

# Meeting Notes

<b>Title:</b>	Performance and Delivery Board
<b>Date &amp; time:</b>	Wednesday 8 June 2022
<b>Venue:</b>	Kent Police Headquarters, North Kent (also broadcast via Microsoft Teams Live)
<b>Attendees:</b>	<b>Office of the Kent Police and Crime Commissioner:</b> <ul style="list-style-type: none"><li>• Matthew Scott - Police and Crime Commissioner (PCC)</li><li>• Rob Phillips - Chief Finance Officer</li></ul> <b>Kent Police:</b> <ul style="list-style-type: none"><li>• Alan Pughsley - Chief Constable</li><li>• Ian Drysdale - Deputy Chief Officer (DCO)</li></ul>
<b>Apologies</b>	Adrian Harper - PCC's Chief Executive

## 1. Welcome & Introduction

- Welcoming the Chief Constable, Mr Drysdale and their team, the PCC expressed his thanks for the papers.
- He also welcomed Mike Hill and Gurvinder Sandher, the Chair and Vice Chair of the Kent and Medway Police and Crime Panel who were in attendance.
- The PCC advised a key part of the meeting would be the Inspections, Audits & Reviews paper following HMICFRS' PEEL assessment of Kent Police. He said it would be an opportunity to acknowledge the good work that was recognised but also to discuss the areas for improvement which were identified.

## 2. Notes of Previous Meeting - 16 March 2022

- The notes were agreed as a true and accurate record and the following action updates provided:
  - Outside the meeting provide an update on when the Digital Asset Management system would go-live - discharged, received with thanks.

## 3. Delivering the 'Making Kent Safer Plan - 2022 to 2025'

- The PCC explained the purpose of the paper was to demonstrate how Kent Police would deliver the priorities set out in the new Police and Crime Plan which came in to force on 1 April.
- The Chief Constable advised it was a future looking paper, but he would draw on some examples and historical data to show why the Force believed its activities would lead to success.
- He said the Plan complemented the Force's Mission, Vision, Values and Priorities (MVVP), adding that the themes of violence against women and girls (VAWG) and child centred policing were also at the heart of the Control Strategy.  
**Work with residents, communities and businesses to prevent crime and anti-social behaviour**
- The Chief Constable said the Force had worked closely over many years with communities and local businesses and was dedicated to preventing crime and ASB. Responding to the needs of local communities, dealing with wanted offenders, quality investigations and ensuring offenders were brought to justice was what Kent Police was about.
- Engagement was fundamental; under the Neighbourhood Policing Model the Force had dedicated Rural Officers, Youth Engagement Officers and Community Liaison Officers (CLOs) who worked alongside the dedicated Community Safety Units based in each District.
- The Force engaged both physically and digitally, but one of the best tools for interacting with the community was through 'My Community Voice'. Launched in early January, the Chief Constable said there were already 7,000 members of the public signed up with users rating the quality of engagement 5.45 out of 6.
- Despite it being a difficult and challenging period, over the last 4 years the Chief Constable reported a small reduction in victim based crime, 123 less victims. In 2020, he said there was a 12% reduction or nearly 20,000 less victims.

- The Force had strong relationships with the business community and would continue to maximise the Business Crime Reduction Partnerships. It also had an effective Business Crime Advisory Group that it would continue to work with.
- Referring to the paper, the Chief Constable highlighted several areas where the police would focus support for businesses; he also commented on the increase in Town Centre Officers to about 52.
- Noting the paper primarily covered activity to prevent crime, the PCC asked how the Force would prevent ASB. The Chief Constable explained levels of ASB had been affected by Covid which made it difficult to compare with 2019; he reported a 45% reduction in the period October 2021 to January 2022 - just under 7,000 less incidents. He said it was an absolute priority and key to delivery were the Community Safety Units and current Problem Solving Taskforce.

