

Meeting Notes

Title: Performance and Delivery Board

Date & time: Wednesday 6 December 2017, 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), Rob Phillips (Chief Finance Officer)

Kent Police: Chief Constable Alan Pughley, Deputy Chief Constable Paul Brandon

1. Welcome & Introduction

The Commissioner (PCC) welcomed those present.

2. Notes of Previous Meeting and Action Updates

The Meeting Notes from the Performance and Delivery Board on 27 September 2017 were noted as a true and accurate record.

The PCC advised that the action from the last meeting relating to EBIT would be covered under item 8.

3i. Crime Data Integrity

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

The following points were discussed:

- The Chief Constable explained that the level of crime recording accuracy had increased since the improvement plan had been implemented. He said that up until recently he had received monthly updates, but in light of the improvements in performance and sustainability he had observed, it was now overseen by the Deputy Chief Constable on his behalf.
- The Chief Constable said the overall compliance was 90% and that this was fairly consistent, it increased and decreased only marginally which was what he expected to see. He added that he was confident the Force would maintain this level of accuracy, if not higher.
- In explanation, the Chief Constable said the simple analogy that he drew upon was if a father or mother were in the street with 3 or 4 children, and someone shouted something that was offensive or threatening towards them, historically that would be recorded as one offence; each victim was now entitled to a crime report.
- In relation to the sexual offences referenced at paragraph 8, the PCC sought reassurance that every victim was contacted and an investigation took place; it was just that all offences weren't recorded separately as crimes. The Chief Constable confirmed that all victims still received the same service, it was simply that some crime reports had not been created.
- The PCC asked whether, in the national context, 90% recording accuracy would be considered 'Outstanding', 'Good', 'Requires Improvement' or 'Inadequate' by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). The Chief Constable said some forces had recently achieved 90% and they had been graded 'Good'; Kent Police hit 90% a few years ago and HMICFRS must have changed their criteria since

then as the Force was advised that appreciable more needed to be done. There were many forces that were a lot lower than 90%, so the Force was towards the top of the pack.

- In reference to paragraph 4, the PCC requested clarification on exactly what recommendations had been made and how they had been taken forward. The Deputy Chief Constable explained there were seven recommendations that came out of the HMICFRS inspection, which were briefed through the Force Performance Management Committee and the Chief Officer meeting (COSM). The delivery plan was in place, and a number of the recommendations were fairly minor and have been implemented by the Force Crime and Incident Registrar. He said the Force was liaising with HMICFRS about the re-inspection, but he was confident the Force were in a good position.

3ii. Force Performance

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

The following points were discussed:

