

Meeting Notes

Title: Governance Board
Date: Tuesday 5 April 2016
Venue: County Room, Kent Police Headquarters, Sutton Road, Maidstone, Kent, ME15 9BZ

Attendees: **Kent Police:** Chief Constable Alan Pughsley, Assistant Chief Constable Jo Shiner
OPCC: Ann Barnes (Police and Crime Commissioner), Sean Nolan (Chief Finance Officer)

1. Welcome and Introduction

The Commissioner welcomed everyone to the Governance Board.

Apologies were received from Adrian Harper (Chief of Staff) who was attending a Strategic Athena Management Board in Essex on behalf of the Commissioner.

2. Notes of previous meeting and action updates – 3 February 2016

The meeting notes from the Governance Board on 3 February 2016 were noted as a true and accurate record and the following action updates were provided:

a) The Commissioner to write to Michael Gove regarding the prospect of a joint inspection concerning victims' journey through the criminal justice system.

Discharged. No longer required - the Criminal Justice Joint Inspectorate (collaboration between HMIC, HMI Prisons & HMI Probation) have recently published a report 'Meeting the needs of victims in the CJ system'.

b) Force to provide an update at the next Governance Board on Operation Dice.

Discharged. Verbal update to be provided at this meeting.

c) The Commissioner requested confirmation that the Public Order training spend was reasonable for the requirements of Kent Police.

Discharged. Information provided by the Force and the Commissioner was satisfied that the Public Order spend is appropriate.

d) The Commissioner requested information on how the CSE Team is addressing risks associated with the most vulnerable, including asylum seekers and children in care.

Discharged. Information included in paper 'Update on CSE – A Partnership Approach'.

e) The Commissioner requested a comparison between the cost of processing firearms licenses and the revenue received.

Discharged. Information received - the cost of processing was approximately £189; from March 2015, the fee increased to £88 for a firearm certificate and £79.50 for a shotgun certificate.

PART A – Specifically requested items

3. Information Technology and Innovation - Developments

- The Chief Constable set out the strategic picture for the future of Kent Police with regards to information technology and associated developments. He stated that IT development was a fundamental aspect of policing and would ensure effective service delivery to the people of Kent.
- The Chief Constable expanded upon the significant IT projects which Kent Police had, or were undertaking, including Athena, mobile technology and Body Worn Video (BWV).
- IT infrastructure is a key enabler for delivering savings; however, it is important to ensure Kent Police continues to maximise opportunities whilst ensuring stability and security around all IT developments.
- Recent HMIC reports have highlighted good work between Kent Police and partner agencies, including the use of email to ensure effective delivery of services. The Commissioner asked the Chief Constable about the various issues that had been experienced with internal email recently. The Chief Constable confirmed that the IT department is working hard to resolve all issues, but clearly had to prioritise front line, public facing systems.
- The Chief Constable reminded attendees that policing is a 24 hour business, which does not allow any 'downtime' for IT system developments.
- The Commissioner asked the Chief Constable whether there were sufficient resources within the IT department to support business as usual and future development. The Chief Constable confirmed that whilst very busy, the department has sufficient resources.
- With the agreement and support of the OPCC, PA Consulting had completed a review of the business case for mobile technology, including a full financial analysis. This work, along with evidence from other police forces, confirms there are significant benefits, such as allowing PCSO's and Police Officer's to spend up to an extra hour per day working on the street, engaging with the public.
- In addition to officers and staff being able to spend more time in local communities, Ian Drysdale confirmed there are also officer safety benefits, including being able access intelligence on route to incidents as opposed to requesting intelligence checks via the Force Control Room.
- Sean Nolan, on behalf of the OPCC, stated that using PA Consulting was to be commended in order to ensure best value for money. PA Consulting allowed for cashable versus non-cashable benefits to be assessed, with the benefits proving positive.
- The Chief Constable stated that morale within the Force had been boosted by the implementation of new technology, with BWV reducing vexatious complaints, and achieving better first time evidence at incidents such as domestic abuse. In addition, officers and staff were saying they feel more supported and empowered to undertake their role.
- The Commissioner agreed, stating that she had spoken to officers who were pleased that policing in Kent had entered the 21st Century, and that planning for the future was on-going. This, in conjunction with the traditional community policing model ensures Kent Police remains efficient and effective.
- With the new Kent Police website due to 'go-live' in the summer, over £200,000 non-cashable savings had been identified, with benefits including greater opportunities for the public to engage with the Force using mobile and tablets.
- The Commissioner asked the Chief Constable for clarity on the BWV intermittent connectivity fault mentioned in the paper. The Chief Constable stated that this related to when the cameras were plugged in to a computer they were downloading all the video, as opposed to only that selected for retention. This had now been resolved.