#### **Tackle violence against women and girls**

- The Chief Constable stated this had been a priority for Kent Police for as long as he had been with the organisation. He said it was front and centre in the Control Strategy and Kent Police was one of three forces nationally identified as an exemplar by DCC Maggie Blythe, the lead for VAWG.
- The Force had a strong basis to work from but was not complacent or arrogant as more could be done. He advised the Force had lots of data and information to shape developments, including the PCC's survey results and feedback from Chief Officer led engagements with members of the public.
- The Chief Constable stated there were over 900 officers specifically investigating offences categorised as VAWG, such as domestic abuse (DA) and rape.
- Commenting that he still believed the horrendous murder of Sarah Everard was a watershed moment in policing, he advised the Force was one of very few to offer an officer verification check process whereby a member of the public could ask for confirmation that the person in front of them was a police officer. He said so far about 70 had been requested - in the main victims of DA who were visited by a detective or an investigator; or in simple terms, a scared and frightened victim visited by an officer in an unmarked car and plain clothes.
- The Chief Officer led engagement sessions had also resulted in the creation of a new Community Engagement Forum which met bi-monthly, was chaired by an ACC and involved over 100 members of the public.
- Highlighting how feedback had helped shape the Force's strategy, the Chief Constable explained that historically patrols were in the main sent to areas where crime was being committed; he said whilst this would continue, the strategy had changed and they were now also going to areas where women and girls felt frightened or scared.
- As an exemplar, the Chief Constable reported the Force had received funding from the Home Office to continue its work. He advised the Force was contributing to a national performance framework; expressing caution, he said national scorecards could become league tables, leading to targets and unintended consequences.
- In terms of positive national work, the Chief Constable highlighted the VAWG toolkit.
- The Chief Constable highlighted that some communities were affected by VAWG in other or different ways and maybe scared of the police because of their background or culture. He said the Diversity and Inclusion Academy was working with partners, CLOs, the Independent Police Advisory Group to engage with them.
- The dedicated Phoenix Rape Investigation Team was performing well in terms of caring for victims, arresting offenders and improving outcome rates. Noting the PCC's investment in dedicated Sexual Offence Liaison Officers (SOLOs), the Chief Constable advised there was a shared frustration around how quickly cases were getting court.
- The Chief Constable said he was personally pleased to see VAWG in the Plan and would be very disappointed if it was not in every PCC's Plan as he considered it an important priority for any community.
- With regards to officer verification checks, the PCC said it was good to hear that people were using the process and to understand the circumstances. He asked if it was being shared with the national VAWG Working Group; the Chief Constable confirmed it was. He said it was one of the reasons the Force was one of only three to receive additional funding. He added that DCC Maggie Blythe had visited Medway and seen how important VAWG was to Kent Police.
- Noting it was a curiosity of the national VAWG Strategy, the PCC advised men and boys were incorporated within it. Acknowledging that men were often the perpetrators, he sought reassurance that men or boys who were victims of similar offences would receive the same service. The Chief Constable confirmed they would; by way of example, he said about 73% of DA victims were female and 27% male, but it was known that not all victims reported to the police. He said it was right and proper that a male subject to DA should receive exactly the same service.

#### **Protect people from exploitation and abuse**

- The Chief Constable reported that the Force responded to over 40,000 DA incidents in 2021 and it was therefore a key part of the VAWG strategy and a large element of demand.
- He said it was an area watched carefully by the Force and rightly challenged by the PCC, but also linked to the HMICFRS PEEL inspection. There were areas the Force needed to improve including investigation, but in part that was an unintended consequence of the large amount of new police officers who were still learning the job. Whilst it was great to have the new officers, the Chief Constable said they lacked the experience of those lost in recent years. He added the Force had a plan in place and some significant improvements had already been made.
- The Chief Constable highlighted three changes that he said were already working well:
  - creation of Proactive DA Teams to target those offenders causing the greatest harm and to work with partners to address longer term issues;
  - creation of a DA Hub which operated 7 days a week and was staffed by experts to provide the best response. He said the rapid video response pilot was also working incredibly well;

- creation of the DA Liaison Officer role (DALO) - a dedicated officer or member of staff who made sure each victim received the best service.
- The Chief Constable stated that he wanted DA incidents, repeat offenders and repeat victims to decrease, but more importantly he wanted the 'true' picture; encouraging victims to report DA, he said it would be recorded properly and investigated to the best of the Force's ability. He added that last year there was a decrease of about 3.5% or 1,000 less victims, but that did not make it any less of a priority as not all DA was reported to the police.
- In terms of child exploitation, the Force had Missing and Child Exploitation Teams on each Division which worked closely with the County Lines and Gangs Team, the Schools Officers and Youth Engagement Officers. Whilst often not talked about because of the covert nature of their work, the Paedophile Online Investigation Team worked to find, identify and arrest offenders and safeguard children.
- The Force had invested in a dedicated Child Exploitation Trainer to deliver training and they had also developed a toolkit called the AWARE Principle. Last year, the Force's all-out briefing day at Detling Showground was on the abuse of children from a victim's perspective.
- With regards to Modern Slavery and Human Trafficking, the Chief Constable said there was illegal migration via marine vessels, aircraft, lorries and cars pretty much every day. The organised element of it was criminal and the Force worked closely with Border Force and the NCA. He said some migrants were young and if they were tricked or deceived, they were often forced into sexual offending, domestic servitude or county line criminality. May 2021 to April 2022, the Force referred 352 vulnerable people into the National Referral Mechanism.
- Commenting that it was good to see innovation around how to address the findings of the PEEL Inspection, the PCC asked what training the DALOs would receive and whether they would have other responsibilities. The Chief Constable said the intention was that they would not have other responsibilities and the initial route would be an accredited Level 1 Investigator, with additional training in Achieving Best Evidence and a new 5-day specialist DA course. The role would be reviewed to ensure their time was spent efficiently, effectively and productively, but in the same way a SOLO provided unique care and compassion to rape victims, they would do the same for DA victims.

