

# Meeting Notes

**Title:** Performance and Delivery Board

**Date & time:** Wednesday, 27 September 2017, 1000hrs

**Venue:** PCC's Meeting 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 of Staff), Rob Phillips (Chief Finance Officer)

**Kent Police:** Chief Constable Alan Pughsley, Deputy Chief Constable Paul Brandon

## 1. Welcome & Introduction

The Commissioner (PCC) welcomed those present.

## 2. Notes of Previous Meeting

The Meeting Notes from the Performance and Delivery Board on 7 June 2017 were noted as a true and accurate record. The following action updates were provided:

- *Update on internal inspection of rape investigations* – Report received out of meeting.

## 3i. Crime Data Integrity

The Chief Constable introduced the item and explained that the results from Her Majesty's Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS) recent inspection had been lower than anticipated and not good enough. However, he provided reassurance that the Force had, and was continuing to undertake significant work to address a number of process issues identified. The Chief Constable explained that whilst the Force had conducted internal crime recording audits, a number of factors including differences in sampling and approach had resulted in 'false readings'. He went on to confirm that internal audits were now methodologically aligned to the HMICFRS inspection and the Force's internal auditors had received formal training from the HMICFRS auditors. The Chief Constable said there had already been a significant improvement in a short space of time with early indications that crime recording accuracy was now regularly fluctuating at 90+%.

The Deputy Chief Constable went on to provide a summary of the supporting [paper](#).

The following points were discussed:

- The PCC asked whether it was a fair reflection to say that the Force had become complacent or taken its 'eye off the ball' with regards to crime data integrity. The Chief Constable stated it was a completely unfair reflection and had no substance whatsoever; had the Force not conducted regular internal audits then it may have some credibility. There had been a number of routine audits, but unfortunately the Force's internal auditors had not used the same methodology as HMICFRS so were missing some issues, particularly from a process perspective. As a result, the Chief Constable received information on a regular basis which was shared with the PCC showing 90+% accuracy; there was no element of complacency. For that reason, the Chief Constable said his internal auditors were the only ones in the country to be trained by HMICFRS and he had complete confidence that the audit results he now received would mirror those of any future HMICFRS inspection.

- The PCC asked whether some of the discrepancy had been the result of HMICFRS changing their methodology and relevant training not following with it. The Chief Constable agreed with this. He explained that each time HMICFRS inspected crime data integrity there was always a new element to the test; it was wider, broader and deeper and the Force were not prepared for that, but was now.
- In light of the result not being good, although by no means the worst in the country, the PCC asked whether the pressure and demand on policing nationally was having a wider negative impact on crime data integrity. The Deputy Chief Constable agreed in part, but said although described as the same type of inspection, it was broader and more in-depth than before. He added that almost all forces inspected had seen a notable drop in accuracy compared to previous inspections. The Chief Constable stated that whilst officers and staff were unbelievably busy, there was nothing culturally the HMICFRS found to suggest they were suppressing crime. It was a process issue in the main and whilst on a few occasions victims did not receive the service they rightly deserved, for which he had apologised, on many occasions multiple offenders had been arrested and dealt with, but only one crime report had been created. The victim actually received a good service but the administrative element was not correct.
- In relation to paragraph 28, the PCC asked if changes to the Bail Act had affected postal charging. The Deputy Chief Constable said there was a widespread view that there were a number of challenges as a result of the introduction of the Bail Act, some of which had not played out yet. He added that whilst the Force expected an impact it had not seen anything obvious at this stage. The Chief Constable said he met regularly with the Head of the CPS and there were shared concerns around postal requisition for lower level offences, many of which had a six month time period to be charged; if not monitored carefully people would fall out of the system because of a timescale issue. He said the Force's Criminal Justice Department and the Kent Criminal Justice Board were watching carefully.
- In relation to paragraph 9 the PCC asked if, hypothetically, HMICFRS returned tomorrow was the Chief Constable confident that they would find a greater level of accuracy. The Chief Constable said if they were to return tomorrow there was a possibility that they would check some of the same data as before with a lower accuracy level. If HMICFRS were to return in January 2018 he said he would be wholly confident of 90+% accuracy. The Deputy Chief Constable confirmed the Force was negotiating with HMICFRS a suitable re-visit timeframe, allowing enough time for all the changes to gain traction.
- The PCC asked if as HMICFRS suggested, as many as 24,000 crimes were not recorded last year, what impact would that have on recorded crime levels going forward (e.g. will they all appear at once)? The Deputy Chief Constable explained there was no requirement to back record convert - effectively review every single incident reported in order to identify if a crime should have been recorded - due to the sheer volume and resources required. However, the Force had ensured every report HMICFRS highlighted as a crime, had now been correctly recorded and every victim associated with them contacted and safeguarding issues or follow-up action taken if appropriate.
- The Chief of Staff (CoS) asked for confirmation that whilst the Deputy Chief Constable had passed responsibility for reviewing rape cancellation decisions to the Force Crime and Incident Registrar (FCIR), he maintained oversight. The Deputy Chief Constable confirmed that he regularly meets individually with the FCIR, and they both also meet regularly with the Chief Constable to discuss any relevant issues and cancellation decisions.

