

# Meeting Notes

**Title:** Performance and Delivery Board

**Date & time:** Wednesday 7<sup>th</sup> March 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 Paul Brandon

## 1. Welcome & Introduction

The Police and Crime Commissioner (PCC) welcomed those present.

He acknowledged the work of the Force in reconfiguring and combining the Force Performance and Police and Crime Plan Delivery papers. He said the new style report was excellent and expressed his thanks.

## 2. Notes of Previous Meeting

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

The following action updates were provided:

- Update on Hate Crime charge data – discharged, received out of meeting.
- Update on outcomes from Focus Group with survivors of serious sexual assault – discharged, received out of meeting.
- Update on EBIT review – discharged, incorporated within item 3 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:

- The Chief Constable highlighted a range of work that supported the Police and Crime Plan priorities. He stated New Horizon had improved the service to victims by increasing the number of staff focusing on vulnerability, and as an example referred to a positive case study regarding a missing child. He said it was also confirmed by high victim satisfaction rates in both Domestic Abuse and Hate Crime.
- The Chief Constable outlined the significant improvements in Crime Data Integrity as a result of the measures put in place, including training, increased staff and a change in governance following Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection last year.

- The PCC was pleased to note the current high level of crime recording accuracy, and asked the Chief Constable if he was confident it would be maintained. The Chief Constable confirmed he was confident as a result of the measures implemented, including the HMICFRS auditors training the internal auditors; changes in governance and the monthly updates he personally received. He added that he believed Kent Police was now in a stronger and more sustainable position.
- The PCC asked what consultation there had been in developing wider victim satisfaction surveys and whether there was a role for the Office of the Police and Crime Commissioner (OPCC). The Chief Constable said he would welcome assistance from the OPCC and was aware that some ideas had already been explored. He added that Kent Police would continue to work with victims and that plans were in place to engage with safeguarding, industry and academic leads; furthermore, Kent Police was working with Victim Support to gauge ideas on widening work to understand victims' views.
- The PCC asked how victim satisfaction was monitored with regards to the EBIT process. The Chief Constable explained that albeit EBIT was used on a third of all crime, approximately 150 victims had already been spoken to and this would be broadened as EBIT became more established.
- The PCC asked for clarification on whether there had been an increase in Hate Crime incidents and/or the reporting of such. The Chief Constable confirmed there had been an increase in Hate Crime reporting and actual incidents and that this was in part due to improved crime recording accuracy, but also victims' having greater confidence to report.
- The PCC was pleased to hear there was a 13% reduction in antisocial behaviour but sought reassurance that this was not due to people being unable to get through on 101. The Chief Constable reassured the PCC that the number of calls into the Force Control Room (FCR) had not dropped, and in fact, the introduction of online reporting had made it easier to report antisocial behaviour. He said this was a true picture of antisocial behaviour across the county.
- Focusing on recorded crime levels, the PCC asked when the Force would be able to make like for like comparisons. The Chief Constable said in around 12-18 months from now, taking into account the measures implemented to improve crime recording accuracy, and allowing time for it to stabilise. The only exception was burglary as the definition for recording purposes had changed.
- The PCC asked about the increase in staff and supervision within the Investigation Management Unit (IMU). The Chief Constable explained there had been an uplift of 20 staff, including supervisors and managers, taking the total number to 97.
- The PCC highlighted that HMICFRS were inspecting other forces around stalking and harassment and asked about Force plans in relation to emerging findings. The Chief Constable confirmed that Kent Police had not been inspected, but there was a bespoke action plan which was overseen by the Deputy Chief Constable. He explained that this was important because there had been an increase of around 30% in stalking and harassment offences in Kent. He added that the satisfaction survey was also aiding the Forces understanding. The Deputy Chief Constable confirmed that a huge amount of work had taken place over the last 18 months and that Kent Police was in a much better position than previously.
- Focusing on the 30% increase in stalking and harassment, the PCC asked what this looked like numerically. The Chief Constable stated harassment reports had increased from 1135 to 3941 in the last year, and stalking offences by 167%, equivalent to an additional 213 crimes.
- The PCC provided some context as to why the numbers were low; he explained there was a legislative change in 2015, which made stalking a separate offence. He stated that training and awareness were important to ensure stalking was dealt with separately rather than under harassment legislation. The Chief Constable agreed.
- In relation to the knife crime initiative, Operation Sceptre, that ran last year, the PCC said that he had recently met with Victoria Atkins MP and Nick Hurd MP to discuss the operation and wanted to pass on Victoria Atkins' thanks to Kent Police for its work on knife crime. Since the operation had run again in February, the PCC asked the Chief Constable for an update. The Chief Constable stated the operation had run in Canterbury, Ashford and Dartford in collaboration with the British Transport Police. He said there were 16 weapon sweeps with 6 knives surrendered; 10 stop and searches; 27 engagements with youth clubs; and 5 arrests. In short, it had been a successful operation and would be run on a periodic basis in the future.
- With regards to the firearms surrender in November, the Chief Constable explained that all firearms were surrendered anonymously, but every firearm surrendered had been checked against the national database to determine if DNA or fingerprints could be matched to an outstanding crime. The Chief Constable said none of those surrendered had been linked to a crime.
- The Chief Constable provided reassurance that Kent Police would maintain 300 PCSOs and stated that they were at the heart of local communities and a very important Force asset.

