

Kent Police and Crime Commissioner's Governance Board
Wednesday, 5th February 2014

Clift Room, Kent Police Headquarters, Sutton Road, Maidstone, Kent ME15 9BZ

Summary of Actions:

- **Action 1: Force to update the Commissioner on work being done to measure quality (in the absence of targets) through the Performance Framework at the next Governance Board.**
- **Action 2: Force to provide an update on body worn camera implementation at the next Governance Board.**
- **Action 3: Force to provide the Commissioner with a copy of the Specials Public Engagement Plan.**
- **Action 4: Force to provide an update on the Strategic Assessment at the next Governance Board.**
- **Action 5: Force to examine and report back on the impact of reducing Kent's public order Spending.**
- **Action 6: Commissioner to raise concerns around the new HMIC Inspection with the Government and HMIC.**

Item 1: Welcome and Introduction

1. The Commissioner welcomed everyone to the Governance Board.

Item 2: Notes of previous meeting – 3rd December, 2013

2. The minutes from the Governance Board held on 3rd December were noted as a true and accurate record.

Item 3: Chief Constable Alan Pughsley – early thoughts

3. The Chief Constable gave a presentation on his initial plans for the force, covering what he believes is going well and his plans for the future. He explained that it was his 5th week in post and he is currently spending the vast majority of his time travelling around the county meeting police officers and staff through a series of 'roadshows'.

4. Key point from presentation:

Aspiration:

- To lead a first class police force that re-connects and remains connected with all the public in a meaningful way, reassuring them whilst instilling greater trust and confidence in Kent Police.

Goals:

- To lead a visible, accessible, locally engaged and transparent force.
- To lead an engaged, committed, professional, well-skilled and empowered workforce who will deliver successfully through change.

- To deliver a first class service where victims and witnesses are at the heart of everything we do.

Delivery:

- Local Policing at the centre of the model.
- Continuity and change.
- Equal priority to – operational demand.
 - Visible local policing.
 - Local reassurance.
- Reduce demand.
- Collaboration.
- Better use of technology.
- Relentless focus on crime and criminals.

Plans:

- Build upon excellence and change for the better with a more local focus.
 - National progress in current context.
 - 3 Divisions remain.
 - More empowerment at District level.
 - Community Policing Teams.
5. The Commissioner indicated that she was pleased with the ‘direction of travel’ particularly the Chief Constable’s plans to embed Community Policing at the core of the Kent model.
 6. *How will the Chief Constable know whether his plans were being achieved?* The force is developing a suite of measures, such as examining the victim’s experience, looking at Case Paper quality, listening to the public and having a strong focus on ‘getting things right first time’.
 7. *In the absence of targets, how can quality in policing be measured?* There is a lot of work going on nationally to look at this, particularly at the College of Policing (COP) and Her Majesty’s Inspectorate of Constabulary (HMIC), who are working closely with Kent Police. There are various streams of work underway internally focussing on quality, for example the force’s Performance Framework is being reviewed in order to ensure it is more quality based. The Chief Constable also noted the importance of reducing demand on the police service which (in part) means working better with stakeholders to be clear about roles and responsibilities i.e. things the police should and should not be doing. The Commissioner asked for an update on this area of work at the next Governance Board.
 8. The Commissioner noted the importance of having an engaged and committed workforce which is equipped with the right tools to deliver, most notably access to technology. The Chief Constable also highlighted the importance of providing ‘top cover’ to officers/staff when they are doing their best and doing things for the right reasons.
 9. *How are Victims being considered in the Chief Constable’s plans?* The force is undertaking a ‘root and branch’ review of training to ensure victims are placed at the heart of the service. There are other initiatives to keep victims more informed online such as ‘Track my Crime’ which is due to

go-live in April 2014. There are also new 'live links' into courts, so victims can give evidence from a secure suite, a new Victim's Code (which sets out the service standards victims can expect), the mental health Street Triage project which aims to reduce the number of Section 136 detentions by providing officers with advice/support from health professionals whilst on the street and the Sexual Assault Referral Clinic (SARC) which was opened by the Commissioner in 2013 and is receiving positive feedback. The Commissioner commented that the Victim's Centre will also provide a one-stop-shop for all victims in Kent.

