable advised that between February and July 2019 the Force would be subject to a HMICFRS Child Protection thematic inspection. He added that over the last year, the Force had worked with partners to prepare and develop a child centred policing approach.
- The Deputy Chief Constable explained the Force had a number of HMICFRS recommendations that were due to be reviewed in January 2019 to assess progress and hopefully obtain sign off.
- The Deputy Chief Constable stated the Force had recently published a short version of the Force Management Statement (FMS); effectively a self-assessment of capability and demand over the next 3-4 years. He advised that work was being taken forward through a Working Group, and plans were being developed to meet the identified challenges. He added the Force was working with HMICFRS and other forces to develop its approach to the FMS in future years.
- Further to the internal and external audits listed in the paper, the Deputy Chief Constable advised the Force still had work to do to improve POCA cash and drug seizure policy and compliance. The Chief Finance Officer added that in terms of oversight, he had also been invited on to the POCA Board.
- The PCC asked whether there were any areas of significant risk in the outstanding HMICFRS recommendations. The Deputy Chief Constable stated there were no high risk items; all were being managed and many actually related to national recommendations.

#### 5. People

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

The following points were discussed:

- The Deputy Chief Constable explained the Force had an ambitious recruitment plan to recruit up to 460 FTE police officers in 2018/19. He advised that to date, 280 officers had been recruited and the Force was on track to deliver the increase in officers funded by the precept. He added that in October, 100 new officers started, the largest single intake recruited by the Force ever.
- As at 31 October, the Deputy Chief Constable said the Force had 3401.71 FTE officers, 107 more than reported in August. Whilst 51 under the funded establishment, he said the Force expected to recruit a further 186 officers in the remainder of 2018/19 to close the gap and also replace leavers. He added the Force was confident that by January 2019, it would achieve the funded establishment figure of 3452.50 FTE officers.
- In relation to PCSOs, the Deputy Chief Constable said the Force was looking to recruit a further 20 in March 2019 to maintain the establishment of 300. He reported that 10 PCSOs had left to join as regular officers.
- To maintain the FCRs performance, the Deputy Chief Constable said further recruitment intakes were planned for January and February 2019 to ensure the funded establishment was maintained.
- The PCC commended the Recruitment Team for their hard work in making the uplift in officers and staff a reality.
- The Deputy Chief Constable outlined the different recruitment entry routes available and provided a summary of the gender and BAME mix of new recruits, which he said was positive. He also highlighted the extent of the Recruitment Team's work, referring to the PCC's Blue light Jobs Fayre which saw 300 attendees and genuine interest from 23 attendees.
- The PCC sought clarification on the revised Positive Action Programme. The Deputy Chief Constable stated it was designed to increase the recruitment of BAME candidates, and followed significant work by the Innovation Taskforce. He explained it consisted of one-to-one support, a buddy scheme to help applicants through the process, outreach community events, workshops prior to application and support for candidates unsuccessful at their first attempt. He added the Force also looked at succession planning for the retention, progression and promotion of its existing workforce to ensure Kent Police was an attractive option and employer of choice.

- In relation to sickness, the Deputy Chief Constable reported that for officers, staff and PCSOs there had been a reduction in days lost per person compared with 2017. He added that this was a good indicator of the support made available by the Force and efforts made by officers and staff to keep healthy.
- The PCC was pleased to note the reduction in sickness levels, and asked if the Force was looking at how to reduce further. The Deputy Chief Constable stated the Force would continue to invest in occupational health and wellbeing services, but also explained it was linked to positive staff resilience and morale, which could be evidenced through examples of high application rates for difficult roles. He added that all indicators suggested the Force was an organisation staff want to work for and they want to provide the best possible service.
- Since nationally the turnover rate of officers and staff was an issue, the PCC said it would be helpful to receive information at a later date to fully understand the Force's position.
- Linked to the Protect the Protectors Bill, the Chief Executive asked if there was a clearer way to provide a narrative around assaults on officers. The Deputy Chief Constable explained the data was available and that chief officers were briefed on every assaulted officer. He added the Force would provide further information at the next meeting to help better inform the public.
- The PCC asked how many officers were trained to use Taser and whether there were any plans to increase this. The Deputy Chief Constable stated there had been an increase, but use as a tactical option remained low. He advised that following a recent uplift of 96, there were now 342 officers trained to use Taser and a further 90 firearms officers.