#### **Combat organised crime and county lines**

- The Chief Constable stated he was pleased this was a priority in the Plan because if it went unchecked, the impact on local communities would be frightening. He added that much of the work was covert and unseen.
- The Serious and Organised Crime Team within SCD had primacy for serious organised crime. Crime types included drug importation and supply, firearm offences, aggravated burglary and other high-profile criminality.
- Currently there were 44 organised crime groups (OCGs) in Kent, with 32 under the ownership of the Serious and Organised Crime Team. On average, every 36 hours the Force was dealing with an OCG. In the last 4 years, there had been over 1,000 high level enforcements with guns, knives and class A drugs seized and about £7m in assets.
- Noting the Force would continue to take part in large scale operations and work with the NCA, the Chief Constable said that because some tactics were very intrusive, the scrutiny, transparency and accountability had to be at the highest level and so it was quite rightly him who had to sign off covert authorities.
- The Chief Constable advised that as part of the growth funded through precept, the Force had a dedicated County Lines and Gangs Team which had been enhanced through the Government's uplift programme. 35 Investigators were targeting the top 30 active county lines, primarily supplying crack cocaine and heroin from London. He added the Force also had a close working relationship with the Metropolitan Police Service (MPS) and British Transport Police.
- The Chief Constable reported that in June 2021 there were 45 active county lines and there were now 40; he added that within the last 12 months the figure had been 82, so the team was working well.
- The Force didn't just deal with offenders, the County Line Intervention Officers also looked at prevention and worked with partners to identify, safeguard and protect those involved, including moving children out of the county.
- The Chief Constable said the future included closer working between the CSPs and Violence Reduction Unit - to prevent crime, there was a need to look 3-4 years ahead and engage with those at risk of being drawn into criminality.
- Thanking the Chief Constable, the PCC advised that the new Gangs Intervention Service contract commissioned by his office came into effect from 1 July, adding that he looked forward to working with Kent Police and Catch22.

#### **Be visible and responsive to the needs of communities**

- The Chief Constable stated deployment was based on three principles: visibility, vulnerability and public contact.
- He said the wording in his and the PCC's joint vision 'visible and local policing will be at the heart of our policing model' would not change.
- Acknowledging there were challenges ahead, he advised a Neighbourhood Policing Review was underway; he said his job was to try and put the most efficient and effective operational model in place to deliver the Plan, and therefore serve the community. Although there were lots of rumours about the Review, he said he had to be loyal to the process because it affected people, adding the outcome would hopefully be known in the next month or so. In asking for the PCC's support, the Chief Constable said his promise was that the Review would enhance the local policing model.
- The 13 Districts were all served by Local Policing Teams and Community Safety Units which worked closely with partners and focused on prevention, deterrence and community engagement.
- The Force currently had 28 Schools Officers across 68 schools. The Chief Constable said in light of the Neighbourhood Policing Review there would be a controlled uplift in numbers, but the plan was still to get towards 70 and for them to work with every senior school and educational establishment in the county, plus years 5 and 6.

- The Force currently had a Problem Solving Taskforce staffed by PCSOs which was doing a phenomenal job - centrally owned, locally delivered long-term partner and community problem solving. Noting it was part of the Neighbourhood Policing Review, the Chief Constable said his commitment was that such functionality would be retained, although he was unable to say how it would be delivered.
- In terms of the Force Control Room the Chief Constable advised that despite channel shift, 999 call answering was taking longer than it should. He reported that on his behalf the Deputy was reviewing the practice of moving staff from 101 to 999's when busy to ensure it was working as seamlessly as it had in the past.
- The Force received approximately 60,000 contacts from the public per month, with an average of 29,000 999 calls answered each month - up about 16.5%.
- With regards to ASB the Chief Constable reported that in September 2021 the Force began to offer online reporting. He said despite this, between October and January 2022 ASB decreased significantly.
- The PCC said he was pleased the Force would be retaining a problem solving capability as part of the Neighbourhood Policing Review. He also appreciated the Review was ongoing and noted that no conclusions had been drawn yet.
- Noting the Government's recent publication of 999 performance league tables, the PCC asked the Chief Constable if he was satisfied with the Force's call answering time. The Chief Constable stated that he was in the main, adding the data was always out of date by the time it was published and used to create league tables with context missing. He advised the Deputy was looking carefully at the resources and whether the increase in 999 calls was being managed in the most efficient and effective way. He added there was a link to people leaving the FCR. Whilst the answer was 'yes, he said he needed a little more information to be reassured and offered to provide an update at the next meeting.
- The PCC asked how the Force had embraced the NPCC Race Action Plan. The Chief Constable stated the Force wholeheartedly accepted the Plan, but advised it was ahead of the curve having introduced the Diversity and Inclusion (D&I) Academy prior to its launch. He commented that quite rightly the national plan focused on race and black communities and whilst he wholeheartedly signed up to Kent Police being free of race discrimination, the Force diversity plan looked at all protected characteristics. He said he received a briefing on the D&I Academy four times per year and suggested it could be a theme for a future meeting.