- In light of the need to retain video footage, the Commissioner received confirmation that the IT department constantly monitors storage capacity, and if any changes or upgrades were needed, this would be identified and dealt with at the earliest opportunity.
- The Commissioner asked the Chief Constable about the total investment in IT development. The Chief Constable confirmed that between Kent and Essex, the figure was approximately £16m, with £10m coming from reserves; meaning that no borrowing is required to invest in the future of Kent Police.
- The Chief Constable said that Athena is scheduled to 'go-live' in October 2016, with immediate benefits to Kent Police. These included better integration of systems and access via mobile devices. The Chief Constable stated if there was a delay in implementation, the Force would continue using Genesis on short-term contracts.
- The Commissioner asked the Chief Constable what the main issues were with Athena and why it had not been implemented yet. The Chief Constable responded by saying that the delays were predominantly due to the transfer (or back record conversion) of information and intelligence from Genesis onto Athena. There had also been significant issues with the stability of Athena when a force started using the system. Kent Police did not want to make the transition until it was fully stable.
- It was confirmed by the Commissioner that at each Audit Committee meeting members reviewed the Athena implementation. The Deputy Chair of the Audit Committee, Malcolm Grubb, who was present confirmed this was the case.
- The Chief Constable announced that 'IdeaDrop' was about to go live. The Chief Constable also said that he had launched a new Innovation in Policing Award in order to recognise the contribution of officers and staff at all levels.
- The Chief Constable stated that the Force could have done better with the Home Office innovation bids, but that it needed to ensure there was capacity to take on any successful bids. With the implementation of so many new IT projects, this may not have been the case.

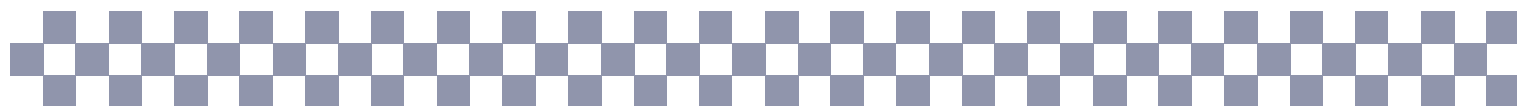
4. Level of Service to Victims of Crime

- ACC Shiner outlined the results from the Home Office Victim Satisfaction survey, explaining that despite overall satisfaction going down 4.5% percentage points since March 2013, Kent Police is putting victims at the heart of everything it does.
- ACC Shiner explained that the results of the survey can be skewed by victims and witnesses not necessarily understanding when a follow up is required and what constitutes a follow up. This is something that the Force is working on in order to ensure victims and witnesses are aware of the support available.
- The implementation of THRIVE had also had some effect on satisfaction levels, with the criteria for police attendance changing, but public expectations not decreasing. ACC Shiner gave an example of vehicle crime, where if there are no leads, no physical evidence or further lines or enquiry, a police officer no longer attends.
- The Commissioner asked the Chief Constable specifically about 'Follow Up' due to it decreasing by 9.4 percentage points since March 2013. The Chief Constable explained that some people may not consider a follow up as necessary, causing them to select, 'Neither / Nor'.
- ACC Shiner explained that if a victim selects 'Neither / Nor' it counts as a negative, which has a significant impact on satisfaction levels.
- ACC Shiner confirmed that Kent Police was fulfilling the expectations of most victims, however the Force must ensure it effectively understands and manages all victim expectations. In part, this will be achieved through adherence to the enhanced Victim's Code, and the Code of Ethics.

- Operation Dice has assisted in raising the level of service to victims, including ensuring that Victim Personal Statements are taken and used within the court system. It has also seen Kent Police move from 42nd nationally to 22nd. The Chief Constable acknowledged that there was still work to do, but said there had clearly been an improvement.
- The Kent Criminal Justice Board (KCJB) reported to the Force that case file quality had improved, with officers now viewing case files as 'the victim's voice through the criminal justice system'.
- The Commissioner stated that there was a requirement for all agencies within the criminal justice system to work together in order to provide the best service to victims and witnesses. This would ensure that early good work by Kent Police was replicated throughout the criminal justice journey.
- The Commissioner asked about the uptake in training, with ACC Shiner confirming this had been good due to the greater emphasis on case file quality and link to promotion processes. There had also been an increased focus through the maturing of the policing model, with more officers now involved in case file preparation.
- Technological advances within the criminal justice system are also allowing costs to be reduced. For example, expert witnesses video linking to court rooms and receiving an hour's pay as opposed to a full day's pay and travel expenses. In theory, this should allow a reallocation of money towards victim and witness services.
- ACC Shiner acknowledged the work of the Paedophile On-Line Investigation team (POLIT), stating that they are an internationally recognised and respected team, funded through European innovation funds. Since April 2015, 196 warrants had been executed as a result of their work.
- The Chief Constable confirmed that the Force will be implementing a mandatory 3-day course for all front line officers on Protecting Vulnerable People (PVP) to increase awareness of vulnerable victims.

