

Meeting Notes

Kent Police and Crime Commissioner's Governance Board

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

26 August 2014

Summary of Actions:

Item 1: Welcome and Introduction

1. The Commissioner welcomed everyone to the Governance Board.

Item 2: Notes of Previous Meeting – 27th May 2014

2. The Minutes from the Governance Board held on 27th May were noted as a true and accurate record and the actions were agreed.

Action: The Force had been asked to advise the percentage of staff who modified their behaviour after an Action Plan had been implemented by the Performance Improvement Unit (PIU).

The Deputy Chief Constable explained:

60% had shown improvement at completion of the process.

26% remained at the same level (still attracting some complaints but no increase).

13% have had a slight increase (equating to 1 additional complaint for 3 officers).

The Deputy Chief Constable emphasised that failure to act on an Action Plan would result in repeated monitoring and appropriate action.

Item 3: New Policing Model – Post 'Go Live' Update

The Chief Constable (CC) summarised the supporting document.

Areas of Discussion:

Early Successes:

- Lessons had been learnt from implementation of the model in 2011 and the 'go live' of the new policing model on 24 June 2014 went very smoothly.
- When the new model was implemented officers highlighted that the staggered delivery of

sergeant briefings caused a strain on resource. The matter was addressed immediately

when historically it would have remained until a scheduled review, thus demonstrating the inherent staff empowerment and autonomy within the new policing model.

- Officers took 9 minutes to attend an incident on the 24 June, when previously it would have taken 25. Thus demonstrating the inherent efficiency savings within the new policing model.
- The increased capacity to tackle criminality provided by working as a larger single team has recently enabled the successful targeting and elimination of serial burglaries in Sittingbourne and an organised crime group from Merseyside settling in Dover.

Telephone Investigation:

- Annually the Force investigate approximately 110,000 crimes of which about 32% will now be handled by telephone.
- Previously each crime would have taken about 2 – 3.5 hours of officer time to investigate but will now take about 25 minutes, thus providing substantial efficiencies.
- Telephone investigation has caused no drop in service or complaint and has attracted public praise.
- Since March, telephone investigations have saved approximately 14,000 hours of officer time.
- Bilking and shoplifting have now been added to the crime types investigated by telephone and this has resulted in an additional saving of 300–400 hours over a 2-3 week period.
- Time savings will be used in part to support more local policing.

Public, Partner and Staff Engagement:

- All 13 districts now have local policing teams.
- The new policing model supports the development of omni-competent officers and the 'cradle to grave' service they now provide in terms of a crime is welcomed by officers regardless of the previous role they held, and public alike.
- All staff associations support the new policing model.
- The new policing model was built around local involvement and engagement with the Force, thus providing an understanding of public satisfaction levels.
- The Force had shown their commitment to Community Safety Units (CSU) by increasing staff resource. There is not any evidence that partner agencies have acted similarly, but all are fully committed to ensure working relationships are better integrated in terms of customer service and efficiencies.

Concerns:

- A continued increase in 999 calls is being experienced by Kent Force. This is a rise of 6.8% on last year and equates to approximately 6000 calls. The reason is being analysed because fewer officers means the Force need to look at reducing demand. Other forces are similarly affected and therefore it is not believed to be directly related to the Kent new policing model.

The Chief Constable was asked if the three month review period was a sufficient period of assessment. He advised there would be a fuller review at six months, but the three month point would provide an indicator of how things were going. The Deputy Chief Constable emphasised the previously discussed pro-active

approach to remedial action within the policing model.

The Chief Finance Officer commented that indicators of success were being referred to anecdotally but he felt it would be a beneficial future agenda item for an understanding of the indicators and quality of service measures to be provided. It was confirmed this was already arranged.

The Commissioner asked if the CSU structure was new solely for the police or all partners. The Chief Constable confirmed it was a new structure within the CSU and had been designed by the partnership. The Force component is the Community Policing Teams.

The Commissioner emphasised her own positive perception of the new policing model and that of the people of Kent it served, and then expressed interest in hearing about the three month review at the next Governance Board.

Item 4: HMIC 'Valuing the Police' 4 Inspection

The Chief Constable (CC) summarised the supporting document.

