

Meeting Notes

Kent Police and Crime Commissioner's Governance Board – 25 February 2015

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

The Meeting Notes are compiled in Agenda Order.

Summary of Key Points and Actions

PART A – Specifically requested items:

Item 1: Welcome and Introduction

The Commissioner welcomed everyone to the Governance Board.

Item 2: Notes of Previous Meeting – 14 October 2014

The Meeting Notes from the Governance Board held on 14 October were noted as a true and accurate record and actions were agreed.

Item 3: Performance Update (including details of Performance Framework)

Ms Ashton (Head of Corporate Services) gave a presentation covering the Performance Framework and latest Force performance.

Areas of Discussion:

- **Performance Framework and Grading Process**
 - Kent Police benchmarked against private industry to design the bespoke Performance Framework and other forces are exploring the use of a similar system.
 - The gradings are based on those used by Her Majesty's Inspectorate of Constabulary (HMIC), in their Police Effectiveness, Efficiency and Legitimacy (PEEL) Assessments.
 - The 'journey of a crime' is measured at four points from committal to resolution, to monitor satisfaction levels.
 - A drop in the 'Follow Up' satisfaction level is currently being looked at, and due to improvement in East Division a comparison exercise is being conducted for best practice opportunities.
 - A bespoke training plan ensures all officers have the necessary knowledge and skills to move away from the target based behaviours to the more victim centric approach.
 - HMIC recommendations are reported through the KPM Development Board and impact on the Performance Framework grading process.
 - HMIC are positive about the Performance Framework.
 - The internal Force Grading Meeting has developed into a broader strategic discussion.
 - The second half of the Grading Meeting focuses on the 'Victims Journey'. This involves the Chief Superintendent in Performance being given a random case-file to be assessed for any potential lessons learnt. The themes currently identified have been 'follow up' and 'outcomes' and there is on-going remedial action and continued focus on improvement.
 - The grading process is a rigorous assessment to ensure it is not too generous or harsh, and final say lies with the Operational Chief Superintendent.
 - Early indication is that an outstanding report by the internal auditor (Baker Tilly) will highlight the grading system as national Best Practice in terms of Performance Management.
 - The Chief Constable acknowledged that the implementation of the Performance Framework had been an operational leap of faith for him and other longer serving officers, but it is now a recognised success.

- The two main risks to the Performance Framework would be a spike in a particular crime type, causing officers to revert to target driven behaviours, or an inability to resource officers with the equipment necessary to streamline the processes, specifically technology.

Item 4: Roads Policing

The Chief Constable summarised the supporting document.

Areas of Discussion:

- **Operation Stack**
 - Processes to improve on the past major disruption caused by Operation Stack are underway, although full resolution is not expected in the near future.
 - The severe resource implications in terms of cost and manpower.
 - Prime Minister endorsement of the Cabinet Minister's pronouncement that it is a national problem because of the impact, is awaited.
 - Pre-emptive action is being taken because a number of factors are expected to lead to further disruption in April.
 - A range of partners have responsibilities during Operation Stack, with the police being accountable for safety and the Highways Agency technically having primacy. This means, Kent Police must assume principal responsibility if forced into an emergency situation, because of the implied safety issues involved with the sheer volume of traffic. £25k daily cost for Kent Police is not reimbursed because of the Force's intrinsic responsibility for safety.
 - Kent County Council (KCC) and the Haulage Industry are interested in building a lorry park/parks in Kent. The Chief Constable is content for this to happen, providing they are off the M20. There is also potential for parking to be provided across the UK.
 - Improved communication (eg across the motorway network) is needed to enable better planned entry into the county and to prevent gridlock.
 - Consideration is being given to how local and non-local traffic can be independently managed without disabling junctions.
 - Operation Stack impacts on the Force's resilience to deal with unrelated matters, and where essential, roles vacated to maintain the Operation are back-filled by assistance from other departments, longer shifts and overtime.
 - David Brazier (KCC) is responsible for liaising with the Prime Minister about the national problem and the Commissioner intends to write in this respect.
 - Kent Police is not able to influence international freight, which equates to 80% of that on the road and are directed to queue in order to get the first available ferry/train.
- **Speeding Enforcement**
 - The Commissioner and Chief Constable specifically commended the work of the Special Constabulary.
- **Preventative Measures**
 - Resource constraints prevent the provision of police presence at all potential speed threats. Partnership working is therefore essential, and one such partner, KCC, have indicated that a lot of councillors have an intent to allocate funding to speed cameras.
 - Praise was given to 'Licensed to Kill' – The heavy impact initiative aimed at young drivers.
 - Revenue from speeding cameras is used to fund enforcement posts and speed related equipment.
- **Partnership Working**
 - Resource reductions have resulted in all partners looking at ways to maintain the volume of work through different working practices.

Action:

- The OKPCC CFO referenced point four of the supporting document, and asked if pro-rata Kent was comparable to other counties, and the Chief Constable advised he would provide this information.
- The Commissioner to write to David Brazier about Operation Stack.

Item 5: Managing 101 calls

The Chief Constable summarised the supporting document.