- The PCC sought clarification as to whether the Community Policing Volunteers (CPVs) would replace paid PCSOs or be in addition to them. The Chief Constable confirmed that the CPVs would be in addition to the 300 PCSOs and drew a comparison to Police Constables and Special Constables. He said they would increase the visibility of the policing family in the communities they serve.
- The PCC asked the Chief Constable about the powers that CPVs would have. The Chief Constable explained that he had put together the following list, but advised it could be subject to change: power to request name and address of someone committing ASB; power to request name and address of someone failing to stop and failing to follow an officers' orders at a traffic incident; power to disperse groups and remove a person under 16 to a place of residence; power to deal with begging; power to remove abandoned vehicles; power to control traffic other than wide loads; power to place road signs, and power to save life and limb and to prevent serious damage. The Chief Constable said he wanted CPVs to have the same powers as PCSOs.
- The PCC asked about the training programme for CPVs. The Chief Constable said the training would run at weekends and evenings; the first three weekends being classroom-based and one weekend focused on personal safety. This included knowledge checks all the way through until their passing out parade.
- The PCC commended the Force for engaging via social media in a positive way and keeping the public up to date, especially during the recent adverse weather: he said the Roads Policing Unit had kept the public informed and provided sound safety advice.
- In relation to the increase in arrests for 'driving whilst unfit through drugs', the PCC asked if this was linked to the introduction of roadside drug testing kits. The Chief Constable confirmed this was one of the factors, but said it was also coupled to intelligence-driven work; identifying offenders and targeting geographic areas.
- The PCC said he was pleased to see Speedwatch data included in the paper as the volunteers give up their own time to make a difference to local communities.
- Building on the Chief Constable's comments about online crime reporting, the Deputy Chief Constable and Ian Drysdale (Director of Corporate Services) provided more up-to-date information. Using information from an Infographic, Ian Drysdale advised that on average 11% of crime reports were now being submitted online. He said the Metropolitan Police Service, which had been using online reporting for much longer, were averaging 12% and other forces across the country 3-5%. The Deputy Chief Constable said Kent Police were in a good position. The PCC requested a copy of the Infographic.
- The PCC asked if 11% was now being reported online, did that mean people were now reporting more crime which would lead to an increase. Ian Drysdale stated that it did not seem to be having an effect on overall recorded crime. He explained that in one calendar month, 620 callers who dialled 101 hung up after hearing the in-line phone message and reported online instead.
- The Chief Constable confirmed that the average 101 call answering time of 3 minutes and 37 seconds stated in the paper related to the last 12 month period.
- The PCC asked about 999 call answering data. The Chief Constable stated it was 15 seconds around Christmas time but had reduced to 9 seconds recently.
- The PCC asked whether there was a timeframe for implementation of the expanded switchboard functionality. The Chief Constable said the aim was to complete it by the end of the financial year.
- The PCC commented on the positive work of the Mental Health Team and asked whether there was any evidence of police officers waiting outside Section 136 suites. The Chief Constable confirmed that no information had reached his office regarding this.