- The Chief Constable stated there had been an increase in all crime types compared to the year before, but this was largely due to the improvement in recording accuracy. He also explained that the charge and arrest rates in Kent had increased.
- The Chief Constable stated there had been an increase in 999 and 101 calls compared to the previous two years. Furthermore, whilst the 101 call answering time had increased, it was due to a change in operating model whereby 101 call-handlers were diverted to assist with 999 calls at peak times. He said Kent Police would continue to prioritise emergency calls over 101 non-emergency calls.
- In light of impending changes to the Mental Health Act 1983, introduced by the Policing & Crime Act 2017, the PCC said he was pleased that provisions had been put in place. However, he asked the Chief Constable if he was confident the Force was prepared for the changes and if there remained challenges with some partners. The Deputy Chief Constable said that all Custody Sergeants and Detention Officers were well-prepared for the changes and explained that the Force were in an advantageous position because many challenges had already been addressed with partners. He added that the only concern was whether partners would be able to consistently provide the necessary facilities and staff.
- The PCC added that the National Police Chiefs' Council (NPCC) should be commended for voluntarily pursuing the goal of preventing police custody from ever being used as a place of safety.
- The PCC noted the example about the reduction in time it had taken the Missing and Child Exploitation Team in West Kent to locate a missing individual. He asked how this had been achieved. The Chief Constable stated it was the result of New Horizon with the specialist team developing good information and intelligence, having better supervision, and the capacity to focus real time and effort on those who go missing. Furthermore, Police Community Support Officers (PCSOs) were out in the community and had a good understanding of local issues. The Deputy Chief Constable concurred that better supervision and the local knowledge of PCSOs were key contributing factors. The Chief Constable stated that the successful reduction in time in West Kent would be seen across Kent in the future.
- The PCC requested clarification on the difference between the 99.12% referenced at paragraph 26, and the 90% at paragraph 8 in the Crime Data Integrity paper. The Chief Constable stated the 90% was how accurate Kent Police were in deciding if a report should be recorded as a crime based on the Home Office Counting Rules; whereas the 99.12% reflected how accurately information on crime reports had been completed (e.g. Name, Address, location of the offence etc.)
- The PCC asked whether Central Alarm notifications were a significant demand on Kent Police. The Chief Constable stated it was a small proportion of police time currently, but he believed it would increase in the future as more companies came online nationally. He said that police IT infrastructure would need to be prepared for such an increase.
- The PCC asked about investigative resilience and whether there were enough detectives within the Force. The Chief Constable confirmed the establishment Force-wide was approximately 610 detectives, with 570 currently in post; although not all were fully accredited. He said officers' appetite for detective roles had increased since New Horizon was implemented, so numbers should increase in the future. The Chief Constable also highlighted the development of a new internal process that will enable new recruits to be fast-tracked into detective roles.
- Having highlighted the increase in arrest and charge rates, the PCC asked about the levels of recidivist offending. The Chief Constable advised that this was covered in the next paper under Integrated Offender Management.
- The Chief Executive asked whether criminal justice partners were coping with the increase in arrests and charges. The Deputy Chief Constable said partners were being challenged by the increase, but they were taking steps to ensure it could be managed effectively.

4. Police and Crime Plan Delivery

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

The following points were discussed:

- The Chief Constable said the most recent Domestic Abuse and Hate Crime victim survey results showed 87% and 79% satisfaction respectively. The PCC asked how many Domestic Abuse victims 87% represented. The Chief Constable stated the Force had surveyed just under 500 people and the number satisfied was around 410.
- In relation to Hate Crime, the PCC asked how many satisfied victims 79% represented; why some victims were not satisfied with the service; and what the charge rate was. The Chief Constable explained the survey consisted of 550 people, so 79% equated to approximately 400 victims satisfied with the service. He added reasons for dissatisfaction were varied, with some victims feeling they were not updated as quickly as they would like; other victims being disappointed with the outcome; and some investigations taking too long, so victims became disengaged. Regarding the charge rate, the Deputy Chief Constable did not have the data to hand but agreed to provide the information outside the meeting.
- The PCC asked how the quality of updating victims was monitored. The Chief Constable said the standard of updates was monitored through local supervision. Furthermore, if complaints were received about the updates, the Deputy Chief Constable was informed via the Professional Standards Department.
- The Chief Constable explained that 59% of Domestic Abuse victims had been offered the opportunity to complete a Victim Personal Statement (VPS), and 23% of Hate Crime victims. He said Kent compared better than the National Crime Survey of England and Wales, but more work was being undertaken to ensure victims had the opportunity to make a VPS.
- The PCC asked whether the low number of VPS's being offered directly related to police action taken. The Chief Constable confirmed it was not related to police action because investigation, understanding and safeguarding was evident, however he did acknowledge there may be a need for further training and awareness.
- The Deputy Chief Constable referred to a Focus Group held with survivors of serious sexual assault to better understand their experiences of the criminal justice system. The PCC requested further information on the outcomes of the Focus Group.
- The PCC was pleased to see the reduction in Anti-Social Behaviour (ASB) but asked about the number reduction. The Chief Constable confirmed it was approximately 5,000 less incidents across the county, with a slight anomaly in Ashford as it was the only district where ASB was not falling.
- The PCC sought clarity as to whether the decrease was across rural and urban areas. The Chief Constable said the 11% reduction was spread evenly across both rural and urban areas.
- The PCC was keen to know how the reduction in ASB had been achieved; he said he was aware of some good, proactive work by Community Safety Partnerships. The Chief Constable explained it was a mix of factors including New Horizon, which had enabled continued investment into the Community Safety Units and having greater legislative tools at the Force's disposal.
- The PCC asked if there was a tangible link between the reduction in ASB and members of the public not being able to get through on 101. The Chief Constable said there was no indication that the public were not reporting ASB because they're unable to get through, particularly as there were other ways of reporting non-urgent matters.
- The PCC asked about work to tackle Modern Slavery and the National Referral Mechanism. The Deputy Chief Constable outlined work being undertaken by the Serious Crime Directorate including engagement with schools, which had not been seen elsewhere in the UK. The Chief Constable added that his officers and staff had received relevant awareness and training on Modern Slavery in order to help protect the most vulnerable.
- The PCC asked if there was a 'gang culture' in the county. Referring to recent events in Gillingham, the Chief Constable said London offenders had been arrested and charged in Kent. He went on to briefly describe the three-pronged response to targeting gangs in Kent, but said it was difficult to know the true extent of the problem. He stated that the Force had a good working relationship with the Metropolitan Police and they worked well together to combat gangs travelling between Kent and London.

