

# Meeting Notes

**Title:** Governance Board

**Date & time:** Wednesday, 1 March 2017, 1000hrs

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

**Attendees:** **Office of the Kent Police and Crime Commissioner:** Matthew Scott (Police and Crime Commissioner), Adrian Harper (Chief of Staff), Rob Phillips (Chief Finance Officer)

**Kent Police:** Chief Constable Alan Pughsley, Deputy Chief Constable Paul Brandon

## 1. Welcome & Introduction

The Commissioner (PCC) welcomed everyone to the Governance Board. He reminded those present that the meeting is held in public and it is where he fulfils his duty to hold the Chief Constable to account.

## 2. Notes of Previous Meeting

The Meeting Notes from the Governance Board held on 7 November 2016 were noted as a true and accurate record.

The PCC commented that from today, the policing of the county's roads would be strengthened by the introduction of heavier penalties for mobile phone use whilst driving.

The following action updates were provided:

- Provide an update on arrests, charges and convictions for DA
  - The Chief Constable reported there had been an immediate impact on DA offender arrest rates as a result of Op Unity. It was anticipated the charge rate would increase in due course.
- Outline work to support male victims of DA
  - Analytical product received by the PCC outside of the meeting.
  - The PCC highlighted the proportion of male victims in a heterosexual relationship was around 18%, compared to 35% in the Crime Survey for England & Wales.
  - Through Op Unity and Op Recital investigative outcomes were being quality assured, but there was also a focus on encouraging male DA victims to report crimes.
  - The PCC advised he was giving an interview on Five Live today in relation to male DA victims.
- Update on North Wales pilot that allows public to upload webcam footage
  - The PCC had received an update outside of the meeting.
  - The Force is developing an alternative and better system for uploading digital footage.
  - The PCC stated there is an appetite for this functionality and requested an update at the next meeting.
- Update on activity to target specific drivers to reduce crime
  - The PCC had received an update outside of the meeting.
- Outline preparations for the Policing and Crime Bill (particularly implications for those in a mental health crisis)
  - The PCC had received an update outside of the meeting.
  - The Police and Crime Act became law on 31 January 2017, and will be implemented from 1 April 2017.

- Provisions relating to police stations as a place of safety had been postponed and the PCC asked if the Force had received any further operational updates. The Deputy Chief Constable (DCC) offered to find out and to provide a further update at the next meeting.
- The PCC welcomed the re-introduction of Street Triage from 1 April to help ensure those in crisis receive the right care from the right person.
- Update on representation at Health & Wellbeing Boards
  - The PCC is currently discussing with Kent and Medway Health & Wellbeing Board Chairs.
  - Brandon Lewis, Minister of State for Policing and the Fire Service had circulated a letter encouraging more formal policing representation.
  - The PCC said he hoped the situation would be more encouraging by the next meeting.
- Update on review of victim satisfaction survey
  - The PCC had received an update outside of the meeting.
  - The DCC explained the Home Office would no longer be publishing national satisfaction statistics and the Force was looking at alternative victim satisfaction measures.
- Provide overview of Hate Crime victim satisfaction and activity to address decline
  - The PCC had received an update outside of the meeting.

### **Actions**

- **Force: Update at next meeting on development of system for uploading digital footage.**
- **Force: Update at next meeting on Policing and Crime Act provisions relating to police stations as a place of safety.**

### **3. Overview of Collaborative Arrangements**

The Chief Constable provided a summary of the supporting [paper](#).