Areas of Discussion:

- **The Here and Now:**

- A recent server failure resulted in the handling of calls for Kent transferring to Essex under a contingency plan.
- Average call answering times generally remain constant, because resourcing in peak periods is increased.
- Force Control Room (FCR) is very data rich and a review is on-going to ensure the collection of relevant information.
- The FCR has historically had a high turnover of staff. The last three months has however seen the introduction of the cultural change which has been happening in the Force for the last two years, and while the FCR remains a good source of new police officers, personnel are now expressing a wish to remain in post.
- There is an on-going LEAN review of the FCR culture to identify pressures and appropriate support.
- Call handling times that involve excessive delay are investigated, and if a call is aborted, but the callers contact details can be identified, they will be contacted with an apology. This would however be very unusual, and satisfaction levels are high.
- The Commissioner and Chief Constable commended the work of the FCR.

- **The Future:**

- Options currently being considered to reduce use of the 101 facility and to improve access to police services in general, including improvements to the website to provide more interactive online services; where applicable, signposting callers to a more appropriate service provider (partner); and a more interactive phone system.
- Best Practice in North Yorkshire mean calls are assessed under THRIVE – Threat, Harm, Risk, Investigation, Vulnerability and Engagement. There is a Review within Kent Police to explore how such an amendment might benefit the Force.

Action:

- **The Commissioner and Chief Constable proposed an Agenda Item for the People Board on FCR staff and use of innovation.**

Item 6: Rural Taskforce

Inspector Dave Smith gave a presentation.

Areas of Discussion:

- **The Team and the Community:**

- Rural Taskforce launched in October 2014 along with the Rural Policing Strategy, and is one of only a few such teams across the country.
- The three main issues of concern relating to the rural community are believed to be – fear of crime; feeling isolated and vulnerable to crime and awareness of police engagement.

- **The Daily Business:**

- Wildlife crime is harm to protected species.
- Persecution of any species is not tolerated and is supported by much animal related legislation.
- The wildlife priorities of Kent Police are Badger Persecution, Bat Persecution, persecution of birds of prey, capturing of wild song birds or disturbance of nesting birds, poaching and while rarer, the illegal trade in endangered species.
- Strong partnership working to enable prosecution.
- Operation Salmon in existence for the last five months. This has involved nine arrests, the seizure of eleven vehicles and fifteen prosecutions relating to poaching alone.
- CITES – Convention on the International Trade of Endangered Species of wild fauna (animals) and flora (plants). Partnership work has recently resulted in an ivory seizure.
- Operation Dew – close partnership work with the Environment Agency to jointly patrol the rivers and lakes during closed fishing season. A recent four day operation resulted in 80 prosecutions for fishery offences, and as a bi-product, three arrests for other offences, including murder and drug possession.
- On-going partnership work in respect of fly-tipping – Department for Environment, Food & Rural Affairs (DEFRA) have released figures – For England alone, 852,000 incidents were reported for 2013/14 which was an increase on the previous year of 20%. Total cost to the tax-payer estimated at £45.2m.
- Heritage crime is any offence that harms the value of England's heritage assets. This now includes cultural objects such as church bells, lead roofing, war memorial plaques, statues etc.

PART B – Standing/routine update items:

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Item 7: Financial Monitoring & Savings Update

ACC Price summarised the supporting document.

Areas of Discussion:

- Quality of work environment acknowledged as an investment in the workforce, and maintenance conducted accordingly.
- Over-time is both pre-planned and spontaneous but centrally managed with extreme restraint and consideration to staffing levels under which the Force must operate now and in the future.
- The Commissioner's Chief Finance Officer (CFO) referred to point four. He acknowledged the accelerated completion of CSR1 and that this had contributed £5m towards the £14.5m saving for 2015/16. He emphasised however that the £14.5m was anticipated to be the first instalment of in excess of £61m, and therefore there was a need to know the planned intent to meet this. The Chief Constable confirmed that output from a meeting scheduled for 27 February should provide this information.
- Personnel are being empowered by innovation.

Item 8: HMIC & Related Report(s) since last meeting

ACC Price summarised the supporting document.

Areas of Discussion:

- Report about Kent Police had indicated that children were being handcuffed too often. Assurance was provided that the Force evaluate each case for risk, and HMIC had based their finding on only one incident.
- Report about Kent Police also identified a failing in the use of virtual courts when the Force is a leader in this area.
- If recommendations are not implemented due to lack of resources, HMIC will be advised in the future of the rationale for this to ensure it is not negatively reported on as having been overlooked. Resource restraint and cost consequence must be a consideration of any implementation programme.

Item 9: Update on Significant Operational Matters

The CC verbally updated the Board.

Areas of Discussion:

Various positive initiatives were outlined and the following were discussed in fuller detail.

- **Success Stories**
 - Two cases with factors which could have compromised progression to judicial conclusion were swiftly concluded by the use of I-Pad instituted virtual courts. This provided early and positive resolution to the victims and efficiencies for Kent Police and the court service.
 - Operation Castle, an initiative to crackdown on burglary, recently used pred-pol (software to predict the places and times that future crimes are most likely to occur) resulting in 272 arrests and 106 charges for 156 offences.