#### **Prevent road danger and support Vision Zero**

- The PCC reported that KCC and KFRS were delighted with how the Force had gripped Vision Zero and associated partnership working. He asked for it to be put on record that the approach the Force was taking had been well received.
- Thanking the PCC, the Chief Constable said trying to make the roads safe, tackling the fatal four and preventing criminals using the road network was not just a Kent Police responsibility.
- He said it would continue to be a priority and that local taxation had gone into additionality; the Force had a dedicated Roads Policing Unit (RPU) and a dedicated Special Constabulary RPU - probably the only one in the country. There was a weekly Tactical Board with Kent Safer Roads Partnership to ensure the Vision Zero safe system remained a focus and priority for all partners.
- With regards to speeding, the Chief Constable said there were 73 fixed camera sites across the county with the facility to utilise mobile cameras based on threat, risk and harm.
- Thanking the PCC for his support, the Chief Constable said at the recent awards ceremony the PCC heard first-hand about collision response. Local Policing officers and then specialists from the Serious Crash Investigation Unit turned up to probably one of the most harrowing of crash scenes with four people dead, one survivor and lots of upset family close by. About 25 officers received a Chief Constable's commendation for their work at what was a horrendous incident. He said the impact on the family of losing a loved one was never lost on him, the PCC or officers/staff.
- The PCC asked that his thanks be placed on record to those officers who responded and were quite rightly recognised for their actions at what was a very difficult incident. He also commented on the experience of the officers concerned, noting that one was in her first week out of training school.
- In terms of major disruption on the road network, such as Operation Brock, the PCC asked about the impact on roads policing resources. The Chief Constable reported that it was less now because after much hard work with partners, they were now accepting more of what he believed to be their responsibilities. As lead agency Highways did a great job, but they were now taking on a more visible role in the management of the Gold Group and directing of vehicles. That said, it still had a massive impact - when Operation Brock was implemented, whilst there was still some resource, the RPU's focus was on managing the traffic and ensuring the safety of those caught up in it. He added if it was for a prolonged period, whilst in the main the impact was on the RPU there may be a need to draw on other resources.

#### **Protect young people and provide opportunities**

- The Chief Constable noted the opportunity element was often unmeasurable; from a policing perspective it involved taking someone away from vulnerability and giving them the opportunity to live and flourish.
- He stated young people were at the heart of the policing model and Control Strategy, adding there was a 4E approach to safeguarding and identifying vulnerabilities - Engagement, Early Intervention, Education and Enforcement.
- Led by a Manager, the Child Centred Policing Team consisted of the Youth Justice Team, Operational Schools Team, Child Exploitation Trainer and Missing Child Co-ordinator.
- A key element was hearing the voice of young people; through youth forums their views were gathered on topics such as stop and search which whilst emotive, in the Chief Constable's view was an important tool in preventing deaths.

- He explained the dedicated Youth Justice Team ensured disposals were appropriate and the Force was not unnecessarily criminalising young people. He said he hoped on most occasions alternative disposals or diversionary tactics were used, particularly where offenders were actually victims who had been bullied or intimidated.
- In terms of the Schools Team, he said there was an absolute desire to develop and increase capacity so that young people in schools and other educational establishments had regular interaction with police officers. He added that it would continue for the next 3 years of the Plan.
- Noting there were about 370 cadets, the Chief Constable stated it was widely considered the best scheme nationally, with many forces approaching Kent Police to understand how it had been achieved. There was an expectation that cadets did 3 hours volunteering per month, but he said some regularly did 200 hours which was quite staggering.
- Highlighting the 'Cadet Career Transition Pathway', he said it was designed to help older cadets in whatever career path they wished to follow, including those who wished to join the organisation in any capacity.
- Commenting that it was fantastic to see the Cadets being recognised nationally, the PCC sought reassurance that the Mini-Cadet programme would continue. Explaining that Mini-Cadets was for children aged 8-11 years and had so far been delivered in 25 schools to about 300 children, the Chief Constable said the plan was to make it as successful as the Cadet scheme. He added that by September, the Force hoped to have about 500 Mini-Cadets.
- Thanking the Chief Constable for the paper once again, the PCC said it was a helpful summary of work that was already under way and would continue over the duration of the Plan.

#### Action

- **Force: Update on the assessment of FCR demand, resources and whether 999 calls were being managed in the most efficient and effective way.**