The following points were discussed:

- Police and Crime Act introduces a duty on forces to consider collaboration with other emergency services.
- Collaboration has been going on in Kent for some time. In terms of the financial challenge, the Force wouldn't be where it is today without collaboration.
- The Force's preferred partner is Essex Police, as very similar in terms of scale and cross border criminality. Was seen as the flagship for collaboration nationally.
- Objectives are to deliver economies of scale, whilst ensuring the Force remains efficient and effective.
- Joint Serious Crime Directorate (SCD) became fully operational in 2011. Concentrates on Major Crime, Serious & Organised Crime, Covert Support, Intelligence, Forensics and Serious Economic Crime.
- Both forces now also share back-office functions via the Support Services Directorate (SSD).
- Over last 4/5 years has saved £60m, of which £20m+ has come from SCD and SSD - £8.3m from SCD and £17.5m from SSD so far. The reality is that every £1m saved has meant retaining 20 police officers.
- The PCC chairs a joint Collaboration Board and the two Chief Constables jointly chair a Chief Officer Group meeting; below this there are local meetings within SCD and SSD.
- Regionally, the Force has a footprint in the South East, but most collaborative work is with the Eastern region. Based on three key pillars: SCD; shared support services; and the Athena IT system.
- The 7 Force Strategic Alliance is looking at areas like procurement, information management, records storage, criminal justice, occupational health, armed policing etc.
- Athena IT system – currently 9 forces (including those in Eastern region) working on project and replaces legacy crime, custody, case and intelligence systems.
- The Chief Constable said it is an outstanding product, but he wants to ensure full functionality by 2018 before implementing in Kent.
- Nationally, the Force is actively involved in the Specialist Capabilities Programme and continues to support projects such as the National Police Air Service and the replacement for Airwaves.
- Strong, on-going collaborative work with Kent Fire & Rescue Service (KFRS), including staff working in the Force Control Room, a joint Resilience Team, and at a tactical level, joint planning for emergencies.

- Complemented by a delivery plan that captures all collaborative opportunities (e.g. deployment of fire engines into predictive policing zones), and a Strategic Board with the Chief Constable and KFRS equivalent.
- The PCC said Body Worn Video was a good example of where forces could work together to procure more widely. He asked if the Force was seeing the benefits of the Body Worn Video roll-out.
- The Chief Constable explained that cameras can be bought off the shelf, but forces also need to have the back office infrastructure to service the products. The investment by both PCCs meant this was working well.
- Currently, 2,200-2,300 units on the streets of Kent. The Chief Constable outlined the benefits: for victims, the footage often results in them not having to attend court as the offender pleads guilty on 1<sup>st</sup> appearance; offenders pleading guilty early reduces demand on officers as they spend less time at court; a reduction in complaints as offenders and/or officers modify their behaviour; and since Inspectors do not have to deal with so many malicious complaints, the Force can provide a better service.
- An unintended consequence is that officers and staff feel empowered, trusted and have greater confidence to tackle incidents on their own. They also feel that they will be believed in court.
- The Force still has a traditional policing philosophy, but now utilising 21<sup>st</sup> century technology to deliver.
- The PCC asked the Chief Constable if he was confident the region was working effectively to obtain money from the Transformation Fund. The Chief Constable said the systems and process exist, and the 7 Chief Constable's and PCCs were determined to collaborate as best they can to make policing more effective, but there needed to be greater integration and a more dynamic push to deliver on aspirations.
- The DCC expressed concern the Home Office was seeking futuristic and conceptual bids, when forces needed the money now for service delivery.
- The Chief Constable said the Eastern region collaboration is an opportunity to look at economies of scale and to do things differently in a difficult financial environment. Also great opportunities to work more collaboratively with strategic partners, such as Kent County Council (KCC), Medway Council, South East Coast Ambulance Service or wider with KFRS.
- The Chief Constable stated that he is very comfortable to look anywhere that will enhance service delivery and allow the Force to retain as much money as possible to protect the frontline.

#### 4. Delivery of the Police and Crime Plan

The Chief Constable provided a summary of the supporting [paper](#).

