

Meeting Notes

Title: Performance and Delivery Board

Date & time: Wednesday 25 September 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, Deputy Chief Constable Tony Blaker and Deputy Chief Officer Ian Drysdale

1. Welcome & Introduction

The Police and Crime Commissioner (PCC) welcomed those present. He thanked the force for their engagement with his office and work in preparing for the meeting.

2. Notes of Previous Meeting

The notes from the meeting held on 5 June 2019 were noted as a true and accurate record.

The following action updates were provided:

- Update on Junior and Mini Cadets – *discharged, reported in item 3 'Safer in Kent Plan' paper.*
- Update on Force Inspectorate review of the use of police powers of detention under the Mental Health Act – *discharged, reported in item 4 'Inspections, Audits & Reviews' paper.*
- Update on IMU Recovery Plan – *discharged, briefed outside of meeting.*
- Update on Recommendation 9 of HMICFRS' report 'Fraud: Time to Choose' – *discharged, briefed outside of meeting.*
- Update on Force Inspectorate review on response to Stalking & Harassment – *discharged, reported in item 4 'Inspections, Audits & Reviews' 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

- In relation to hate crime, domestic abuse and rape victim surveys, the Chief Constable reported they continued to show high levels of satisfaction, adding that all surveys were managed with extreme sensitivity and professionalism. He said that Sexual Offence Liaison Officers had been introduced to further improve and enhance the service provided. The Chief Constable advised that he would update on domestic abuse victim satisfaction at the next meeting once the data had been fully analysed.
- The PCC congratulated the force on the high levels of victim satisfaction. He asked about burglary victim satisfaction and the Chief Constable stated it was the next crime type to be measured and the survey would commence in November.
- The PCC sought the Chief Constable's view on how Victim Justice was progressing. The Chief Constable explained the focus was on case file quality and timeliness as well as the victim's journey through the criminal justice process. He said it was improving, but that staff in the Victim Justice Unit (VJU) were also re-energised and focused, which was helping the overall service to victims.

Fighting Crime and Anti-social Behaviour (ASB)

- The Chief Constable appreciated that ASB had a real impact on people's lives, and said it was right to prioritise through a partnership approach. He stated it was being tackled by partners every day and this included the use of powers, such as dispersal orders, where appropriate.
- He reported that ASB overall had reduced, explaining that there had been decreases in drunken behaviour and unlawful encampments, to name a few, whereas neighbour disputes and rubbish had increased. He added that the reduction did not reflect a shift to public order offences, which were also showing a reduction.
- Focusing on residential burglary, the Chief Constable reiterated that the definition had changed. For the rolling year to July 2019 he reported that Kent had seen a very small increase, but overall it was a stable picture.
- The Chief Constable highlighted the good work of the Crime Squad since its creation in late February 2019. He explained the 32 officers were based on the 3 divisions, with a focus on burglary and similar crime types. Outlining examples of positive work entailing arrests and prosecutions, he stated some of the activity would not have happened without a dedicated resource hunting offenders down. He added that if more officers were recruited in the future, it was a team he would like to grow.
- Focusing on rural policing, the Chief Constable advised a number of forces did not have dedicated resources, but the vulnerability of rural communities was recognised in Kent. He outlined the important work of the Rural Policing Team and partners in preventing and fighting crime. He added that local knowledge was vital; supported by desk-based investigation via the Investigation Management Unit (IMU).
- The PCC asked what steps were being taken to reduce ASB. The Chief Constable explained it was being tackled through a partnership working model where local problems and locations were discussed and solutions found. He added there was also increased local intelligence concerning ASB linked to county lines activity.
- The PCC asked about the Chief Constable's vision for town centre policing. The Chief Constable said that he welcomed the ability to increase the number of dedicated Town Centre Officers from 18 to 54, adding that they would be highly visible, engaged with local businesses and allocated according to demand.