Areas of Discussion:

HMIC Inspections:

- Each inspection currently costs about £5000 – including focus groups, interviews, planning.
- It is anticipated that the new Police, Efficiency, Effectiveness and Legitimacy (PEEL) assessments will take longer, but there will be a lot fewer per year (4 planned). The cost will be substantiated at the end of September when the first is arranged.

To what extent is the Force efficient:

- HMIC, the Home Office and the Houses of Parliament have all complimented Kent police about their efficiency.

Other Inspections with outstanding results:

- Crime Data; Investigation; Integrity and Ethics

Upon conclusion of an HMIC Inspection and before the release of the formal report, key findings will be discussed. This is termed a 'Hot de-brief'.

Hot de-brief:

- Leadership is transforming the culture to deliver quality service and huge credit to all in the Force that such change has been achieved in such a short time.
- There is clear and consistent understanding by all of those spoken to about the change journey, changing culture and savings plans.
- There is evidence of close engagement and good working between the Office of the Police and Crime Commissioner (OPCC) and Force ensuring the delivery of the police and crime priorities.
- Kent's successes stand out nationally.

Chief Constable/Commissioner Discussions:

- Agreed pride in the HMIC findings.

- The Commissioner said that HMIC were impressed at the depth of the cultural change undertaken by the Force in moving from being target measured to quality service driven.
- The Commissioner spoke about the new Quality Service Performance Indicators (Kent designed) being an agenda item at the next Governance Board.
- It was agreed that increased crime figures were expected because of the improved recording practices.
- It was agreed that because Kent's crime recording accuracy was at 96% and some forces were as low as 60%, it was currently impossible to produce comparative data.
- It was agreed that crime recording accuracy was essential, but that erroneously a lower accuracy figure may by default result in a judgement of outstanding for 'To what extent is the Force efficient'.
- It was agreed that the hot de-brief discussions for the other inspections also indicated positive comments about the Kent Force.
- The Chief Constable felt the grading of the PEEL assessments was sensible and that the Force and PEEL measures were complimentary.
- It is expected that there may still be a number of ad hoc inspections, but the Chief Constable hoped this would remain less than the current structure.
- The Commissioner acknowledged the value of the present reports but believed the PEEL process would produce a clearer overall picture.

The Chief Finance Officer (CFO) said that HMIC wanted to understand the role of the OPCC in financial planning, and that they were impressed that financial assumptions and financial challenge were being shared, debated and challenged. He advised that this on-going challenge would be expanded upon under Item 6.

Item 5: Professional Standards and Integrity

Areas of Discussion:

- Awaiting the decision of the Home Secretary about the extent of the information to be released from the outstanding HMIC inspections.

Hot de-brief:

Successes:

- Good progress made by Kent Force since the last inspection.
- Issue raised in the 2012 Integrity Inspection about cross checking databases in terms of gifts and hospitalities and secondary employment has been addressed.
- Positive comments about procurement and monitoring contracts.
- Praise about the 'confidential reporting mechanism'.
- Good working relationship between support associations and the Professional Standards Department (PSD).
- Positive comments about the skill levels of the police officers being recruited into PSD to carry out the role.
- Good evidence of lessons learnt.

Areas for Improvement:

- Potential disparity around conduct outcomes for police officers and staff. This is not specific to the Kent Force, and HMIC were advised it was currently being reviewed. The Commissioner said that this was to be a People Board Item.
- Local complaint resolution (*expanded upon below*).
- Random drug testing. This has been discussed at a COSM (Chief Officers Strategic Meeting). The Commissioner queried the view of the Deputy Chief Constable, and he felt it should be implemented in the Kent Force, and that he believed this stance was supported by the Chief Constable.

The Deputy Chief Constable (CC) summarised the supporting document.