### 3ii. Force Performance

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

The following points were discussed:

- In light of the success of Op Capture, the Deputy Chief Constable said the Force was exploring how it might flex resources on a smaller scale to address future challenges.
- The PCC stated that he had recently visited the Force Control Room and was impressed with the dedication and professionalism of staff. He said the nature of calls he listened to related to domestic abuse and mental health. He said he was content with the average answering time for 101 calls of approximately 3 minutes, albeit it still wasn't where he would like it to be. The Chief Constable reinforced this by contextualising it within the climate of increased demand; in light of this, he said the performance was very good.
- In relation to paragraph 15, the PCC asked if there was any update in relation to changes in the use of custody implemented under the Policing and Crime Act 2017. The Chief Constable and Deputy Chief Constable stated that they had received no further update.
- In relation to paragraph 20 regarding victim satisfaction, the PCC asked if there was a time frame for completion of the review. The Deputy Chief Constable explained that he hoped the survey of rape victims would be introduced in November 2017; the wider victim survey would follow, but there was no launch date as yet.

#### 4. Police and Crime Plan Delivery

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

The following points were discussed:

- The Chief Constable outlined a new tool to help investigate crime; the Evidenced Based Investigation Tool (E-BIT). This was currently being trialled on East Division, focused on 4 crime types, including low-level assaults and public order offences. If there was any element of vulnerability, E-BIT would not be used. The Force Control Room call handlers were asking a list of questions, and the responses were being analysed using an algorithm to determine if there were viable further lines of enquiry. The Force was investigating approximately 6,000 crimes per month, and it was anticipated that the use of E-BIT would reduce this to approximately 1,800.
- The PCC sought reassurance that whilst officers would attend fewer incidents, this would not affect the outcome for the victim. The Chief Constable explained that of the 6,000 crimes investigated, approximately 4,200 had no viable further lines of enquiry and had to be filed; E-BIT would provide a more effective, efficient and consistent method of identifying these and allow them to be filed at an earlier stage. In turn, this would reduce the demand on officers and enable them to focus on vulnerable victims and those crimes where there were viable further lines of enquiry.
- The PCC asked the Chief Constable if he was satisfied with the accuracy of E-BIT. The Chief Constable stated the accuracy in terms of decision-making was approximately 95% at the current time, but was being regularly reviewed. He explained that the accuracy was high because the questions had been developed by quality investigators and there was a focus on providing a quality service to the victim from the outset.
- The PCC asked if E-BIT was compliant with the Victim's Code. The Chief Constable confirmed it was. He explained the priority was to keep local communities safe; however the Force also had to remain efficient and effective. The Deputy Chief Constable reinforced this, stating the Force would have to spread itself thinly over a wide area without E-BIT, subsequently giving victims a lesser service. A substantial amount of work with Cambridge University had gone into developing E-BIT and as a result other forces were taking an interest. Since it was in its infancy, the Deputy Chief Constable offered to provide a further update on E-BIT at a future meeting.
