

# Meeting Notes

**Title:** Performance and Delivery Board

**Date & time:** Wednesday 20 March 2019, 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 Acting Deputy Chief Constable Nick Downing

## 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 12 December 2018 were noted as a true and accurate record.

The following action updates were provided:

- Comparative data on officer, staff and PCSO turnover – *discharged, reported in item 5 'People' paper.*
- Comparative data on officers assaulted whilst on duty – *discharged, reported in item 3 'Safer in Kent Plan' paper.*

## 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 victims were at the heart of Kent Police's mission and gave some examples of recent operational activity that supported this.
- He explained that surveys of hate crime, domestic abuse and rape victims continued to show high levels of satisfaction, adding that all surveys were managed with extreme sensitivity and professionalism. He said the service to rape victims was being improved through the introduction of 40 Sexual Offence Liaison Officers (SOLOs).
- The PCC asked about the cover provided by SOLOs and whether there would be an evaluation to understand their effectiveness. The Chief Constable explained that they worked from 8am until 11pm, 7 days a week, alongside the Vulnerability Investigation Teams. He added that Mr Drysdale was leading on an evaluation and it would be completed by July 2019.
- The PCC asked whether the Force had a strategy to monitor victim satisfaction in the future. The Chief Constable confirmed the strategy was to continue the great work being done, but also capture the satisfaction level of burglary victims. He said the Research Bureau staff were also receiving additional training.
- The Chief Constable reported that assaults on emergency workers were increasing and that the Chief Officer team continued to push hard to provide the best support to officers and staff.

### Fighting Crime and Anti-social Behaviour (ASB)

- The Chief Constable highlighted the overall reduction in reported ASB across Kent, including in drunken / rowdy behaviour and neighbour disputes amongst other incident types.
- Reporting that overall recorded crime had increased in the last 12 months, the Chief Constable advised that this was mainly due to the Force having the best crime data accuracy in the country at 96.6%, with more crimes being recorded from each incident. He explained that there had been a 17.1% increase in overall crime, in significant part due to an increase in violent crime. He said that violent crime consisted of 55 different offences – the majority of which involved no physical injury – and that he was confident the Force had the right resources, coupled with the uplift in officers to deal with the increase. The Chief Constable added that every crime was investigated and where appropriate, victims safeguarded.
- The Chief Constable stated that from April 2019 the Force would be able to compare like for like crime statistics due to having 24 months of outstanding crime recording accuracy, giving a clearer picture of 'real' increases.
- On top of the great work already being done by officers and staff, the Chief Constable highlighted a new dedicated team that was dealing with burglaries and other linked crime types. He said the Chief Constable's Crime Squad, which consisted of 32 dedicated officers across the three Divisions, had been funded through the increase in council tax precept and was working well. He also highlighted joint-working between the Gypsy Liaison Team and the Rural Crime Team in dealing with more serious organised criminality.
- In relation to the Investigation Management Unit (IMU), the Chief Constable reassured the PCC that telephone investigation was not a degradation of service when it came to crime investigation. He said the IMU added real value to policing by providing capacity to thoroughly investigate crimes via research and enquiries.
- The PCC thanked all Community Safety Units for contributing to the decrease in ASB across the county and asked whether ASB had been impacted by the improvements in crime recording accuracy. The Chief Constable confirmed that there had been a decrease in ASB, but said the extent to which incidents were now being recorded as crimes (e.g. public order) was not clear.
- Focusing on burglary, the PCC commended Kent Police for its good work and positive public feedback. He asked whether there was any way to compare burglary figures before and after recent Home Office Counting Rules changes. The Chief Constable stated there were around 11/12 burglaries a day across the county in 2015 and this had now increased to 17. In the context of 1.8 million people, he said they remained a rare occurrence, but the Force was continually working to eradicate them and ensure an effective response when reported.

### Tackling Abuse, Exploitation and Violence

- Highlighting the launch of a new Modern Slavery and Human Trafficking Team and commenting on the great work taking place across the county to combat such offences, the Chief Constable warned of an increase in offences as the intelligence picture improved.
- Commenting on the Missing and Child Exploitation Team, the Chief Constable said they were achieving good results, including a reduction in the number of missing children as well as the amount of time they were missing.
- The Chief Constable stated that the Force was continually improving partnership working, including significant investment to ensure the child's voice was at the heart of policing. He said there were some really positive examples being highlighted of how Kent Police protects vulnerable people.
- The increase in violent crime was highlighted, including comment on the number of knives recovered and times officers were assaulted. The Chief Constable advised that there were bespoke operations underway to address the growing threat London gangs presented.
- In order to protect and support his officers, the Chief Constable stated that after careful consideration – and with the PCC's support – he had taken the decision to allow any officer in a frontline role to train to carry a Taser. He explained that he was not prepared to put the safety of officers, staff, or the public in jeopardy or allow armed criminals to go unchallenged within the county. The Chief Constable added that he believed Kent Police was the first Force in the country to offer Taser to any frontline officer.
- The PCC asked for it to be recorded that he endorsed the Chief Constable's reasoning and justification for coming to that decision in light of the threat and risks faced by officers on a daily basis.
- The PCC asked about knife crime and local policing activity. The Chief Constable explained that activity targeted the most violent on the most vulnerable, including the Serious Crime Directorate's response to serious violent crime. He stated that Kent Police had a robust, zero-tolerance approach towards knife-enabled crime.
- The PCC asked if the Force would be applying for some of the additional funding announced by the Home Office to tackle knife crime. The Chief Constable confirmed the Force was completing an application in order to increase capacity and capability to respond effectively.