#### **Action**

- **Force: comparative data on officer, staff and PCSO turnover.**
- **Force: comparative data on officers assaulted whilst on duty.**

## **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 outlined the Force's financial forecast against the overall budget, including the challenge of finding £9.7 million in savings across the organisation.
- In relation to the overspend on officer overtime, the Deputy Chief Constable said that it had increased but advised that this evidenced the growing demand placed on the Force; he added that tighter controls were being put in place to ensure more effective oversight.
- In summary, the Deputy Chief Constable stated the Force's finances remained in good order, but there were upcoming challenges, some of which were still unknown.
- The PCC expressed his thanks to all staff in trying to deliver against the savings targets.
- Focusing on officer overtime, the PCC asked if it would reduce next year as a result of the increase in officer numbers. The Deputy Chief Constable confirmed that the increase in officers, and productivity gains as their capabilities and skillsets improved would result in an overtime reduction. In short, he said there would be more people, with the right skills to share the workload.

## **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 Deputy Chief Constable highlighted ongoing work between Kent Police and partner agencies across a range of work streams, but particularly in relation to Brexit. He made it clear that as the worst case scenario, Kent Police were planning for a no-deal Brexit; this included traffic and freight management as well as applying to the Home Office for extra funding for policing activity after 29 March 2019.
- The Deputy Chief Constable outlined the Force's plans around obsolete operational buildings and the potential for sharing buildings with other partners, such as Kent Fire and Rescue Service and councils. He said the plans would save money whilst ensuring Kent Police remained accessible to the public across the county.
- The PCC sought clarification that town centres would not lose their police presence, including front counters. The Chief Constable stated that town centres would always retain a police presence, adding that if there was the opportunity and funding, this was an area that he would like to enhance through the allocation of more resources.

- The PCC asked whether there were any other issues unconnected to the ports or borders that may prove challenging in light of Brexit (e.g. availability of staff). The Deputy Chief Constable reassured the PCC there were no other issues he was aware of and the Force was focusing on the potential impact of freight disruption.
- The Deputy Chief Constable advised there was funding available for mutual aid should officers from neighbouring forces be required to support Kent Police. He added that a full command structure would be in place for 93 days to manage any issues as well as increased staffing in custody and the FCR to provide resilience.

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

- The Chief Constable highlighted the 26 maritime events by Iranian, Albanian and Iraqi migrants to enter the UK via the Kent coastline between 12 October and 5 December 2018. He said that overall they had involved 181 migrants and that those intercepted and had been processed in the usual way, adding that a great deal of enforcement work was now underway in France.
- The Chief Constable provided an update on Sarah Wellgreen, advising that it was now been treated as a murder investigation. He said there had been extensive searches conducted by Kent Police and partner agencies, with the FCR receiving 200 calls from members of the public, and the investigation team reviewing video from 140 CCTV cameras equating to 8000 hours of footage. The Chief Constable added that the hope was to find Sarah, and Family Liaison officers were in direct contact with her family to ensure they received the appropriate support. The PCC thanked Kent Police and partner agencies for the extensive efforts that had gone into the search and investigation to date.

The PCC thanked the Chief Constable and the Deputy Chief Constable for their updates and those present for attending the meeting.

## Overview of Actions

	Status	Owner	Due date
Comparative data on officer, staff and PCSO turnover	Open	Chief Constable	20/03/2019
Comparative data on officers assaulted whilst on duty	Open	Chief Constable	20/03/2019

**Date of next Performance & Delivery Board: 20 March 2019**