The following points were discussed:

- The PCC explained he had inherited a Police and Crime Plan and had taken the decision to refresh it. He thanked the Police and Crime Panel for reviewing it and said his new plan would be published on 1 April 2017.
- The Chief Constable said the new policing model, 'New Horizon', complemented delivery of the interim plan and addressed the priorities and challenges in the new Police and Crime Plan.
- Tackling crime/ASB & catching criminals: the Force has a dedicated Communities & Partnerships team which works well with strategic partners. For example, Op Locality involved working with Trading Standards, Environmental Health and other partners to target ASB, particularly in the night-time economy. In addition, quality intelligence was gathered on issues like modern slavery.
- Providing visible community policing: vision of policing model was to have a 'footprint in local communities'. Financial challenge means that if the public believe they will see same levels of officers/staff in communities compared to 10-15 years ago it simply will not happen. The Force will do everything it can to remain as visible as possible, but in reality there are less officers/staff doing more work.
- Reducing repeat victimisation & offending: Integrated Offender Management model is based on evidence that a small number of offenders are responsible for the most harm. Originally focused on burglary, but now expanding to include wider crime types, such as gangs, domestic abuse and violent offenders.
- Protecting the public from harm: Vulnerability is central to the Force Control Strategy. The Vulnerable Peoples Board is chaired by an Assistant Chief Constable (ACC), and receives updates from local Boards that highlight threat, risk and harm. The Force regularly focuses on high risk sexual offenders and repeat domestic abuse, with a number of Boards ensuring improved DA performance is maintained.
- Meeting national commitments for policing: uplift in firearms officers linked to Strategic Policing Requirement and local requirement to effectively deal with terrorist threats.

- The Chief Constable said the new policing model would be in place by September 2017 and described elements: Local Policing Teams retained in the 3 Divisions; 300 PCSOs retained, whilst many forces are reducing numbers; dedicated Vulnerable Investigation Teams to deal with crimes against vulnerable adults and children; and work to address new/emerging crime types such as cybercrime embedded.
- Model is sustainable and planned in line with everything currently known financially over next 3-4 years.
- In relation to the recruitment of firearms officers, the Chief Constable said he was confident the Force would achieve the numbers for both Specialist Firearms Officers and Armed Response Vehicle officers. As the most confrontational and dangerous area of policing, he said the level of expectation and expertise could not drop, so the Force must ensure they are the best; well-trained with the right equipment.
- Not losing officers to the Metropolitan Police mainly due to support from the Chief Constable and the DCC. The Force continues to provide training, guidance and support to those officers prepared to carry firearms, and who would be expected to respond to a marauding terrorist style attack.
- The Chief Constable said the uniqueness of the role can be recognised financially, and the Force was considering a second reporting base to provide a faster response.
- The Force is considered exceptional nationally in terms of facilities and equipment, and historically loses fewer firearms officers compared to other forces.
- The PCC commented that he had recently spent time with the Specialist Firearms Officers and their skills and bravery were beyond admiration. He asked that his thanks and full support be recorded.
- Whilst he couldn't see a time when all officers would be issued with Taser, the Chief Constable said the allocation of equipment was based on demand, threat, risk and harm.
- The Chief Constable explained that whilst he rejected spit hoods previously because they looked inhumane, there design had improved and he had now agreed to officers being issued with them. He also provided reassurance that officers would be required to properly record their use, as they do for any other use of force.
- The PCC said whilst he will retain oversight, subject to the Force having the right checks and balances, the impact of an officer being spat at and having to undergo health checks and/or treatment outweighs any issues around perceived impact on offenders or negative perceptions.
- The Chief of Staff (CoS) queried the Force's training capability and sustainability. The Chief Constable said currently there was the capability to train the projected number of Taser officers based on threat, harm and risk, but if all officers were to be trained, it would become an issue and capacity would have to be reviewed.

## 5. Firearms Licensing Update

The DCC provided a summary of the supporting [paper](#).