Public Complaints:

- On-going analytical work to determine the root cause of the increased complaints.
- On-going assessment of PSD to ensure appropriate resource to deal with the complaints in the present and as we go forward.
- LEAN (Leadership Education Analyse Normalise) event due next year with the aim of refining PSD systems and processes.
- Case backlogs currently being addressed by staff working extended hours and overtime.
- 'Track my Crime' could reduce complaints in the 'Failure to keep informed' category, but it is acknowledged that there must be improvement in this area and this is being robustly communicated to the Force via various mediums.
- Previously a victim of crime could interact with various officers which could lead to gaps in communication. The new policing model will intrinsically remove this potential for failure because of the 'cradle to grave' service an officer will now provide in terms of a crime.
- Well managed customer expectation is an essential component of good communication and complaint prevention.
- Misinterpreted customer understanding of the working relationship between the police and partner agencies can result in complaints being erroneously made against the Force. The exploration of how to best ensure clarity in this respect would be beneficial.
- 23 officers have been through the Performance Improvement process and 3 have failed to respond. This equates to a 0.2% increase, which is 1 additional complaint and this will result in them going through the process again. Investigation of the complaint may also result in a misconduct hearing.
- The use of Body Worn Video (BMV) modifies officer and offender behaviours, and where the device is currently used complaints have reduced by a third. The BMV particularly acts to negate vexatious complaints.

Counter Corruption:

- The Chair of the Independent Police Complaints Commission (IPCC) is very interested and positive about the work the Kent Force are doing in respect of corruption.
- It is believed the IPCC, Chief Constable, Deputy Chief Constable and PSD will discuss which Misconduct Hearings are suitable to be held in public and what the arrangements will

be.

Code of Ethics:

- The number of applicants for a position on the Ethics Committee is testament to the Force having a culture where the workers can speak openly and honestly.
- The OPCC is currently working on the recruitment for the People Board.

The CFO asked if the increased complaints could directly correlate with the new policing model. The Deputy Chief Constable clarified that there is a national trend in complaints, but not all forces have the same policing model. He advised he would identify if complaints was a component of the September review, and that any correlation identified would be addressed.

Some discussion took place about the national on-going root and branch review of complaints and misconduct.

The Deputy Chief Constable: Approximately 50% of forces currently have separate authorities for misconduct investigations involving police staff and officers. He reaffirmed that this had inherent potential for disparity, and that this was currently being considered by HMIC.

From the floor, the Police Federation Chair raised the issue that there was a lack of IPCC clarity about what they felt made a case serious and sensitive. Currently they appeared to investigate cases that were not, and asked the force to handle cases which were. Additionally more timeliness around IPCC investigations because many investigated officers are suspended far too long. The Commissioner requested a report on this matter from the Chief Constable and the Federation and indicated her intent to pursue the matter with the IPCC. The Chief Constable confirmed this would be done.

Item 6: Financial Monitoring and Comprehensive Spending Review (CSR1 & CSR2) – Progress Update

The Chief Constable (CC) summarised the supporting document.

Areas of Discussion:

Financial Monitoring for 2014/15:

- The budget will be re-aligned following implementation of the new policing model, and more information is anticipated in about 4 weeks.

Comprehensive Spending Review 2:

- Confident that the £20 million saving will be achieved.
- Scenario based planning had been done for future reductions.
- Challenging time financially but Kent Force is in a better place than some other forces.
- Likelihood that the national policing landscape will change over the next 5 years.
- The quality of the regular planning and work done by the OPCC/Force CFOs was acknowledged, as was that of the Headcount Management, Financial and Modelling Teams.
- Shared view between the Chief Constable and Chief Finance Officer that CSR2 will not be the last financial review.

The CFO acknowledged the shared endeavour of the OPCC and the Force in respect of CSR2 and referred to the Commissioner's intent for stakeholders and others to attend a consultation event in November to discuss financial planning for the future. He emphasised the following:

- Not to diminish the success of CSR1, but highlighted that this had involved known detail regarding funding and spend pressure.
- Going forward CSR2 is more than one year in reality .
- That £20m is a very prudent estimate of what the savings may be in 2015/16 and that some of the challenge of that £20m may slip into the following year.
- The Force were well advanced on a plan for £20m savings but there is a need to focus on how to respond to cuts that could apply for 2016/17, 2017/18 and 2018/19 beyond the £20m.