#### **Action**

- **Force: outside of meeting, provide online crime reporting Infographic.**

#### **4. Inspections, Audits & Reviews**

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

The following points were discussed:

- In relation to HMICFRS' PEEL inspections, the Chief Constable explained that whilst the findings from the Effectiveness inspection had not yet been published, feedback had been positive and he was hopeful the Force would be graded 'Good'. He also commended officers and staff on being awarded 'Outstanding' in Legitimacy for three consecutive years.

- Referring to his role as APCC lead for Performance, and noting HMICFRS' up and coming inspection into fraud and cybercrime, the PCC asked how the Force was performing in these areas. The Chief Constable stated that the Force had re-structured how it managed fraud and cybercrime in May 2017 recognising it would be a growing challenge. The Kent Police Fraud Framework now consisted of a primary investigation team and a volume fraud team, both of which worked with Action Fraud and the National Fraud Intelligence Bureau. In addition, within the Serious Crime Directorate there was the Serious Economic Crime Unit and the Cyber Crime Unit. The Chief Constable said that he believed Kent Police had a strong structure to deal with the often complex nature of such crimes.
- The PCC asked if the Force had a good relationship with Action Fraud in terms of intelligence sharing. The Chief Constable confirmed the relationship was a positive one.
- Acknowledging that children can be the most vulnerable in local communities, the PCC sought clarification on how Kent Police was quality assuring Child Protection arrangements. The Chief Constable stated that in 2016 the Force Inspectorate conducted an internal inspection of Child Protection. As a result of their recommendations a tactical delivery plan was created which led to a presentation to all senior leaders, and a programme of work to increase awareness and training. He added that a 'Deep Dive' inspection had recently commenced, and that an update would be available soon.
- The Deputy Chief Constable confirmed there was on-going engagement with those forces which had been inspected by HMICFRS' to assist Kent Police's preparations and identify where improvements to Child Protection arrangements could be made.
- The PCC asked whether the Internal Audits referenced in the paper had identified any concerns or issues. The Chief Constable stated that three of the audits had resulted in 'Substantial Assurance'; two in 'Reasonable Assurance' and two in 'Partial Assurance' with a small amount of work to do. No inspections had resulted in a finding of 'No Assurance'.

## 5. People

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

The following points were discussed:

- The Chief Constable stated that Kent Police's most important asset in delivering an outstanding service to local communities was its people.
- With regards to female Chief Superintendents in the Force, the Chief Constable stated that the number had increased over recent years from none to 6 out of 11; he said this reflected the change in culture and a greater confidence in applying for promotion opportunities.
- The PCC was pleased to note the level of transparency around the Force's plans to recruit up to 200 additional police officers in 2018/19.
- The PCC asked how many BAME officers there were and the Chief Constable confirmed the figure was 96; a reduction of 3 compared to March 2017, but an increase of 3 compared to March 2016. Whilst acknowledging that the headcount for Black, Asian and Minority Ethnic (BAME) officers was low, the PCC stated that he was aware of the huge amount of work being done to recruit more BAME officers.
- The PCC referred to International Women's Day and said he was pleased with the positive culture within Kent Police and that women were being supported through the promotion process. He also asked about the recruitment of female officers; the Chief Constable said he did not have the figures to hand, but this would be provided outside of the meeting.

### Action

- **Force: outside of meeting, provide data on the recruitment of female officers.**

## 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 stated that there was a level of underspend against the overall budget and explained the governance and controls around this.