The following points were discussed:

- The PCC explained there was an issue around the length of time it was taking for renewals and grants of new certificates, so this was an update 12 months on from his provision of £39k funding.
- Whilst the Force still uses a paper system to deal with the 25,000 licenses which can be challenging, there had been a significant overhaul of the governance and processes.
- Strategic and operational meetings had been introduced to ensure appropriate scrutiny, management information had been revitalised and there were weeks of action to reduce delays.
- The funding had predominantly enabled recruitment of an additional member of staff, on a 12 month temporary contract to focus on delays in processing and grants of firearms.
- Best indicator of progress was Figure 4 - shows average turnaround time for grants (July 2015 to January 2016) was 176 days, but in last 6 months of 2016 had reduced to 50 days.
- The Force has a good system for notifying firearms holders about renewals, but if holders don't respond, the Force has to chase and issue a temporary certificate which is a longer process. Consideration being given to introducing some form of financial 'claimback' if person doesn't respond to initial renewal notification.
- THRIVE principles are adhered to by the Firearms Licensing Team. Incidents involving firearms are regularly reviewed by Chief Officers, and they are always reassured that where appropriate weapons are seized, Firearms Licensing Department are notified and revocations processed.

- The DCC said he was confident the Force is tight around management of risk now – only outstanding element was getting backlog cleared so everybody has relevant certificates, and not temporary certificates.
- Future challenge was sheer volume. It was hoped there would be a new national firearms licensing system, but it had been withdrawn so the Force was exploring other options including the system used in Essex.
- Looking to issue laptops to Licensing Officers so they can upload information when visiting firearm holders as opposed to completing paper forms that subsequently need inputting.
- Feedback from the National Lead on Firearms had been positive with Kent signposted as one of two forces with good practice. The Firearms Licencing Manager, Wendy Phillips, was also one of the best in the country and sits on the national Working Group.
- The DCC said he was reassured the June 2017 target date was achievable and that all the work that had taken place will put the Force in a strong position moving forwards.
- The PCC commented that his office hadn't received many complaints in relation to firearms licencing recently which was a positive sign. He was also disappointed the national system had been withdrawn.
- The PCC congratulated the Firearms Licensing Team on turning the situation around under such pressure and for the national recognition.
- The CoS asked what happens when the PCC's £39k runs out. The DCC said the Force was on track for June 2017, but he would either approach the PCC for further funding, or it would come from his existing budget.

## 6. Emerging Risks & Cross Border Crime

The Chief Constable summarised the [Modern Slavery](#) and [Child Sexual Exploitation](#) papers.

The following points were discussed:

- Caroline Haughey Review resulted in 80 recommendations for all agencies to improve how collectively deal with modern slavery. The Prime Minister has now requested that a taskforce be set-up by October 2017.
- The National Referral Mechanism (NRM) provides a process to help identify and support victims. However, Haughey Review talks about better and more sophisticated ways of identifying both victims and perpetrators.
- The National Crime Agency (NCA) leads on modern slavery nationally and engages with Kent via the SCD.
- The NCA and National Police Chiefs Council are trying to coordinate activity, so it is not postcode policing. Looking to create a central multi-agency team to provide a national response to modern slavery.
- With support from the PCC, an Anti-Slavery Partnership Coordinator had been appointed and a commitment/aspiration to focus on modern slavery had been signed by Kent and Essex PCCs and Chief Constables.
- The Chief Constable said there had been an increase in reports of modern slavery across Kent, particularly in the east of the county. Generally, females are forced into prostitution and males into forced labour.
- Recent examples of operations in Kent:
  - Op Jaguar – human trafficking of Lithuanian females. Within 24 hours of public call expressing concerns, the Force Control Room identified a possible brothel. A local PCSO visited the premises, and a warrant was executed, with 3 victims identified. Multiple brothels were subsequently identified and in total 6 females safeguarded. 5 offenders were arrested and to date, 1 has been convicted.
  - Op President – investigation into human trafficking and modern slavery. Initiated by a male attending the Romanian Embassy claiming he had been tricked into coming to the UK and forced into labour, working long hours for little pay. Working with partners, 6 warrants were executed and 4 suspects arrested; 9 potential victims were safeguarded.
- Modern slavery being dealt with as a new crime type, but is also one of the 6 priorities in the Control Strategy.
- There is a corporate statement outlining action being taken to clamp down on modern slavery, which includes ensuring contracts are not awarded to organisations with a history of employing people on low pay.
- The PCC has recently authorised extra funding to enable the Force to provide more effective multi-lingual support to victims of modern slavery and human trafficking.
- The CoS asked the Chief Constable if he was confident officers/staff understood their responsibilities, and the appropriate response. The Chief Constable stated that awareness amongst officers/staff had increased in the last year and training is on-going.