Actions

- **Force: outside of meeting, provide Hate Crime charge rate data.**
- **Force: outside of meeting, provide update on outcomes from Focus Group with survivors of serious sexual assault.**

5. 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 stated that there was a minimal under-spend against the budget, and explained it was constantly reviewed to ensure it was controlled and kept to a minimum.
- The PCC highlighted the overtime spend and asked for clarification on why the forecast was so substantial. The Deputy Chief Constable explained the difference between this year and last year was that the Force had run an operation to deal with outstanding offenders, particularly prior to New Horizon going live. He said the operation required overtime but he was certain it would be a 'one off' as the Force was looking to develop greater flexibility in resourcing in the future.
- The PCC asked about the management of officers working overtime. The Deputy Chief Constable stated this was the function of the Force Resource Unit, but supervisors also had a pivotal role in monitoring the health and welfare of their staff.

6. 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 outlined the situation with regards to police officer numbers and plans to recruit another 80 before the end of the financial year, to bring the number up to 3,261 officers. He said the PCSO situation was similar, with the aim being to recruit another 40 before April 2018.
- The Deputy Chief Constable said there had been a slight decrease in the number of Black, Asian, and Minority Ethnic (BAME) officers due to two officers retiring, however there were 6 BAME applicants in the November police officer recruitment process. He explained that the Force was actively trying to recruit people from BAME backgrounds, including through a more diverse programme of outreach events, positive action workshops and a review of the recruitment process to ensure positive action opportunities were maximised.
- The PCC asked about the promotion prospects for BAME officers. The Deputy Chief Constable stated there was a comprehensive personal mentoring system for BAME officers. The Chief Constable also stated that the culture whereby female officers and staff were now being promoted to all ranks was being seen with regards BAME officers, and there was a keen interest in the two promotional fast-track schemes. He added that work was continually being done to break down any barriers that existed.
- The PCC asked whether the Detective Programme would also assist in building interest from BAME applicants. The Chief Constable agreed that progression was both promotional and lateral, and the flexibility of becoming a detective or a traditional officer would attract applicants.
- The Deputy Chief Constable provided an update on HMICFRS recommendations around the capability and capacity to seek intelligence on potential abuse of position for sexual gain. He said HMICFRS had looked at the strategy of all forces in the UK and found Kent were capable and had capacity in prevention, building intelligence, enforcement and engagement.
- The PCC said he was pleased to hear that HMICFRS had provided the Force with positive feedback. The Deputy Chief Constable built on this by evidencing the Force culture through an example involving probationer officers who had the confidence and integrity to report a colleague because of his inappropriate behaviour.
- The Chief Executive asked about the impact on staff since the commencement of New Horizon. The Deputy Chief Constable stated that there was nothing to indicate a detrimental impact, with many staff praising the development of the model. He confirmed levels of absence due to sickness and complaints against staff had remained stable, but they would continue to be monitored.
- The Chief Executive said he had recently met with the Independent Police Complaints Commission and they had advised that Kent Police had good reporting and referral mechanisms for misconduct.