5. HMIC PEEL Assessment 2015 – Update and Overview

- The Commissioner expressed her admiration for Kent Police and acknowledged their outstanding work in receiving 'Good, Good, Outstanding' in the 2015 PEEL inspection.
- The Chief Constable stated that this was down to three years of hard work by all members of Kent Police, reaffirming the effort was worth the end result. The Chief Constable continued by explaining that the 'Leadership' report was a narrative, as opposed to a grading, and it highlighted that the Force leadership is providing clear and compelling indications of where the Force is going and what they want to achieve.
- The Commissioner asked the Chief Constable about what he and his team were doing to nurture the next Force leaders. The Chief Constable confirmed there was a huge amount of work underway including leadership days that all officers and staff are invited to, and include external speakers, and high ranking officers who share their experiences.
- Also, upon successful promotion, officers are now presented with their epaulettes by a member of their senior leadership team, followed by 1-2-1 meetings with them. This is to ensure that those being promoted are given sufficient guidance and tutorship to be successful within Kent Police.
- The Chief Constable ran through the recent HMIC PEEL inspection reports and addressed the 'Effectiveness' report, and in particular vulnerability, stating that the Force is focussing on the victims' needs. He explained to the Commissioner that the aim upon re-inspection was for HMIC to grade the Force as 'Outstanding'.
- Nationally, Kent Police is considered as holding 'best practice', and the Chief Constable and his team are being invited to visit forces to discuss performance and culture change. The Commissioner stated this recognition was testament to the hard work of all involved, and praised the Force for delivering a quality service.



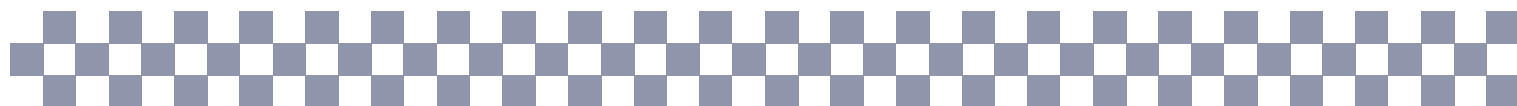
PART B – Standing/routine update items

6. Update on Child Sexual Exploitation – A Partnership Approach

- The Commissioner reiterated her view, as expressed at previous Governance Board meetings, that when the police become involved in an incident of Child Sexual Exploitation (CSE) it is too late.
- Since December 2015, a multi-agency team has been in existence, increasing awareness of CSE and ensuring a more collaborative and effective response to reported incidents. The team is made up of representatives from Kent Police, Kent and Medway Council's and Health.
- With the increased level of migration, there had been an increase in the number of vulnerable, asylum seekers entering Kent, including children. ACC Shiner explained it was essential contact was made with these individuals early to ensure appropriate support was available. However, there were a number of barriers, often including a lack of trust in the police.
- The Commissioner asked the Chief Constable and ACC Shiner how many vulnerable children go missing in the county. ACC Shiner responded by saying that the exact number is unknown due to difficulties in communicating and locating in the first instance, especially in multi-occupancy addresses.
- The Commissioner asked ACC Shiner about the impact of not having all partnership staff in place immediately, and whether the team being 'police-heavy' had been detrimental. ACC Shiner said that the team had worked hard to fill the vacancies and she was pleased to report that it was now at establishment. However, due to workload, a further request for funding would shortly be submitted to recruit additional administrative staff to maintain a strict audit trail of all intelligence received and dealt with.
- The Commissioner asked ACC Shiner whether there was a good knowledge of the teams' existence within the Force. ACC Shiner responded by saying that Operation Willow, the launch of the team, had increased awareness and assisted in its early success. The intention for the future was to increase the number of posts within the team via the voluntary sector and by expanding laterally across statutory services.
- It was stated that the Health and Wellbeing Boards, which Kent Police do attend, but do not have a statutory seat on, focus heavily on obesity and other medical issues, but lack a CSE focus.
- During National CSE Awareness Week, Kent Police conducted a 'Day of Action' which resulted in 200 staff from across all partner agencies being deployed, questionnaires being completed by businesses such as hotels and taxi drivers, along with 5 arrests and intelligence reports being submitted.
- The Commissioner asked ACC Shiner how the chief officer team could be certain that funding given to the Force for training and raising CSE awareness was working. ACC Shiner confirmed that there was 'reality testing' by chief officers on their all-out days and that divisional Chief Superintendents were responsible for checking that staff are complying with what is required of them.
- The Chief Constable reaffirmed this by saying that collective feedback from officers is that there is an increased awareness of CSE, and that the culture change has empowered local officers to fulfil their role.