Tackling Abuse, Exploitation and Violence

- The Chief Constable stated the force was dedicated to tackling emerging crimes such as modern slavery and human trafficking. He said a great deal of preventative and enforcement activity was taking place across the county to locate and safeguard victims of organised crime groups.
- In relation to the Missing and Child Exploitation Teams (MCETs), the Chief Constable highlighted examples from the paper involving investigations with the National Crime Agency and enforcement agencies in other countries.
- To raise awareness of vulnerability and better equip officers and staff, the Chief Constable advised there had been numerous training sessions including on stalking, harmful practices and rape. He added that there were now also 50 stalking SPOCS across the force.
- Outlining some great results in terms of prosecuting domestic abuse perpetrators and safeguarding victims, the Chief Constable stated that the force had run CPD events focusing on male domestic abuse victims and the MARAC process to raise awareness and improve knowledge.
- To tackle violent crime, particularly knife crime, the Chief Constable advised that a number of operations were conducted in June and July in partnership with surrounding forces resulting in 556 arrests, 683 stop and searches, 236 drug seizures, and seizure of 282 weapons and £600,000 in cash. As a result, he reported that knife crime reduced by 25% over the period.
- The PCC requested that his thanks be passed to officers and staff for their great work in reducing violent crime.
- Focusing on domestic abuse, the PCC asked about the trends in men and women being victims. The Chief Constable acknowledged that the force was still not getting the complete picture, but said the trend was currently stable with male victims accounting for just over 20% of reported domestic abuse - half of which was male on male. He added that more needed to be done to encourage reporting in order to get the full picture.
- The PCC asked what the force was doing to challenge female genital mutilation and forced marriage. The Chief Constable outlined the force's 4 'P' approach with partners to tackle such offences – Pursue, Prevent, Protect and Prepare. He added that it was important to build trust and confidence, and work with partners and local communities to tackle cultural issues and stamp out such harmful practices.

Combating Organised Crime and Gangs

- The Chief Constable stated that through the 4 'P' approach, the force was also actively combatting organised crime groups (OCGs) and gang-related activity.
- The Chief Constable advised that 30% of county lines activity into Kent was coming from London. Drawing on examples in the paper, he highlighted some fantastic policing that had resulted in a number of Albanian offenders being jailed for 60 years; and one of Kent's highest harm drug lines being dismantled following the execution of warrants in London.

- The Chief Constable reported that there were 32 active OCGs in Kent and that compared to neighbouring counties, the force had the highest level of OCG disruptions. With regards to disruption, the Chief Constable said tactics included drug / cash seizures and utilisation of the Proceeds of Crime Act (POCA) to confiscate assets.
- The PCC asked if the surge activity in relation to knife crime was sustainable. The Chief Constable confirmed it was due to the increase in police officers funded by the precept, as well as the recently announced national officer uplift which would ultimately enable further growth in proactive teams.
- The Chief Executive requested that further information be provided on how cash seized under POCA was distributed. The Chief Constable agreed to include this within the next paper.
- The PCC congratulated the force on its excellent proactive and investigative work. Referring to recent public engagements, the PCC asked what the force was doing to combat drug dealing in local communities. The Chief Constable stated it was actively addressing the issue and that such problems were dealt with by the Community Safety Unit and Community Policing Team in conjunction with local partners. He added there was also a link between local policing and the Serious Crime Directorate to develop intelligence and tackle drugs supply.