- The Deputy Chief Constable highlighted the boost in officer numbers as a result of the PCC's funding proposal and said that this would enhance the frontline, as well as provide a greater focus on vulnerability and public contact. He added that the post implementation review of New Horizon would also identify improvements, and some of the officers would bridge the gaps.
- The Deputy Chief Constable confirmed that both Chief Finance Officers (CFOs) were working together on the challenges around the uncertainty of government funding allocations in the future.
- Focusing on the under-spend of £1.67m, the PCC asked how this had come about and what assurance could be given that funding was being spent effectively by the Force. The Deputy Chief Constable stated that Kent Police would never ask for more money than it needed. He added that the majority of the underspend related to the delay in New Horizon going live; the growth in teams was not required for the full year, but the full funding would be needed in 2018/19.
- The PCC asked if there were measures in place to ensure underspends did not get out of hand. The Deputy Chief Constable confirmed there were effective measures in place and a governance structure that included both CFOs regularly meeting.
- In relation to the cost of overtime, the PCC asked about the benefits of Operation Capture. The Deputy Chief Constable explained that in June 2017, and the lead up to New Horizon, the Force experienced unprecedented levels of demand and so Operation Capture was implemented to mobilise additional resources with the right skills. Summarising the impact of the operation, he explained that active crime reports reduced from 10,000 to 8,250, and the number of outstanding offenders from 2,283 to under 2,000. He added that the number of POLIT (Paedophile On Line Investigation Team) warrants had also decreased from 90 to under 50. He said Divisional Commanders and Heads of Department had provided positive feedback, reporting that the extra resources had enabled them to manage, reduce and stabilise significant demand across a number of work streams. In addition, the funding had mitigated against potential service failures.

## 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 stated that the collaboration with Essex Police was as strong as ever and the search for joint working opportunities was ongoing. He went on to highlight a number of successful partnerships and collaborations, including: the Seven Force Strategic Collaboration Programme; Kent Fire Rescue Service (KFRS); South East Coast Ambulance; the Kent Community Safety Team; and GLOW project workshops - in conjunction with the network of Business Crime Reduction Partnerships.
- Focusing on the multi-agency operation in the night-time economy referenced in the paper, the PCC asked about positive outcomes and whether demand could be managed better. The Deputy Chief Constable explained that over the last 14 months, Strategic Partnerships had been running an initiative involving district licensing officers, statutory partners (e.g. Trading Standards, KFRS, the Security Industry Authority), as well as wider partners (e.g. HMRC). The overarching aims of the operation were to prevent crime and to make the night time economy feel safer. He said the impact was multi-faceted: engagement with establishments to raise awareness, high visibility patrolling; and support to partners including Taxi firms, licensees and security door staff. The Deputy Chief Constable added that the opportunity to use a range of inspection and enforcement powers was also a real benefit coupled with the opportunity to identify vulnerabilities and offences.

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

- The Deputy Chief Constable highlighted a recent case involving the possession of indecent images and acknowledged the great work of the POLIT in arresting and obtaining evidence as a result of a search warrant. He said the offender was due to be tried at court and was expected to receive a long sentence.
- The Deputy Chief Constable talked through another case involving a Kurdish male who phoned the police for help. It transpired that he and his family were stuck in a lorry trailer, very frightened and running out of air. The local police tracked the phone, but the trailer was one of many in a lorry park, so through a mixture of sirens and continued communication, officers managed to identify the correct trailer. Upon forcing open the trailer doors, officers found a family member unresponsive and had to provide immediate first aid to save her life.
- The Deputy Chief Constable provided an update on a recent Serious Crime Directorate operation. Officers spoke to two males who were standing by a vehicle. There was a brown paper bag between them which contained £30,000 in cash and inside the vehicle officers found 2kg of cocaine. Officers subsequently searched their homes, which led to a further amount of drugs, including 10kg of cannabis, and further paraphernalia being found. At court, the offenders were sentenced to 10 and 15 years.

- In light of his imminent retirement, the PCC thanked Deputy Chief Constable Brandon for his 37 years of excellent service and for the significant role he had played in getting the Force to where it was now regarding crime data integrity, efficiency, effectiveness and legitimacy. He offered Mr Brandon his best wishes for the future.

### Overview of Actions

	Status	Owner	Due date
O/side of meeting, provide online crime reporting Infographic	Open	Chief Constable	31/05/2018
O/side of meeting, provide data on the recruitment of female officers	Open	Chief Constable	31/05/2018

**Date of next Performance & Delivery Board: 31 May 2018**