7. Collaboration

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 that collaboration had not only saved money, but also encouraged the sharing of good practice between the Force and other organisations in areas such as mobile communications, children in custody and Cybercrime.
- The Deputy Chief Constable stated that the seizure of criminal assets causes significant disruption to criminal networks, and a percentage of forfeitures were returned to Kent Police. He said that over the past five years £12m had been seized from criminals in Kent.
- The PCC asked how much of the £12m had been retained by Kent Police. The Deputy Chief Constable stated that £4.127m had been retained, with £802k going towards the annual cash target; £502k to fund the 15 Financial Investigators; and £300k as a general contribution towards revenue.
- The PCC was pleased that the Cybercrime team had been set up but asked if they had the ability to deal with the changing environment and emerging techniques used to commit online crime. The Deputy Chief Constable confirmed they did have the skills and knowledge, but training was always necessary to stay ahead. He said the team had worked closely with the National Crime Agency to learn how to deal with new and emerging national threats, and that he believed Kent Police were ahead of the game in terms of capacity to address the issue.

8. Topical Issues & Update on Significant Operational Matters

- The Deputy Chief Constable provided an update on the Evidence Based Investigation Tool (EBIT). He stated that it had been introduced for low level crimes such as public order and common assault that accounted for 30% of total recorded crime. He explained that whilst all crimes would continue to be investigated by appropriately filing those investigations earlier, this released more resource to invest in crimes that had key lines of enquiry and were associated with victims of more serious crimes.
- He explained that EBIT had been piloted on East Division and a review was currently being conducted, with a view to rolling it out across the rest of the county in January 2018. He explained that the Force was considering introducing other offences such as shoplifting, but it was important to note that all crimes would continue to receive an investigation. He also said the Force was working closely with Cambridge University and there had been significant interest from numerous forces nationally.
- The PCC advised that he would be interested in seeing the results of the review.
- The PCC asked about the accuracy of EBIT. The Deputy Chief Constable explained that the Force had conducted a comparison between the decision making of experienced detectives and EBIT; in well over 90% of the reports reviewed, they reached the same assessment conclusion.
- The PCC asked whether public interest was not being used as an excuse over solvability. The Deputy Chief Constable confirmed it was not and that it was all factored in. He explained that if there was any element of vulnerability, the Force would investigate regardless of whether it was in the public interest or not.
- The PCC sought reassurance that victims would continue to receive their rights as per the Victims' Code. The Deputy Chief Constable stated that every victim would still receive the same level of compliance regardless of whether their crime was filed at source via EBIT or investigated.
- The Deputy Chief Constable updated on a recent visit by HM Chief Inspector of Constabulary and HM Chief Inspector of Fire & Rescue Services, Sir Thomas Winsor and a number of his Inspectors. He explained that the purpose of the visit was to experience operational policing, visit various departments and to meet officers and staff. He said the Chief Constable had received very positive feedback from Sir Thomas and all those who visited.
- The Deputy Chief Constable provided an update on a recent leadership event on vulnerability. He explained that the event was special because the speakers included two sexual health workers who were at the centre of the Rotherham child sex abuse scandal, and portrayed in the BBC drama 'Three Girls' which was watched by millions of people. A victim of similar offences to those that took place in Rochdale also presented at the event. He said there was really positive feedback from attendees, many who felt the event gave them a new perspective on partnership working, and also a better understanding of abuse through the eyes of a victim. The Deputy Chief Constable said the DVD of the event was provided to Sir Thomas Winsor, who subsequently passed it to the Home Secretary. Furthermore, it was shared with the National lead for Child Sexual Exploitation, Chief Constable Bailey who intends to share it nationally as best practice.

Action

- **Force: provide update on EBIT review at next meeting.**

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

Overview of Actions

	Status	Owner	Due date
O/side of meeting, provide Hate Crime charge rate data	Open	Chief Constable	07/03/2018
O/side of meeting, provide update on outcomes from Focus Group with survivors of serious sexual assault	Open	Chief Constable	07/03/2018
Provide update on EBIT review at next meeting	Open	Chief Constable	07/03/2018

Date of next Performance & Delivery Board: 7 March 2018