Providing Visible Neighbourhood Policing and Effective Roads Policing

- The Chief Constable re-iterated that PCSOs were fundamental to the policing model and that the number had remained at 300, with 82 in specialist roles, such as youth engagement and vulnerable adults. He stated that PCSOs had a wealth of local knowledge and were well-connected and respected in their local area, adding that they assisted with a large array of tasks, including: attending calls, visible patrolling and representing the force at partnership events.
- Highlighting the good work of the Citizens in Policing Team, and positive Special Constabulary news, the Chief Constable reported that two new vehicles had been purchased by SECAMB to expand the Joint Response Unit.
- Applauding the hours Special Constables give and various roles they perform, the Chief Constable highlighted that one had now been trained and accredited in counter terrorism work and others were due to be trained in Taser and drone operation. He added there had been an increase in those applying to join as a regular, noting that the smooth transition saved over £24,000 per applicant.
- The Chief Constable stated that there were now around 400 Police Cadets, with over 350 young people waiting to join. He said the scheme was going from strength to strength, with a number having joined the force as a regular officer, member of staff or Special Constable. He added that the scheme was also helping to turn young people's lives around, particularly those from vulnerable backgrounds.
- The Chief Constable highlighted that there were around 50 Community Police Volunteers, but stated that the aim was to recruit 300 by June 2020.
- In relation to Community Speedwatch, the Chief Constable noted their excellent work in targeting repeat and extreme driving behaviour. He also commented on the good work of Neighbourhood Watch.
- The Chief Constable noted the ongoing great work of the Tactical Operations Department, including the Roads Policing Unit, in not only tackling the fatal four: speeding; mobile phone use; no seatbelt; and drink / drug driving, but also arresting criminals using the road network. He added that road safety was further enhanced by the Special Constabulary Roads Policing Team.
- Addressing an issue raised by residents, the PCC asked whether foreign lorry drivers who contravened traffic laws were pursued and dealt with in the same way as UK drivers. The Chief Constable stated officers have powers to deal with foreign lorry drivers committing offences, including making them pay an immediate fine as a penalty. He advised that if the fine was not paid, officers could also immobilise or seize the vehicle. He added that between September 2018 and August 2019, just over £500,000 was paid by way of fines.
- Acknowledging the tremendous work of PCSOs, the PCC asked how the specialist and traditional roles were working. The Chief Constable explained that from a morale and development point of view it was great. The specialist roles were also helping manage demand, with for example the MCET PCSOs carrying out most - if not all - missing person enquiries. He said they provided a dedicated safeguarding resource and were building links with young people. He added that traditional PCSOs also did a fantastic job in local communities.

Delivering an Efficient and Accessible Service

- The Chief Constable highlighted that the number and duration of Section 136 Mental Health detentions had increased over the last 7 years. He said that planning was underway to develop alternative pathways to hopefully reduce the use of police powers, including the creation of alternative places of safety in 2020.
- In relation to 999 and 101 call handling, the Chief Constable reported that a very high percentage of calls were being answered, despite increased demand. He reiterated that 999 calls would always be prioritised over 101 calls, and therefore the percentage of 101 calls answered would fluctuate slightly during peak times.
- Focusing on other ways of reporting crime, the Chief Constable said the 'Click before you call' campaign had seen a positive uptake, but its overall effectiveness would only be known in 3-6 months' time.

- The Chief Constable said new IT solutions were helping to deliver efficiencies, advising that the Mobile First application had contributed significantly to the 17,215 hours saved in the 1st quarter; 5,000 more hours than the previous quarter. He also stated that whilst Athena performance issues continued to be addressed, the system was becoming more reliable.
- Referencing his first briefing on the FCR three years ago, the PCC said there had been tremendous improvements and asked that his thanks be passed to all FCR staff for their hard work. Referencing the changing landscape, the PCC asked if the improvements in performance were sustainable. The Chief Constable stated that whilst 101 call answering fluctuated with seasonal pressures meaning the public may have to wait a little longer, overall performance was sustainable in the longer term.
- The PCC asked whether the force was maximising the use of Crimestoppers and how it ensured information received was assessed and acted upon wherever possible. The Chief Constable said the force had obtained some good results based on the information received, but he did not feel it was being used to its maximum. He offered to provide a further update at the next meeting and the PCC agreed.