#### 4. Inspections, Audits & Reviews

- Introducing the item, the PCC said it would predominantly focus on the PEEL Inspection. He also noted the following:
  - That the inspection had taken place towards the end of last year and he had been briefed on some Areas for Improvement (AFIs) that had already been addressed.
  - There would be an extra Performance and Delivery Board later in the year to review progress against the Recovery Plan which the Chief Constable was leading personally.
  - Through his regular meetings with the Chief Constable, scheduled Performance and Delivery Board meetings and the extra meeting later in the year there would be excellent oversight.
  - There were some 'Outstanding' and 'Good' judgments, as well as lots of other good work which unfortunately did not make it into the report.
- The Chief Constable advised that in terms of governance both Deputies were leading the work and reporting to him.
- The DCO advised this was not the only forum where the PCC held the Force to account and scrutinised inspections, audits and reviews. There was a weekly briefing with the Chief Constable; a monthly organisational update; OPCC staff attended Performance Committees, Change Boards as well as other strategic forums; and he and the PCC's CFO attended the challenging Joint Audit Committee (JAC) which now also received regular updates.
- HMICFRS Publication - A joint thematic inspection of the police and CPS response to rape (phase 2): methodology used was to follow a victim from point of charge through to conclusion of the case. Kent was not selected to participate in the fieldwork. A lot of positives identified, not least the dedication and efforts of officers working with colleagues to ensure the correct outcome for the victim. However, also noted a lack of collaboration between police and prosecutors that led to delays. Nine recommendations, three of which were for Chief Constables.
- HMICFRS Publication - PEEL 2021/22: the report was published in April 2022. The DCO advised the Force did not agree with a lot of the content and provided counter-evidence but was yet to receive a detailed response. He said the Force accepted there were areas where it should and could improve, adding that some had already been addressed.
- The DCO reported that an Improvement Plan had been developed with substantial governance which utilised existing frameworks supplemented by further opportunities for both the Chief Constable and PCC.
- The DCO explained there were significant changes to the methodology - from 3 core pillars to 12 core areas and from a four-tier to a five-tier grading system - with HMICFRs advising it could not be compared with previous inspections. Even during the inspection, he said the methodology was further revised with assessments in two core areas - serious and organised crime and counter corruption and vetting - removed. The DCO said they were areas of significant strength and investment where Kent would have performed particularly strongly.
- There were nine graded judgements and a new Victim Service Assessment which was not graded but reviewed the victims' journey in six areas: call handling; deployment and response; crime recording, crime screening and allocation; investigations; and outcomes. Some of the material collected was included in the different graded areas.
- Crime Data Integrity (Outstanding) - the DCO stated the Force continued to lead the field nationally and was accurately recording more crimes than any other force. He said in reality Kent was recording many more crimes than other forces who were resourced better and therefore investigating fewer crimes with more people. Whilst some forces were dealing with less crime due to under recording, he said that would never be the case in Kent as the Force would never ignore its responsibilities around safeguarding which was far more important than gradings.

- One AFI centred around the collection of victim's protected characteristics. The DCO advised this was a national issue with all forces having a similar recommendation set by HMICFRS.
- Engaging with and treating the public with fairness and respect (Good) - areas of strength included the Problem Solving Taskforce, CLO's, Schools Officers, stop and search and use of force.
- One AFI in respect of surveying victims of crime and assessing public satisfaction; HMICFRS felt the Force could do better and go further. The DCO advised the Force employed its own survey team so it could undertake other surveys and be responsive to local need, adding many forces had outsourced the work and therefore lost control.
- Preventing crime and ASB (Good) - areas of strength included managing repeat vulnerable callers, ASB and risk reduction.
- One AFI around training for Neighbourhood Policing officers and staff. The DCO advised the Force provided training dependent on role, but there was an ambition to develop this further.
- Responding to the public (Requires Improvement) - noted the Force was strong on answering emergency and non-emergency calls and commented favourably on the Vulnerability Hub, officer actions at calls and recognising safeguarding needs.
- Four AFIs focused on identification of vulnerable repeat callers, provision of crime prevention and scene preservation advice, response to incidents and capacity and capability of response officers. The DCO reported that HMICFRS inferred they would like to see response targets within the Force's methodology. He stated the Force would prefer officers make their way safely to incidents based on professional knowledge and an assessment of the threat, risk and harm rather than endangering themselves or the public. He said the Force recognised there was a need to review response capacity and capability; this was underway through the Neighbourhood Policing review.
- Investigating crime (Requires Improvement) - areas of strength included effective crime investigation policies and governance, but the DCO noted the sample excluded serious and organised crime investigations. He added that the Force accepted it could do better.
- Six AFIs focused on resourcing, allocation, investigation plans, evidence led prosecution, victim needs assessments and when a victim withdraws support. The DCO said they were critical areas with many already addressed. He reported that governance had been strengthened, standards set and a new quality assurance framework introduced, adding that the Force began to see improvements before the report was published. Evidence led prosecutions had seen a significant step change, there were improvements within the Vulnerability Investigation Teams (VITs) and the number of qualified detectives was increasing at a higher rate than in other forces.
- Protecting vulnerable people (Adequate) - strengths included strategic and local governance of vulnerability, risk assessments, Multi-Agency Stalking Prevention Panels and the Missing Child and Exploitation Teams.
- Two AFIs around Protection Orders and the wellbeing of staff. November 2021 to April 2022, the DCO reported that 107 domestic violence prevention notices were issued and 100 domestic violence protection orders granted. He said surveillance of vulnerable staff was strong following PCC investment in occupational health and the Chief Constable had also made it clear that it would never be subject to compromise.
- Managing offenders and suspects (Requires Improvement) - areas of strength included Integrated Offender Management, governance and analysis, the County Lines and Gangs Team and Chief Constable's Crime Squad.
- Three AFIs around the use of bail and released under investigation (RUI), management of registered sex offenders (RSOs) and digital capability and capacity. The DCO advised the digital element would be addressed by the creation of new capability, such as in Ashford. He said a comprehensive bail management policy with appropriate governance was in place and RUI was a concern for all forces nationally as a new bail legal framework was due. He added management of RSOs was effective, but the Force would look to further strengthen it.
- Building, supporting and protecting the workforce (Good) - many strengths identified and no AFIs. The DCO stated that in his view it should have been 'Outstanding' as he was unable to see what more the Force could do.
- Strategic planning, organisational management and value for money (Good) - reference made to the Innovation Taskforce, Zenith programme, continued collaboration with Essex and seven forces, and good use of technology.
- One AFI around the Resource Allocation Formula which the DCO reported had already been addressed.
- PEEL Governance - the DCO stated it was robust; whilst the Force was having an exchange with HMICFRS, the 19 AFIs existed and it would get on with addressing them and deliver what was good for the public of Kent.
- The DCO outlined the governance structure: i) the existing Force Improvement Board where business owners would be held to account by the DCC; ii) the Chief Constable's PEEL Oversight Board which had limited attendance including the PCC's Chief Executive; iii) an extraordinary Chief Constable's Oversight Board with relevant business owners to allow further scrutiny; and iv) bespoke briefings and updates to the PCC.
- HMICFRS Inspection of Serious and Organised Crime: the DCO said this was a national inspection and informal feedback had been very positive. He added that a thematic report would be published in due course.
- The DCO reported seven internal audits had been finalised and five were in draft, adding that he and the PCC's CFO monitored them on a monthly basis and they also featured at the JAC. He said all the recommendations were being addressed and noted that the auditors still had much work to do.
- With regards to external audit, the DCO said the Force was confirmed as a going concern which was a good thing and there were no material errors or adjustments.
- Whilst the PCC acknowledged he would receive a copy of the PEEL Improvement Plan and a dedicated briefing shortly, he asked the Chief Constable to outline what action had, or was planned, to address the concerns around DA