10. *What exactly will change in terms of neighbourhood policing?* Currently there are 13 Neighbourhood Policing Teams and one Central Response Team (which covers the whole county). Under the new model, the Neighbourhood Policing Teams and Central Response Team will merge to form 13 Local District Policing Teams. This will allow the Districts to have a 'cradle to grave' approach to policing, with one team being deployed based on local issues. This will provide a more dynamic resource and enable more effective and joined up working than the current model.
11. *What update is there on body worn cameras?* Work is currently underway to procure the cameras and a staged roll out is planned over the coming year. The benefits of the cameras are particularly around evidence gathering and modifying people's behaviour when being filmed. It is essential to have the right IT infrastructure in place to support effective use of the cameras (this is a key focus of the current roll-out), and ensuring officers are trained and understand the impact of the cameras – particularly for high risk areas such as firearms. The Commissioner noted her strong preference for firearms officers to wear the cameras. The Commissioner requested an update on this work at the next Governance Board.
12. *How is morale in the force?* The Chief Constable gave his personal assessment that morale is shifting from 'ok' to 'pretty good'. This observation is based on recent roadshows and feedback from officers commenting on the new policing model and the renewed focus on neighbourhood policing. However, it was noted that there are other factors impacting on morale including changes to terms and conditions and also pensions arising from the Hutton and Winsor Reviews. It is important to constantly remind the workforce how good a job they are doing, which helps to offset some of the less balanced media reports.
13. Cllr Ken Pugh was invited to comment on the Chief Constable's presentation. He commended the Chief Constable's approach to neighbourhood policing and the police's effectiveness in working with Kent County Council Wardens and the deployment of PCSOs.
 - **Action 1: Force to update the Commissioner on work being done to measure quality (in the absence of targets) through the Performance Framework at the next Governance Board.**
 - **Action 2: Force to provide an update on body worn camera implementation at the next Governance Board.**

Item 4: National Crime Agency (NCA)

14. This item was removed due to last minute unavailability of the NCA speaker and will be rescheduled at a future Governance Board.

Item 5: Special Constabulary

15. The Chief Constable commented that this was a very positive paper. He highlighted the following points:

- In the last quarter of 2013, Kent Specials delivered 4250 hours of Community Engagement, 1966 hours of dedicated rural policing and 2096 hours of Predictive Policing
- Special Constabulary Twitter feed has 16,500 followers
- Strength currently stands at 306, with length of service ranging from a few months to 44 years.
- Total hours volunteered in 2013 was almost 100,000 (roughly 30 hours per Special per month)

16. The Commissioner reinforced her strong support for the Special Constabulary. She was particularly impressed by the Special's response to the floods and commented that she had written to them to thank them for their support during that difficult period.

17. *What exactly is being done to recruit career Specials?* There is a new campaign about to be launched (in March) targeting more mature people to become Specials. The force have introduced a two-year minimum commitment for Specials who wish to join the regulars and are actively looking to place Specials into areas where they may have specialist skills or interests which complement force priorities. The Commissioner requested a copy of the Specials Public Engagement Plan.

18. *What update is there on the four new Commissioner funded Special trainer posts? And are they exclusively dedicated to Specials?* The posts are going well and are providing support and training for Specials around the districts. The posts are purely focussed on providing support to Specials.

19. The Commissioner commented that she went to a recent prize giving ceremony at Canterbury Christchurch University. The ceremony was for those who had completed their policing studies degree and to present awards to three of the students. She commented that it was disappointing to see that a number of students, who had opted to join Kent Special Constabulary as part of the course, had subsequently left on completion. The Commissioner noted the significant cost to train Specials and queried whether this was wise use of public funds? The Chief Constable shared the Commissioner's concerns and stated that the force had since discontinued the option for students to join the Special Constabulary as part of their studies.

- **Action 3: Force to provide the Commissioner with a copy of the Specials Public Engagement Plan.**

Item 6: Equality and Diversity

20. The following points were highlighted:

- An Equality and Diversity Coordinator had recently been appointed for Kent and Essex Police who will focus on the embedding of protected characteristics.
- The strategy is to focus on particular groups and this seems to be working.
- A current focus has been to recruit BME officers, and in the latest round of recruitment, 8.5% of applications were received from BME individuals.

- BME officers are provided with additional assistance/guidance during recruitment. Similarly, where a BME officer fails the selection process they are offered support towards re-applying in the future.
 - The Equality and Standards Board meets on a quarterly basis to review working practices and the force has seven Equality Champions who perform the role on a voluntary basis.
21. The Commissioner commented that she was pleased to see the increased female representation at Superintendent rank (increase of 20%). *What are the Deputy's views on increasing representation of females at other senior ranks?* The Deputy commented that anecdotally, he felt that there would be improvements in this area and noted that Kent will be sending its first female staff member in ten years to PNAC in 2014.
22. The Deputy Chief Constable commented on the recent Independent Police Advisory Group (IPAG) report on hate crime. The report used a range of methodologies to gauge the views of members of the IPAG and other groups to review service delivery around hate crime. It made 8 recommendations for Kent Police where systems and processes could be better delivered. All of the recommendations are being implemented and the excellent work of the IPAG in producing the report was noted.
23. *What work is Kent Police doing to support new communities moving into the area?* There is a lot of work being undertaken to help new communities to assimilate. This includes educating them on the role of police, particularly for those who are not familiar with the British model of policing by consent. This area is being carefully monitored and updated in the force's Strategic Assessment. The Commissioner requested an update on the Strategic Assessment for the next Governance Board.
24. Audience member Mr Mick Cronin, a Community Liaison Officer was invited to explain some of the work he and his colleagues do in helping communities integrate into Kent and in managing tensions that may arise. One of the key themes that came out of Mr Cronin's comments centred on educating new communities on the role of police and perceptions of what behaviour is acceptable.
- **Action 4: Force to provide an update on the Strategic Assessment at the next Governance Board.**

Item 7: Value for Money (VFM) Profiles

25. VFM profiles are prepared for all forces by HMIC and examine spending to see how it compares against other forces in a number of different areas. The report submitted by the force focusses on 'outliers' in the VFM profile, i.e. where Kent spending departs from the national 'norm'. In Kent, there are 9 outliers and most of them are positive.
26. *Why is public order spending twice the national average?* It was noted that the previous Chief Constable had been the national lead for public order and that some of the additional spend is due to Kent being the regional lead for public order and the force delivering national training to other forces which is considered of a high standard and enhances Kent's reputation.