- The PCC said Child Sexual Exploitation (CSE) was no. 1 in the Police and Crime Plan consultation. The Chief Constable said it is also one of the 6 priorities in the Control Strategy.
- The Force has a dedicated partnership CSE Team which is working well and seeing an increase in offences – dealing with around 24 live investigations per month.
- The Chief Constable said police resources in the team are in place and there has been great support from a number of partners, including KCC, but current risk around staff commitment from Medway Council.
- The PCC asked about links between CSE, online grooming and cybercrime. The Chief Constable said learning was currently in its infancy, with the Cybercrime Unit being newly introduced.
- The PCC praised the 'Is it Worth It' school tour as a good way of engaging with children. The Chief Constable added that under the new policing model, the dedicated Youth Engagement PCSOs will focus on vulnerability and provide greater intelligence.
- The Chief Finance Officer (CFO) asked if there was any further update on the funding bid for triage investment referenced at paragraph 6. The Chief Constable said he was still awaiting the outcome.

## 7. Financial Monitoring and Savings Update

The DCC provided a summary of the supporting [paper](#).

The following points were discussed:

- The PCC thanked the Kent and Medway Police and Crime Panel for supporting the £5 per year precept increase (average Band D household).
- Regular meetings between the Force and the PCC's office to review position and financial challenges.
- The DCC said the legal case Allard and others vs Devon & Cornwall Police was not currently expected to affect the financial forecast.
- As evidenced by Her Majesty's Inspectorate of Constabulary (HMIC), the Force consistently achieves the savings target despite the challenges. Target for this year was £8.7m, but could be in region of £12m as some business cases to be concluded and further non-pay savings possible. This was a really positive achievement.
- In terms of investment, agreed budget for 2016/17 was £18.9m (including £3.7m brought forward from previous year) and currently forecast to be just over 81% spent (£15.3m).
- The Force has held its first Capital Transformational Estates meeting, jointly chaired by the DCC and the CoS. Will have to make some difficult decisions in relation to future estate as insufficient capital reserves to fund all work. May have to revisit sale of land or consider borrowing which the PCC and the Chief Constable have historically been reluctant to do.
- The DCC outlined the savings required over the next three years referenced at paragraph 15, and commented that post 2021, it is predicted similar amounts will be required.
- In light of unknown impact of Funding Formula review, £5.1m contribution from Reserves in 2017/18 will assist the Force in planning future savings.
- The DCC said there was strong governance around the savings, the Force has an excellent record and Chief Officers are confident future projections will be achieved based on previous history and existing plans.
- The PCC stated that he was keen to avoid borrowing and there would be no further Private Finance Initiatives. He added that despite the outcome of the Funding Formula Review, a new Comprehensive Spending Review wouldn't bring more money and there would be a gradual shift in funding from central to local.
- The PCC also stated the Force could end up like Sevenoaks local authority, which has become self-sustaining very early on by investing assets more effectively so as to get a decent return.
- The CFO asked about risks associated with the Emergency Services Network (ESN). The DCC stated the national Airwave contract will need to be extended due to ESN not going live by 31 December 2019. A 12 month extension will cost UK policing around £366m, with a potential cost to Kent of £7.3m. An alternative based on policing regions, would cost the Force around £1.8m.
- How this will be funded is unknown, but it could require top-slicing of force budgets. Clearly a significant risk and potential challenge.
- In terms of levels of future savings, the DCC confirmed the Force works on worst case scenarios, but the plans have some flex built into them.