Actions

- **Force: update on domestic abuse victim satisfaction survey results.**
- **Force: include information in next paper on how cash seized under POCA is distributed.**
- **Force: provide further update on how information received via Crimestoppers is maximised and acted upon where appropriate.**

4. Inspections, Audits & Reviews

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

The following points were discussed:

- The DCC reported that HMICFRS were now inspecting forces through a new integrated PEEL methodology, involving insight visits throughout the year. He said some areas of improvement had been identified locally and nationally which the force was working through in order to enhance its Effectiveness grading. He added that one strand the force was focusing on related to the use of mental health powers.
- The DCC confirmed that following HMICFRS' Stalking and Harassment inspection of Sussex Police progress had been made on the recommendations. He reported that the force had reviewed and updated policy guidance, carried out training, identified 50 Stalking SPOCs and were now regularly dip-testing crime reports.
- In relation to HMICFRS' report on the police and CPS response to crimes against older people, the DCC advised that the force had accepted the recommendations and work was underway to determine how it could enhance the service to older victims. The PCC requested a further update at the next meeting.
- The PCC sought assurance that the high standard of crime data integrity was being maintained. In confirming that it was, the DCC reported that the governance processes had been tightened and culturally all officers and staff understood the importance of accurate crime recording.
- Referring to internal and external audits, the DCC provided an update on the Statement of Accounts. He said that whilst there was a national issue relating to pensions, the force published the accounts ahead of the statutory deadline and received an unqualified audit opinion.
- The PCC asked that his thanks and congratulations be passed to the Finance Team.

Action

- **Force: provide further update on response to HMICFRS report 'The poor relation: The police and CPS response to crimes against older people'.**

5. People

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

The following points were discussed:

- The DCO reiterated that the force's most important asset was its people and advised there was a focus on capability, as well as capacity.
- In terms of officer recruitment, the DCO stated there would be no lowering of standards in terms of quality to achieve the desired number. He said the investment in occupational health would also continue, with the uptake for the 'Feel Well Live Well' programme evidencing the need, as well as the importance placed on wellbeing.

- Focusing on capacity, the DCO said officers were feeling more positive as they were seeing numbers increasing to help with demand. He advised the planned establishment of 3632.5 FTE officers by end of March 2020 would be exceeded as a result of the national officer uplift, but the force was in a good position to meet the ambitious target. He reported that 397 officers were to be recruited this year, with 88 having already joined.
- The DCO also stated that the force was not taking its eye off of other roles as they were all important and made a great contribution to policing in the county.
- Referring to the paper, the DCO advised the recruitment of BAME and female officers was a stable picture, adding that there were a number of initiatives in place to support and increase applications.
- In relation to absence the DCO reported that over the last 7 years it had reduced, but compared to the first 4 months of last year there was a slight increase. He said it was manageable going forwards due to good analysis, resources and tight HR controls.
- Commenting on the national officer uplift, the DCO said the force would soon know how many officers it was being allocated. He added that regardless, it was welcome news in terms of bolstering numbers. The PCC requested an update at the next meeting.
- Acknowledging the positive work, the PCC focused on equipping more officers with Taser – something which he said he fully supported. He asked what the uptake had been in officers indicating an interest in carrying Taser. The DCO said that 99% of officers surveyed were in favour and the force anticipated that 1,600 would apply, which with regards to officer safety was very positive. The Chief Constable reinforced this by stating that it was an easy decision to equip officers with another layer of protection in the face of increasing assaults and general threat, risk and harm. He said he had received a number of personal emails thanking him for the decision.
- The PCC was pleased to hear about the positive uptake and asked about plans to give Special Constables the option of carrying a Taser. The Chief Constable reiterated that Special Constables were trained to the same level and deal with the same situations as regular officers, adding that it was only right to afford them the same level of protection. He said Home Office approval to do so was awaited, and the option would only be offered to those with 10 years' service and averaging 40 hours of duty time per month.
- The PCC expressed his thanks to everyone involved in officer and staff recruitment.