investigations in particular. The DCO reported that during the inspection process he was present one Friday evening when the HMICFRS lead indicated there were 396 cases where it was felt victims were at risk. Because it just didn't ring true, a team was pulled together that evening and by the Monday morning - thanks to some very professional and dedicated individuals - all the cases had been reviewed and only one was assessed as requiring follow-up safeguarding action. The DCO stated that both the Detective Pathway and Investigate First had contributed significantly to detective capacity and the Chief Constable had created a new Chief Superintendent post specifically for DA, signifying its importance. He said the DA Hub was introduced on 18 May to maximise the response and support to victims, VITs had been strengthened and DALOs introduced. He added the Force had invested heavily in rapid video response to complement other systems and there were already some impressive figures: 189 cases; 110 victims, 79 appointments and 455 crimes and incidents reported and investigated.

- The Chief Constable advised that he had moved experienced detectives around the organisation. He said it was always a tricky challenge and noted there may be some disgruntled investigators who had been moved from where they wanted to be, to where he needed them. He added that not everybody could get what they wanted all of the time, so lots of experienced detectives had now been parachuted in to enhance the VITs.
- Thanking the DCO and Chief Constable, the PCC said it was interesting to hear that of the nearly 400 cases, only one required any action. Congratulating the Force, he stated it was really good and diligent work to take the feedback, turn it around so quickly and reassure victims that HMICFRS was wrong. He said it was important to push back; the Chief Constable agreed, adding that more importantly he was being told almost 400 victims were at risk which was fundamentally wrong. He said it was poor judgment and commentary by a member of HMICFRS staff.
- In relation to investigative capability, the Chief Constable highlighted that major crime and serious and organised crime were not inspected. He stated that if they were examined, the Force would be found to be the best nationally without any doubt at all. Whilst he accepted there were some areas that needed work, he said in terms of overall capability the Force was far better than 'Requires Improvement'.
- With regards to Crime Data Integrity (CDI) the Chief Constable explained there were some forces with 80% accuracy and yet HMICFRS had graded them 'Good' at investigations despite 20% of victims not being safeguarded. He questioned where the limiting judgement was based on the 20% that were not investigated at all. Agreeing, the PCC said he had assessed recently published force PEEL reports and there was a clear link between a grading of 'Good' or 'Outstanding' in CDI and 'Inadequate' or 'Requires Improvement' for investigations because diligence in crime recording resulted in increased investigative demand. He said the fact that some forces could be 'Good' at investigations, but not record crime properly in the first place was an anomaly that needed to be addressed.

## 5. People

- Noting that people were the Force's greatest asset, the DCO stated that despite the numerous routes into the service, Kent was one of the hardest force's - if not the hardest - to join as a police officer.
- He said the Chief Constable had always asked for additional elements to the Code of Practice to ensure the standard of recruit in Kent was high. Traditionally, that had included a higher pass mark than other forces, a senior officer interview which was not part of the national process and importantly a home visit.
- Noting that vetting and health also featured significantly in the assessment process he said that in Tom Winsors last State of Policing report he commented that the Police Uplift Programme (PuP) brought many opportunities, but one major risk - infiltration and poor vetting standards. He advised that the Force had improved processes and increased the number of people working in Vetting to mitigate against such risk.
- In terms of the PuP, the DCO reported the following:
  - Year 1 - the Force was asked to recruit 147 officers and over achieved
  - Year 2 - the Force was asked to recruit 145 officers and over achieved
  - Year 3 (current year) - whilst the Force was contending with a number of challenges, the figure was 195 officers by 31 March 2023; if achieved Kent would have 4,145 officers - the highest number ever.
- Total increase over the 3 years would be 487, in addition to replacing all those who had retired, transferred or left.
- The DCO advised that Year 3 brought new rules not seen previously which were punitive and financial in nature. If the Force under recruited the 195 in comparison to baseline year, it would be penalised in terms of the grant funding.
- 2021/22 saw 360 new joiners through all routes. The Force also had its first PEQF intake - 19 on the Degree holder programme, 52 the Degree Apprenticeship programme and 19 the Investigative First Degree holder programme.
- The DCO explained there was a recruitment plan for 2022/23 to ensure strength equalled establishment, but advised it was a moving feast and monitored daily in terms of attrition and those expected to join.
- In 2021/22, 301 officers left the Force, 83 more than the previous year. However, the DCO reported the turnover rate at 7.6% was lower as the headcount was higher.
- The pandemic slowed down attrition and the Force was now seeing some instability; for example, 38 officers left in April and 22 in May.
- Noting that 86 officers joined in May, the DCO reported that applications also remained healthy:
  - 2021/22 - 2,155 applications with 37.5% (808) from females and 8.4% (181) from ethnic minorities. The Investigative First programme was popular with 463 applications - 56 from females and 10% from ethnic minorities (considerably more than any other route).