### Combating Organised Crime and Gangs

- The Chief Constable stated that there were 35 active organised crime groups and 35 active county lines operating in Kent, with approximately 40% of London's county lines linked to the county.
- Over the last week, the Chief Constable reported that there had been significant operational activity resulting in more than 60 offenders being arrested and a number of knives as well as cash and drugs seized. He stated that the Force continued to focus on those gangs that caused the most harm to local communities.

### Providing Visible Neighbourhood Policing and Effective Roads Policing

- The Chief Constable re-iterated that PCSOs remained fundamental to the Force's policing model as they were an important asset in their local communities. He added that there were 300 in the county, with 82 in specialist roles including youth engagement, vulnerability and domestic abuse.
- To complement PCSOs, the Chief Constable reported that the number of Community Police Volunteers (CPVs) had grown from 6 last year to about 50. In addition, he stated there were 401 Police Cadets, with over 500 waiting to join, and explained work was underway to develop a programme to assist those coming up to the age of 18 who wanted to apply for the Special Constabulary or to join as a regular officer.
- The Chief Constable commented on the good work of the Roads Policing Unit in tackling the fatal four: speeding; mobile phone use; not wearing a seatbelt; and drink/drug driving. He also highlighted the proactive work of Community Speedwatch in tackling repeat and extreme offenders.
- Acknowledging that CPVs were another positive link between the police and the public, the PCC asked for more information. The Chief Constable said there were about 50 CPVs at the moment, but this was projected to increase to 100 in the near future. He added that the Force was also looking at specialisms within the role to make better use of volunteers' knowledge (e.g. equine, coastal, rural).
- In relation to Community Speedwatch, the PCC asked about the Force's level of engagement from a front line point of view. The Chief Constable stated that Speedwatch Managers liaised closely with the Community Safety Units, the Kent and Medway Safety Camera Partnership Team and the Roads Policing Coordinator to ensure resources were allocated appropriately to support Community Speedwatch teams.

### Delivering an Efficient and Accessible Service

- The Chief Constable stated that it was paramount the Force delivered a first class service whilst delivering value for money.
- The Chief Constable noted an area of increasing demand was the number and duration of Mental Health Section 136 detentions. He also commented that the statistics around 999 and 101 call handling were positive, with a reduction in call attrition and waiting times.
- In terms of the Force becoming more time-efficient, the Chief Constable outlined how new IT innovations were making a difference, including enabling officers to submit forms via the Mobile First application. He also highlighted the Innovation Taskforce's work to make the Force more efficient and effective, including the Evidence Based Investigation Tool and forecasting/prediction technology. In addition, he commented on the successful implementation of Athena and how it was already providing greater shared intelligence opportunities.
- The Chief Constable stated that in general the paper outlined out how well Kent Police was performing and that he was confident the results of HMICFRS' Integrated PEEL Assessment would be positive. The PCC echoed this sentiment.
- The PCC thanked the Force Control Room (FCR) staff for improving call handling performance and in relation to online crime reporting, requested an update. The Chief Constable stated that approximately 2000 reports a month were being submitted online, but the impact on 101 calls was not clear although work was underway to gain a better understanding.
- The PCC asked whether there was any update on the 'Click before you call' campaign. The Chief Constable explained that it had been well received but more time was needed to determine the benefits.
- The Chief Executive asked whether the investment in the FCR had made a positive impact, particularly around ensuring an appropriate first time response to callers. The Chief Constable said it would be logical that the investment explained in part the overall service improvement.
- The PCC asked whether the algorithms in the Force's forecasting tools might be biased as they used historical data. The Chief Constable stated that the Force regularly assessed the algorithms, but they were also coupled to intelligence gathered from local policing teams.
- The PCC thanked the Athena Implementation Team for the successful roll-out, but asked whether there were ongoing challenges to be mindful of. The Chief Constable stated that there were, such as the timeliness of information and some backlogs in the system, but these were being closely monitored and the Force was prioritising overall stability and performance.