27. *What would be the impact if public order spending was reduced to the national average?* If this were to happen, Kent may lose some of its reputation in terms of public order delivery. The Commissioner acknowledged this as a risk, but requested this matter be looked at, as future funding challenges require every area to carefully delineate between the 'nice to haves' and the 'must haves'.
28. *Why is Central Communications spending above the national average?* This statistic can be explained as a result of the way in which the figures are compiled. For example in Kent, Central Communications includes all access points from the public to the police, whereas in other forces front counters are not included, making it difficult to draw meaningful comparisons.
29. The Commissioner queried the workforce make-up figures, particularly supervision at Sergeant level. The Chief Constable noted that a recent workforce review found there were too many Inspectors and not enough Sergeants and work was underway to rectify this issue. This led to a discussion about future budget cuts from central government. The Chief Constable commented that work already has modelled around 100-150 fewer police officer posts. He commented that the number of police staff posts had already been reduced as a result of budget cuts, so it would be difficult to find any significant savings in that area. Both the Commissioner and Chief Constable noted the excellent work of officers and staff, particularly in the difficult financial climate.
- **Action 5: Force to examine and report back on the impact of reducing Kent's public order Spending.**

Item 8: Financial Monitoring

30. Kent Police's financial situation is healthy considering the fiscal climate. The force had delivered savings early and a £7.5m underspend was being used to plan for the next round of funding cuts. In addition, the force had no debts.
31. The Commissioner acknowledged the position was best as could be hoped for given the £50m reduction in spending from central government which had meant almost 500 fewer police officers on the streets and 1000 fewer police staff.

Item 9: HMIC Report on Crime Recording and Performance Culture & Force Performance Update

32. HMIC delivered their final report on crime recording in Kent Police on the 31st January, 2014. The report was extremely positive and clearly recognised all the work that the force had done to improve crime recording. The Commissioner stated that the people of Kent can now have true confidence in Kent's crime recording in light of HMIC's acknowledgement that the figure now sits at around 96% accuracy. Improvements had been made through an action plan that significantly improved processes, systems, training and supervision. In particular, HMIC recognised the high standards being applied in the Control Room and IMU and robust checking processes that had added to the success. The Chief Constable commented that the more difficult matter to deal with was the ongoing culture change.
33. The Commissioner commented that she personally held the former Chief Constable responsible for delivering the improvements to crime recording (which he delivered) and that she would be

holding the current Chief Constable to account for maintaining the high standards. There was some discussion around how to effectively measure culture and change and the Commissioner noted her intention to keep a close eye on this issue.

34. In terms of force performance, current statistics (to rolling year ending December 2013) show an 8.3% increase in victim based crime. Of this, approximately 4.9 percentage points can be attributed to changes in working practices and improved crime recording accuracy. A further proportion can be attributed to increased proactivity including the utilisation of predictive policing (PredPol) and increases in Violence Against the Person (VAP) largely arising from the night-time economy and last summer period when coastal counties saw an influx of people. It was noted that a large proportion of VAP could be categorised as 'low level' incidents (such as pushing and shoving). It was also noted that VAP includes domestic abuse which had shown a small rise as well. The Chief Constable commented that an increase in reporting of domestic abuse was welcome as it shows victims have confidence in the police to deal with the issue.
35. *An update was requested on the upcoming national inspection of crime recording.* The inspection is currently programmed for later this year and the scope seems to be changing. The data the inspection will be looking at relates to November 2012 – October 2013 and for Kent Police, this means it will be examining a period (around 8 months) in which the improvements to crime recording had not been implemented. This would likely result in figures for crime recording accuracy being below 97% (which is the most current figure).
36. Kent Police (among other forces) has been approached by HMIC to see whether they could offer auditors to assist with the inspections as they were finding them more challenging than originally planned. It was acknowledged that Kent had been explicitly approached following all the good work that had been done to address the issues; however, the Chief Constable would only be minded to release the auditors if he could be assured that losing them would not impact on Kent's crime recording accuracy rate.
37. The Commissioner shared the Chief Constable's concerns, particularly the potential for misleading and confusing messages being sent to the people of Kent once the new report was released. The Commissioner commented that if Kent's auditors are to be released to assist with the inspection, this should only be done on the basis of full cost recovery (not just expenses) and if the Chief Constable was content that this would not impact on Kent's recording accuracy. The Commissioner indicated that she wished to personally raise the issues around the new crime recording Inspection with the Government and HMIC.
 - **Action 6: Commissioner to raise concerns around the new HMIC Inspection with the Government and HMIC.**
38. The Commissioner thanked the Chief Constable, Deputy Chief Constable and public attendees and formally closed the meeting. The next meeting is scheduled for May 27, 2014.