- The CoS asked if there was a process in place to monitor complaints as an indication of how well E-BIT was performing. The Deputy Chief Constable confirmed there would be a number of checks and reviews of E-BIT over the coming months; the Professional Standards Department and other key members of staff were well-sighted on E-BIT. There were also media lines in place, however it was only a soft-launch currently, to enable the Force to test the algorithm and rigour of the process.
- In relation to the section on 'Providing visible neighbourhood policing and effective roads policing', the PCC commented that it was the smallest in the report and that he felt it did not reflect the breadth and scale of work. He requested that the section be expanded in the future; the Chief Constable agreed and confirmed that it would be addressed in future reports.
- The PCC asked the Chief Constable to explain how the Force works with partners to tackle speeding and people using their mobile phones whilst driving. The Chief Constable responded by stating that the Force works closely with the Kent and Medway Safety Camera Partnership, which was responsible for managing the county's fixed speed cameras. In addition, it had three mobile speed enforcement vehicles which could be moved around Kent's roads throughout the day. The Force also supported the community Speedwatch programme with the deployment of police officers and Special Constables. The PCC was pleased to hear of the work with Speedwatch and said he hoped the Safety Camera Partnership would consider using Speedwatch data to inform their decision making.
- In relation to the 'Delivering an efficient service' section, the Chief Finance Officer commented that evidence of the Force delivering value for money could be found in the Statement of Accounts. The Chief Constable agreed and confirmed HMICFRS overlay the three PEEL pillars of efficiency, effectiveness and legitimacy with a 'value for money' profile; in comparison to other forces, the Force was near the top.
- The Chief Constable provided a reassuring message regarding burglary statistics. He explained that based on the number of households in the county, the chances of a house being burgled in Kent was less than 0.2%, with the Force currently recording an average of 14 burglaries per day.

#### Action

- **Force: to provide a further update on E-BIT at a future meeting.**

## 5. Finance

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

The following points were discussed:

- The Deputy Chief Constable commented that there had not been a significant change since the last paper, with the exception of the recent pay rise. He stated that the pay rise for all officers and staff was thoroughly deserved and a long time coming, but it may pose future financial challenges.
- The PCC confirmed there had been discussions between himself and the Chief Officer's around this topic and that the non-consolidated pay award would have limited impact in the future due to the Force's financial performance.
- The PCC asked if the underspends referred to in the paper were mitigating other costs, whether they were one-off or recurring, and if they included the over-achievement of savings? The Deputy Chief Constable stated that some of the costs were one-offs, such as Taser and Operation Capture, but he welcomed the flexibility in order to potentially flex resources. He said the recurring costs included Microsoft licenses, but such costs were captured within the budget-setting process and projected figures monitored by the Force and the PCC's office. The Chief Constable added that some underspends had come from savings being achieved more quickly than anticipated.
- The PCC commented that he thought police officers and staff were worth more than the 1% pay rise plus 1% non-consolidated pay award.

## 6. People

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

The following points were discussed:

- The Chief Constable said that it was a positive picture throughout, including the fact that the officer establishment compared to actual numbers was as close as it had ever been.
- On BAME recruitment, the Chief Constable said the Force was working hard and there was some traction. He explained that with the PCC's support, the Force had started to create a small Taskforce to work on challenging issues or 'wicked problems'; this was one of those. He added the Force had recruited a new lead, was working with the IPAG, local communities and other agencies to encourage recruitment and retention.
- In relation to staff absence, the Chief Constable said absence as a whole, and the reasons for it, are regularly monitored and reviewed by HR, and Chief Officers receive a quarterly briefing.
- The PCC asked why the data showed spit guards were used prior to staff receiving the relevant training. The Chief Constable explained that this was where officers had used a 'work-around' such as pulling the offenders hood over their face, and subsequently recorded it under the spit guard category for the purposes of transparency.
- The PCC asked about the aspiration for Voluntary PCSOs and whether the Force was liaising with Kent County Council (KCC) regarding lessons learnt from the Volunteer Wardens. The Chief Constable said his aspiration was that there would be one Voluntary PCSO per ward, so around 300 incrementally built up over time. He added that the role had to be embedded into communities and the Force had appointed an Inspector to lead on the project who was already liaising with KCC. Furthermore, the Chief Constable said he was meeting with KCC Cabinet Member Mike Hill soon to discuss Voluntary PCSOs.
- The PCC asked whether Voluntary PCSOs would replace regular PCSOs. The Chief Constable stated that they would not replace PCSOs but their introduction was to maintain a quality service within challenging financial times.
- In relation to officer sickness, the PCC asked whether there had been an increase linked to mental health issues. The Chief Constable confirmed there had been an increase and that sickness linked to mental health issues was a growing concern. He said this was both negative and positive; negative because officers were clearly feeling the pressure of increased demand and workloads, but positive as it was a sign that any stigma attached to mental health in Kent Police was almost gone and staff were prepared to report it and seek help.
- The CoS asked whether there were processes in place to monitor the welfare of those officers who did not get their preferred placement within New Horizon, as well as any impact on sickness. The Chief Constable stated there were and that one of the reasons the number was so low was because the model was designed by the officers. The Deputy Chief Constable added that the post-implementation review would look at the data to see if there were any changes around sickness as a result of the implementation. Mr Drysdale, Director of Corporate Services was sitting in the audience and added that whilst it was early days, there was currently no correlation between those who did not get their preferred placement and sickness levels. Furthermore, he added that officers had either got their preferred location or their preferred role but not necessarily both.

## 7. Collaboration

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

The following points were discussed:

- The Chief Constable said that in the spirit of creativity, innovation and pushing boundaries, the Force had looked at a joint Control Room with Essex, but in the end it wasn't suitable, efficient or effective so the decision had been taken not to progress. However, it was important that the Force looked at all opportunities and made informed decisions.
- In relation to paragraph 5, the PCC asked if there was any update on the Occupational Health Review. The Chief Constable confirmed that a paper was being presented to the relevant Force board that week.

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

- In terms of Op Horizon, the Chief Constable commented that on the first day of going live, the multi-agency Central Referral Unit (CRU) identified 27 victims who would not previously have been identified as vulnerable.
- He also provided some early examples of the positive impact on service delivery:
  - A domestic incident involving a baby - in the past officers would have had limited information about those in the property and had no choice but to leave the baby with the other partner. However through fast time partnership engagement, the CRU identified concerns in relation to the other partner. As a result, officers tracked down an alternative suitable guardian.
  - A domestic incident involving a mother with post-natal depression - officers contacted the CRU from the scene and explained the circumstances. Multi-agency checks were conducted by social services which identified that the victim had bipolar disorder. Officers at the scene were supported by mental health professionals and managed to effectively engage with the victim.
  - The Missing Child Exploitation Team (MCET) in Medway were allocated a missing person enquiry and located the individual within 2 hours. The Local Policing Team had been conducting enquiries for three days before the MCET took the job on; because of MCET's knowledge and links with other European policing agencies, the child was found in Romania later that day.
  - A PCSO Youth Engagement Officer quickly engaged with a troubled young person evidencing inappropriate sexual activity in a local school. The feedback from the young person was very positive.
- The Deputy Chief Constable gave an update on counter terrorism. In relation to the recent Parsons Green incident, he explained there had been extensive Kent Police involvement in the investigation with the manhunt for the suspect actually ending in the Port of Dover when a Kent Police Officer recognised the suspect from a briefing and arrested him. The Deputy Chief Constable said that if the suspect had left the country, he believed there was a strong possibility he would have committed further atrocities in the future. He added that as a result of the successful operation and subsequent arrest, the Home Secretary was very aware of Kent Police's involvement and experienced counter terrorism officers had a very positive view of the Force.
- The PCC stated that he hoped the officers involved would be appropriately recognised at the right time.

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
Provide a further update on E-BIT at a future meeting	Open	Chief Constable	06/12/2017

**Date of next Performance & Delivery Board: 6 December 2017**