7. Financial Monitoring and Savings Update

- The Chief Constable stated there was currently a projected underspend of £3.9m for the financial year, taking into account the planned reduction in establishment, but not strength of PCSO's.
- The Commissioner confirmed the Chief Constable's plan to recruit 400 more officers, which would replace those leaving, but also support the uplift in firearms officers. The Chief Constable stated that the challenge now was to ensure the Force attracts 400 new recruits of the appropriate calibre; standards would not drop to achieve this.



- The Commissioner asked whether other forces recruiting officers could be a threat. The Chief Constable confirmed the only threat was the Metropolitan Police, who are able to offer a higher salary due to the London Weighting. However, the Chief Constable said that he and the Commissioner of the Metropolitan Police, Sir Bernard Hogan-Howe, regularly meet to discuss issues including recruitment.
- It was acknowledged that some officers would not be attracted to the idea of carrying a firearm, due to the current threat level and risks associated with the role. However, ACC Shiner stated that there was no lack of interest in Kent.
- The Commissioner asked how long it would take for the firearms officers to be operational and on the street. The Chief Constable said that due to training requirements the first round of officers would be operational in around 9 to 12 months, and the full 37 in approximately 18 months.

8. Performance Update

- The Chief Constable confirmed there were no themes graded as 'poor' during the last Performance Committee. However, areas of focus included Offenders, Victims, and Reducing threat, risk and harm.
- Victim based crime had increased by 2.1% over the last 12 months, with the majority of this being attributable to two crime types, violence against the person (21%) and sexual offences (14.7%). The Force is ranked 3rd nationally for violence against the person, with most forces reporting a larger increase.
- The Chief Constable emphasised the data accuracy level and reaffirmed statements made at previous Governance Boards that he is reluctant to compare performance against other forces as the level of recording accuracy nationally varies significantly.
- The Commissioner asked whether there were any new, emerging crime trends within the communities of Kent. ACC Shiner confirmed that there remain cultural barriers, especially in relation to the reporting of honour based violence and forced marriage. However, the Force is working in close partnership with Canterbury Christ Church University to develop its knowledge of such 'hidden' offences.
- Recognising and acknowledging the vulnerability of many communities is a huge first step for Kent Police and partner agencies. This will assist in providing early intervention and protection, as well as help to bring offenders to justice.
- Operation Novella will target domestic abuse in the period leading up to, and during the European Football Championship being held in France. In addition to the work of current multi-agency teams, the Force is looking at historical data in order to predict levels of police resource and plan accordingly.

9. Update on Significant Operational Matters

Operation Skep

- The Chief Constable explained that the events in Dover, named Operation Skep, saw 350 to 500 protestors from the far right and far left coming together to protest about immigration issues. The Chief Constable stated that it was a successful operation with good leadership. Use of the Public Order Act 1986 also meant that appropriate and effective restrictions were placed on both the assembly and procession.
- In addition to Kent officers, the operation required mutual aid from Sussex Police, Thames Valley Police, British Transport Police and the Metropolitan Police. The operation cost approximately £250,000. However, it was explained that due to the robust policing of the operation, there was no requirement to spend money tracking down offenders after the event.

- The Commissioner asked the Chief Constable, if this was to happen again would a similar policing response be required? The Chief Constable responded by saying that he hoped the robust policing operation would deter protestors from coming to Kent; especially those who were intent on committing offences. It was noted that less persons attended compared with previous events, and there were reports that a number actually turned around en-route.
- In total, there were 16 arrests for varying public order and offensive weapon offences, and a significant amount of intelligence gathered.
- Overall it was a very successful operation, policed safely and proactively.

The Chief Constable said he wanted to take this opportunity to publicly state how comfortable he is with transparency and being held to account. The Chief Constable added that in recognition of this being Mrs Barnes' last Governance Board, he would also like to formally thank the Commissioner for the support and challenge she has provided during her time in office. He wished her well for the future.

| Item | Action | Status | Owner | Due date |
|------------------------|--------|--------|-------|----------|
| There were no actions. | | | | |