#### 4. Inspections, Audits & Reviews

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

The following points were discussed:

- Providing an update on HMICFRS' Crime Data Integrity inspection, the Acting DCC stated that 96.6% recording accuracy was the highest of any force in England and Wales, and highlighted the positive feedback received from inspectors.
- The Acting DCC noted that Kent Police was now preparing for the upcoming, unannounced HMICFRS Child Protection Inspection, as well as planned internal and external audits, with all but one showing increased levels of assurance.
- The PCC asked how the Force was maintaining the high level of recording accuracy. The Acting DCC advised that there was strong oversight, including a risk based audit plan linked to increased capacity and capability within the audit function. He added that crime recording processes had been consolidated and there was ongoing training for officers in relation to the Home Office Counting Rules.
- In relation to local and national HMICFRS recommendations, the PCC asked whether there were any the Force had decided not to action. The Acting DCC reported that the Force Inspectorate immediately reviewed all recommendations to identify learning opportunities, and where appropriate the Force took action to implement.
- The PCC thanked all officers and staff for their hard work and support in keeping the county safe.

#### 5. People

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

The following points were discussed:

- The Chief Constable reiterated that Kent Police's most important asset was its people.
- In terms of recruitment, the Chief Constable said the aim was to recruit 460 new officers by the end of March 2019. He added that the current projection was actually 508, which would result in the overall officer strength being greater than the planned establishment of 3452.50.
- With regards to the precept increase, the Chief Constable stated this would be invested in frontline policing, with visibility, vulnerability and public contact being the major themes. In support of this, he said the majority of officers would be deployed into local policing teams, town centre policing and the Vulnerability Investigation Teams.
- The Chief Constable highlighted the various routes through which officers were being recruited, and commented on some of the innovative methods being used which he said were helping to boost the number of quality candidates applying from historically under-represented groups. The Chief Constable also highlighted the personal development opportunities available to officers and staff through 'Develop You'.
- In terms of absence from work, the Chief Constable reported that compared to last year there had been a reduction in officer, staff and PCSO average days lost. Highlighting the launch of a new 'Live Well Feel Well' course for managers, he said it was a positive picture regarding wellbeing of staff generally.
- Echoing the Chief Constable's sentiment that the Force's most important asset was its people, the PCC asked that his thanks be passed to the recruitment team for their achievements through the recruitment campaign.
- The PCC asked how the Force was using 'Police Now' and what roles the officers would perform. The Chief Constable explained that 9 officers would be starting in the summer, and they would be placed in local communities to work with residents and partners. He added that they would be expected to identify and take ownership of particular problems in their local area.
- The PCC asked whether any learning had been identified from the last Graduate Entry and Investigate First programmes. The Chief Constable referred to the inclusion of more leadership training at an earlier stage due to the committed and dynamic nature of recruits. He said he was due to meet with the first cohort soon to seek their views on potentially mixing graduate and standard entry officers.
- In relation to officers leaving the Force, the PCC asked if there were any themes emerging from Exit interviews. The Chief Constable explained that Exit interviews were voluntary, adding that retirement was the largest reason for officers leaving, followed by resignation. Of those resigning, he stated the most common reasons were a change in personal circumstances, different career aspiration and being unhappy at work. He said the latter was the third most common reason at 15%, whereas it was top a year ago.

## 6. Finance

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

The following points were discussed:

- The Acting DCC outlined the Force's financial forecast against revenue and the investment budget, and also commented on the savings programme.
- In relation to the December Grant Settlement and precept increase, the Acting DCC advised that the Force's overall 2019/20 budget had increased, but it would still need to make significant savings.
- The Acting DCC stated that overall the Force's finances were in good order, noting that the precept increase would enable the Force to recruit an additional 180 officers by April 2020.
- The PCC was pleased to see the reduction in underspend this year, but asked how it and other in-year pressures were being managed now and in the future. The Acting DCC stated that governance included a Chief Officer Senior Management meeting and regular internal financial reviews of expenditure. He said it had featured at a recent senior leaders engagement event, and that regular audits along with HMICFRS inspections added another layer of scrutiny. He added that there was generally greater scrutiny of finances across all business areas.

## 7. Collaboration & Partnership Working

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

The following points were discussed:

- The Acting DCC highlighted a number of work streams, including the 7 Force Collaboration projects focusing on armed policing, forensics and the Policing Education Qualifications Framework.
- With regards to preparations for the UK leaving the European Union, the Acting DCC stated there was a great deal of partnership working, particularly around managing potential traffic issues on the county's road network.
- The Acting DCC referred to recent partnership conferences on Child Centred Policing and Preventing Extremism and Hate Crime and commented that the feedback had been very positive. He also highlighted effective working between the Force and local authorities to tackle fly-tipping, advising that a new agreement had been signed to improve information sharing.
- The Acting DCC said there was great partnership working across the county and that it was vitally important as it helped deliver a first class service to the public.

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

- The Acting DCC highlighted a recent knife crime operation that entailed 9 warrants resulting in 13 arrests and property being seized, including: 1 samurai sword, 4 large knives, 2 air weapons, class A drugs, over 40 mobile phones and a considerable amount of cash. He added that further warrants were being executed over the coming weeks and reiterated the Force would catch criminals, stating there was no place for them to hide.
- The PCC thanked the teams involved for their efforts and the great results; he said he looked forward to hearing about more of the achievements in the coming weeks.

The PCC thanked the Chief Constable and the Acting DCC for their updates and for preparing the papers; he also thanked those present for attending.

**Date of next Performance & Delivery Board: 5 June 2019**