The Chief Constable advised he was developing scenarios for the possible challenge over the life of the next parliament beyond the first £20m. This would involve looking at the impact of a further £15m, £30m and £40m. The Chief Constable confirmed there was still confidence that the structure of the new policing model would remain, but that it may look a lot smaller and there may be difficult conversations involved.

The Commissioner asked if Essex and the rest of the South East and Eastern regions were aware that there could be a wholesale look at fuller regionalisation. The Chief Constable confirmed that Essex did, and the Commissioner acknowledged this because of the joint meetings. He confirmed that CSR2 was being discussed at the regional meetings but in generic terms, with more to come. He expanded that there had not been any discussion beyond CSR2, and the Commissioner proposed that this should become an Agenda Item.

Some discussion took place about reductions impacting negatively on partners, such as the CSU. However it was felt that there was an argument that the most efficient provision of resource was collectively, and therefore partners recognised the need to sustain investment to prevent silos which could fail.

The Commissioner made reference to an event called 'Policing in Kent 2015 Onwards' at the end of November and felt it was a good idea to get all partners in the room as had happened previously.

The CFO said he felt that a four year plan should be made for the life of the spending plan received from a new parliament. He emphasised that we are short on absolute data unlike CSR1, but we do have to plan.

The Commissioner asked if any forces were already doing the planning where information could be shared. The CFO referred to the Police Treasurer Network and some informal discussion that had happened about figures beyond 2015/16 and that a common assessment was emerging. He anticipated that all the economic indicators reasoned that it would be challenging reality of financial reductions for the next four years.

The Chief Constable advised that the scale of possible cuts would mean policing in Kent would look fundamentally different as it would be another 1500 people coming out. The Commissioner advised that Her Majesty's Chief Inspector of Constabulary (Tom Winsor) had said you could not take out the same amount of money and deliver in the same way and this was supported by Associated Police and Crime Commissioners and endorsed by the Chief Constable. The Commissioner elaborated that Tom Winsor had called for a national debate of what the structure of policing in the UK will look like. The Commissioner

proposed that further discussion took place at the next Governance Board and specifically requested detail of the scenario planning

Item 7: HMIC Report on Crime Recording and Performance Culture & Force Performance Update

The Chief Constable (CC) summarised the supporting document.

Areas of Discussion:

Performance Culture:

- There are 6 major themes that are qualitative measures which compliment the Kent policing Plan, Priorities, Mission, Vision and Values and these are: victims; community; offender; threat harm and risk; supported workforce and standards and integrity.
- The outcomes of the qualitative measures are excellent; good; area needs focus/improvement and poor. These are complimentary to those applied within the HMIC PEEL inspections

Crime Recording:

- A decision to 'No Crime' can be appealed to the Force Crime Registrar which is independent from the Force.
- The Public Administration Select Committee (PASC) report on crime recording was instigated partly because of concern expressed by the Commissioner about accuracy.

Performance Update:

- There has been significant increase to the volume of users of the Domestic Abuse pages on the external Kent Police website and those provided by the partners. This supports people being aware how to report the issue and where to seek help.
- With the support of the Commissioner, the Force intend to run a similar Domestic Abuse campaign to the one run during the World Cup over the Christmas period when issues can escalate.
- Burglary and Vehicle crime decreased in Kent last year with overall 650 fewer victims.
- The direction of travel is currently coming down on all crime types on last year.
- There is enhanced cross border working with the Met Police and other regional forces. At the highest level the Serious Crime Directorate (SCD) do a huge amount of work daily tackling serious organised criminals from settling or expanding in Kent.
- The Chief Constable proposed that the Commissioner may like the new SCD Assistant Chief Constable at SCD to have input at the Governance Board.
- Tactical Operations are supporting local policing by stopping criminal movement on the border.
- Integrated Offender Management (IOM) is enabling the Force to target persistent offenders who cause a disproportionate amount of the crime in Kent.
- With the improved crime recording now bedded in, there is an expectation for some crime types such as burglary, criminal damage to decline. However, there is also capacity for certain crime types to increase, such as Domestic Abuse and cases which can be attributed to the 'Saville' effect. This being due to media coverage and publicity campaigns.