- Currently, the Force had 710 live applications with 40% from females and 6% from ethnic minorities.
- The DCO said the Force was heavily invested with higher education establishments and 62% of applications were from 18-24 year olds.
- Overall representation - currently 151 ethnic minority officers, or 3.82%; and 1,332 female officers or 33.7% of the workforce which was the highest ever.
- In terms of military recognition, the Force had received the Silver Award but the ambition was to achieve Gold.
- Noting incredibly low absence in 2020/21, the DCO reported that the Covid period had seen the Force face different challenges but maintain better attendance than any other force. He said respiratory remained the highest category of absence which included Covid, and that 11 members of staff had been admitted to hospital but thankfully recovered.
- He said Occupational Health, the Employee Assistance Programme and effective line management as well as greater investment had enabled Kent Police to remain a leader in the field of absence management. The Chief Constable's lead on officer safety nationally was also a sign of how committed the Force was to officer/staff welfare.
- Noting there was more to do this year, the PCC commented that since 2017 when the Force first started recruiting officers those involved in the recruitment process had worked relentlessly. In recognising their contribution, he offered his thanks and congratulated them on what had been achieved.
- The PCC asked for an update on the issue of the MPS offering a bonus payment to incentivise officers to transfer. The Chief Constable explained the MPS currently had an aggressive five-pronged recruitment campaign with the element affecting Kent Police being a £5,000 one off payment if an officer transferred before December 2022. He advised that he had recently discussed it with other Chief Constables and the College of Policing; despite writing to and meeting the Commissioner (Steve House) and Deputy Commissioner (Helen Ball) to ask that it be stopped, unfortunately he did not think it would be. He said transferring from one force to another was common practice and had always happened; whilst the Force gave officers the SE Allowance, an officer transferring would now receive £5,000 plus London Weighting and London Allowance - an extra £8,500 in their pay packet for arguably doing the same job and potentially stepping from one side of the road to the other. He said the College of Policing was working with Chief Constables to potentially develop some form of agreement between the MPS and surrounding 'doughnut' forces and City of London; it could involve some form of capping - in a certain time period the MPS will take this many officers from Kent and vice versa - or information being shared quickly when a Kent officer applied - not necessarily their name, but their skills set to minimise any risk of losing them. The DCO was leading work looking at how and what the Force could offer to dissuade officers from transferring. Senior Leaders had been asked for their views and ideas received included peer to peer discussions and workshops with those who may be interested run by officers who transferred to Kent from the MPS. Whilst it would cost circa £2.4m, the Chief Constable advised that he had asked the DCO to look at whether the Force could afford to increase the SE Allowance. Although he was against Special Priority Payments as they were inherently unfair, the Chief Constable also advised they might have to be brought back resulting in officers working in North Kent who may be more likely to transfer being paid more than colleagues further away from the MPS for doing the same job. He noted the pool most likely to be hit were Local Policing officers with between 2 and 5 year's service who the Force really needed to keep, adding that Chief Constable's were bitterly disappointed at the MPS and asking for every bit of support. The Chief Constable stated that he believed pressure was coming from Government to ensure the 20,000 officer uplift figure was hit, but said it wouldn't be if the Kent increase in officers moved to the MPS as it was the same pot. The Force would bring new officers through the front door whilst at the same time losing them, and experience, out the back door. Good as new officers were - keen, enthusiastic and dynamic - he noted experience couldn't be bought. The Chief Constable said he hoped there could be some sort of compromise.
- The DCO added that as if this year wasn't hard enough in terms of the record number of extra officers to be recruited and the record number likely to leave which needed to be replaced, the Force was now being told by the MPS that they were a net loser in terms of transferees. He stated that was not the case with Kent; over the last 4 years Kent had exported 80 officers to them and imported 57 so were a net loser. He said if another force was benefitting, it certainly wasn't Kent. Commenting that he thought it unlikely the MPS position would change, the DCO said the Force just needed to get on with countering it and making sure it would meet its officer target as the stakes were high.
- The PCC said the numbers around transferees in and out the MPS were interesting and that he would continue highlighting the issue to try and come to some form of equity. Thanking the PCC, the Chief Constable also highlighted that every extra pound paid to a police officer would impact on where savings came from. On the one hand there may be a need to pay police officers a bonus to stay, and on the other, that would probably mean less police staff. He said it was outrageous and the PCC agreed.