Action

- **Force: provide update on the impact of the national officer uplift.**

6. Finance

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

The following points were discussed:

- Reinforcing the operating context of the force, the DCO highlighted that Kent was 32nd out of 43 in terms of funding received from government. He said it would have been a very challenging position had it not been offset by the PCC's decision to increase the precept in recent years. Comparing Kent to other forces in terms of expenditure on frontline and support services, the DCO noted Kent's shrewd financial performance.
- In relation to the financial forecast against revenue budget, the DCO reported an underspend of £600,000 (0.2% of the overall budget). He said that whilst overtime was forecast to be overspent, some of this would be reimbursed as it related to specific operations.
- The DCO reported that the force's investment budget was forecast as 98% spent, and encompassed planned spends including the Taser uplift. He stated that the £11 million savings target was challenging to meet, but the force was working hard to achieve it.
- Overall, the DCO advised that the force's financial position remained healthy, but there was ongoing tight control and scrutiny to ensure challenges were met.
- Focusing on overtime expenditure, the PCC sought confirmation the money would be reimbursed. The DCO confirmed this was the case, adding that through tighter controls it was also being better managed to ensure it remained within budget.

7. Collaboration & Partnership Working

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

The following points were discussed:

- The DCC stated that collaboration with partners was ongoing, and referenced the sharing of equipment, such as drones, as well as 7 Force collaboration plans around training and procurement.

- Albeit a very sad conclusion, as an example of good extensive partnership working he referenced that between the emergency services and partners in the search for Lucas Dobson in Sandwich.
- The DCC spoke about the 7 Force collaboration projects, including the procurement of a Policing Education Qualifications Framework (PEQF) provider to deliver the new professional training framework. He also outlined the possible benefits and savings related to armed police training and governance.
- Focusing on the 7 Force procurement work, the PCC asked about the benefits and savings. The DCC stated the single lead for the project would provide capability and capacity, but it would also provide a better negotiating position through scale purchasing across 7 forces which would ultimately save money.
- In relation to Single Online Home, the PCC asked about the implementation and benefits to the force and public. The DCC stated it was too early to identify benefits as Kent Police previously had an effective online offering. He added that Single Online Home allowed access to a wider range of services developed nationally, and also to new future services providing cost savings and greater accessibility.
- In relation to Brexit preparations, the DCC explained there were plans in place which would continually be refined to ensure traffic disruption and /or public disorder were managed effectively. He stated that officer and staff duties had been planned and contingency plans, such as those relating to the Operation Brock infrastructure, had been tested. He added that access to the Schengen Information System would be affected, but the conversion of force records to the Interpol system had been completed.
- The DCC concluded by outlining a number of other partnership work streams, including tackling harmful practices, joint working around licensing, and the embedded Youth Justice Team within both Kent and Medway Youth Offending Teams.

8. Topical Issues & Update on Significant Operational Matters

- To evidence the value of the additional investment, the Chief Constable highlighted a Crime Squad investigation.
- In the east of the county a female was sexually assaulted; over the following 48 hours the offender went on to commit a further 21 offences including robberies and burglaries.
- The Crime Squad took on the investigation, gathered evidence and tracked the offender down. He was subsequently arrested by Tactical Operations officers and charged by the CPS.
- Following a number of identification parades, the offender pleaded guilty to two charges at Crown Court and was remanded in custody; he is currently awaiting sentencing.
- The PCC expressed his thanks to the Crime Squad for their continuing great work.

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

Overview of Actions

	Status	Owner	Due date
Update on domestic abuse victim satisfaction survey results	Open	Chief Constable	04/12/2019
Include information in next paper on how cash seized under POCA is distributed	Open	Chief Constable	04/12/2019
Further update on how information received via Crimestoppers is maximised and acted upon where appropriate	Open	Chief Constable	04/12/2019
Further update on response to HMICFRS report 'The poor relation: The police and CPS response to crimes against older people'	Open	Chief Constable	04/12/2019
Update on the impact of the national officer uplift	Open	Chief Constable	04/12/2019

Date of next Performance & Delivery Board: 4 December 2019