The Commissioner asked Superintendent Rabey to give a brief summary about IOM and the Probation Services:

- IOM has currently reduced offending by 45% thus fewer victims and more time to consider the

needs of those who remained.

- Focus is on burglary and vehicle crime.
- Interrogation of data surrounding burglary has shown that the majority of burglars stopped offending.
- IOM is integrated into intelligence systems and briefings, and workshops are held with partner agencies.
- A system called Buddy Tagging has been implemented. This involves the voluntary tagging of offenders who want to, but are finding it difficult to change their behaviours. Buddy Tags are jointly funded by the police and probation, and Community Safety Partnerships (CSP) have expressed an interest in introducing the system.
- By February/March 2015 Offender Management will be run by private companies. This will have various implications, including the funding of the Buddy Tags because they will receive remuneration for success.
- Staffing issues are having negative effects on the provision of rehabilitation services by Her Majesty's Prison (HMP) Elmley the main resettlement prison for Kent.

Item 8: Update on Significant Operational Matters (Verbal)

Areas of Discussion:

- The Kent Police Open Weekend happened on 5/6 July. The first day for staff, friends and family and the second, for the public had 8000 attendees combined. Really positive way for local people to see policing in an open, friendly environment. 88% of those surveyed said local police doing a great job. Plans to repeat the event next year.
SCD, local policing and Tac Ops - the three operational parts of the business:
- Examples of SCD successes. A Dutch registered vehicle was found to have £400,000 in vacuum packaging inside. This and the seizure of the vehicle resulted in total forfeiture for Kent Police to use of about £200-£250,000. Additionally, an incident in Gillingham resulted in the death of a man. The perpetrator initially denied the matter, but the use of powerful CCTV evidence in court resulted in a change of plea and a custodial sentence for murder. This case highlighted the efficient use of technology.
- Local policing successes. Again two examples. Officer focused on local drug dealing stopped a local person she believed to be a dealer and found cocaine and money on him. His identification and arrest was a result of the officer being out and about walking and talking, rather than rushing around in a car. Additionally, there was a spate of robberies in Swanley and a local suspect was identified. Intelligence sharing and briefings resulted in a local Police Community Support Officer (PCSO) spotting him while out and about, his subsequent arrest and the cessation of the robberies.
- Successes of Central Ops. 28 pillow case sized bags of class C drugs seized at entry to the UK. Also Kent Police assisted Greater Manchester Police by identifying and stopping a couple from taking an injured baby they had taken from hospital out of the country via the Port of Dover.

Item 9: Update on Fire-arms (Verbal)

Areas of Discussion:

- Rational intensive interrogation of local and national databases (including medical and identity checks) prior to the issue of a fire-arms licence.
- Kent has the highest number of renewal applications for shot-guns in the country; the second highest number of new applications for shot-guns in the country; the third highest number of new applications for fire-arms in the country and the fifth highest number of renewal applications for fire-arms in the country.
- Kent has the largest short-fall in terms of funding because only 26-35% is recouped by those applying for the various renewals. This equates to a short-fall of about £700,000 which the Force (effectively the tax-payer) must pay for
- Shot-gun/Fire-arms licence renewal costs the applicant £50 but has a true cost of £189.
- Renewal of a Shot-gun/Fire-arms *licence* for five years costs the applicant £40 of which about 37% is recovered, which means a cost to the Force of £106.
- A 5 year Certificate costs a fire-arms dealer on application £150 with a true cost to the Force of £274.
- The £700,000 deficit effectively equates to recruiting/maintaining 18 officers on the street.
- The Commissioner has previously raised concern about the cost of the Fire-arms Department, as has the Dorset Commissioner ultimately without success.
- Last year back-logs resulted in extra resource having to be effected to negate the risk of people holding out of date fire-arms licences.
- Kent Force is fortunate to have a highly experienced manager for the Fire-arms Department who often provides national assistance in terms of advice and guidance.

The Commissioner asked the Deputy Chief Constable to provide her with the current running cost of the Fire-arms Department and the amount of generated revenue. She expressed her intention to raise the issue because she believed the matter indefensible in times of austerity. The Deputy Chief Constable confirmed this would be provided within 2 days. The Commissioner said she would like a future update on the issue.

Closure