## 6. Finance

- In terms of the Capital Budget the DCO reported that due to issues outside the Force's control, it was unable to spend all of last year's budget. Noting this would increasingly be the case, he said one-year budgets needed to be looked at in terms of efficiency as it assumed everything could be delivered in a tight 12-month timeframe.
- The DCO highlighted that Covid was an added complexity as had the increase in cost of materials, labour and other products and services. By way of example, he said 25% of the country's fuel came from Ukraine or Russia; the increasing cost was being felt by officers and staff as well as the Force which had a fleet a fleet of 895 vehicles.

- The Force continued to seek best value for money that inevitably slowed down the capital programme last year, but some materials (e.g. glass, bricks) had also significantly increased in price. With regards to vehicles, he said the assistance of Bluelight Commercial had been fantastic, but there were supply chain issues.
- Advising the underspend was not a particular issue as it rolled forward, the DCO said some years ago the Capital Budget grant from the Home Office was £3m, last year it was £300k and he strongly suspected it would soon be zero. As a result, the only way to fund capital in the future would be sale of assets or transfer from revenue.
- With regards to the Revenue Budget, the DCO said the Force had a significant challenge last year in terms of savings. Due to a huge amount of activity, the Force ended the year 0.4% (£1.3m) overspent on a £350m budget.
- The DCO advised that whilst the pay award outcome was awaited, the Force was torn. He said the PCC and Chief Officers wanted officers and staff to get a decent pay rise - the cost of living crisis was causing some very real financial concerns and difficulties - however, if it was less than the 3.5% budgeted for it would provide a financial benefit but not reflect what officers and staff deserved or needed. He added that every 0.5% equated to £900k.
- Referring to other unexpected positive news in terms of council tax collection rates, the DCO reported that two Districts hadn't quite got the Maths right which had benefitted the Force. He also highlighted the PCC's support in terms of precept which had made the difference in terms of being able to balance the budget or not.
- The DCO explained that whilst the Force received some funding to support recruitment, it did not receive the full costs. He said the Force had no choice but to fund certain elements; by way of example, the year 1 and year 2 uplift officers would receive increments (£3.5m) and the National Insurance increase of 1% (£2.4m) were both unfunded.
- Savings plan in place for this year - £6.8m. The DCO reported that as at month two of 12 the Force had identified schemes to the value of £5.1m. He said the Force needed to adjust its proud position of 82% of the budget being spent on people and 18% on everything else. He added that going forwards, savings would shift from one-offs to structural changes in terms of the organisation as the Chief Constable had no choice but not to touch police officer numbers; whilst good for the public, in terms of finances he said it would restrict where the Force could find savings.
- The PCC said he would carry on lobbying for a fairer funding settlement and continue pressing for central support to address the challenges facing the Force. He added the savings culture had now existed for 12 years and unfortunately would continue, but the Force had been respectful of people and managed it with sensitivity and care.

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

- As a reminder that Kent Police investigated crime well despite HMICFRS' comments, the Chief Constable highlighted two investigations that had come to recent conclusion which in his view were the hardest, most difficult and complex he had ever seen:
  - The conviction of David Fuller for the murders of Wendy and Caroline in 1987 and his abhorrent criminality in a mortuary in west Kent. He said in a case involving 100 families, the work of Kent officers, staff and volunteers as well as the help provided by pretty much every other Force was nothing short of exceptional.
  - The conviction of Force colleague, PCSO Julie James murderer. Noting that he would be sentenced in due course, the Chief Constable stated that he hoped he would remain incarcerated for an incredibly long time. He advised that it had required an inch-by-inch search and forensic examination of a crime scene that was wild in the extreme to put him there and convict him. He said it was humbling to see search teams from all over the UK on their hands and knees cutting grass with scissors to find the lollipop stick that had his DNA on it.
- Welcoming the update, the PCC stated the two investigations on top of everything else dealt with really emphasised the role that police officers, staff and volunteers did on a daily basis for local communities. He said there was no way of truly repaying every single officer and member of staff for the high levels of trauma, grief and worst of society they dealt with every single day, but then to deal with the murder of one of their own undoubtedly would leave a lasting impact on the whole organisation.
- He said such investigations may only occur once in a career for some police officers and staff, but the Force had dealt with both in the last two years. Paying tribute to all the officers, staff, volunteers and those who came from other forces for their meticulous work, as well as the support organisations involved, he said they were the best of the county, best of the country and offered his sincere thanks.

In closing the PCC thanked the Chief Constable and DCO for the papers and their presentations and his team for their support and for making the technology work. He said he looked forward to the next meeting later in the year.

	Status	Owner	Due date
Provide an update on the assessment of FCR demand, resources and whether 999 calls were being managed in the most efficient and effective way	Open	Force	14/09/2022

**Date of next Performance and Delivery Board: 14 September 2022**