## 8. HMIC Inspections and Performance Update

The Chief Constable and the DCC summarised the supporting [paper](#).

The following points were discussed:

- The Chief Constable stated that from a HMIC point of view, the Force had never been as good as it is now across the totality of policing, but the organisation continually seeks to improve.
- In terms of HMIC's PEEL inspections, the Force had received 'Good' for Efficiency, with no areas of improvement and 'Outstanding' for Legitimacy - the only Force to achieve 'Outstanding' in both 2015 and 2016.
- The Chief Constable said these results should be considered in the context of the financial challenge over recent years and whilst it was hard to achieve 'Outstanding', it was even harder to retain it.
- The Effectiveness report was due out tomorrow (2 March). Last year the Force received 'Good' and the Chief Constable said he would be mightily disappointed if the grading was less.
- The Leadership review was also extremely positive with the headlines being a strong healthy culture, exceptional leadership at all levels and outstanding avenues for staff development.
- The Chief Constable said at worst the Force is 'Good' and he is very proud of all officers and staff.
- The Force was in the middle of its crime data integrity inspection and HMIC would return in April to conduct in-depth testing of historical crime reports. The Chief Constable hoped they would find the Force was still in a strong position with regards to crime data accuracy.
- All HMIC recommendations are being addressed, but some require work nationally before sign off locally. The Chief Constable said any posing a risk to Kent were actioned immediately instead of waiting for progress.
- Op Recital - force-wide plan led by ACC Shiner to improve the quality of investigations, with huge amounts of training and work underway. Additional 'Investigation' theme added to Quality Performance Framework (QPF).
- The crime profile is changing, and the new policing model will ensure the Force can manage effectively. For example, in 1993, there were 20,000+ burglary dwelling offences; in 2016 there were 4,400.
- Mr Pointon, Kent Police Federation Chairman was present and the PCC thanked him for his support and wished him well in his retirement as a police officer, and future role with the Force.
- The PCC asked about organisational memory and the retention of skills amongst officers and staff. The DCC explained that a report on the reasons for staff leaving, based on exit interviews, was presented to Chief Officers on a six-monthly basis. The Force is projecting a decline in turnover rates this year.
- The Chief Constable highlighted the new police pension rules/regulations as an ongoing risk since it badly affects experienced officers with 10-20 years' service. He said the Force reviews all leavers and their level of service to understand the risk and constantly looks at lateral and promotional opportunities.
- The level of victims who decline to support a prosecution had been highlighted by HMIC. The PCC asked for further information on research being conducted by the Force. The DCC explained that a small group of officers on restricted duties were reviewing all reports where the victim had declined to support a prosecution, and re-contacting them to understand the reasons.
- Early findings suggest many had concerns about the prospect of going through the criminal justice process, or as it wasn't serious, they took the decision not to progress.
- The PCC said that with the new Police and Crime Plan's focus on victims, it would be helpful to have a further update at the next meeting.
- The CoS asked if there were any links between HMIC monitoring and the QPF. The DCC explained there were no links, the aspiration was to get good or outstanding in all strands of the QPF, but the Force assessment was actually more challenging and harsh than HMIC's.

### Actions

- **Force: update at next meeting on findings from research into why victims decline to support a prosecution.**

## 9. Topical issues and update on significant operational matters

- The Chief Constable stated that the investigation into General Election expenses in South Thanet was still on-going, although he expected it to be concluded within the next couple of months.
- An update on 101 non-emergency call handling was provided by the Chief Constable, who described performance as much better than a year ago.
  - 2015/16: 6% increase in calls; 23% of callers lost (i.e. hanging up); average time to answer 3½ minutes; longest waiting time 1 hour 25 minutes.
  - Jan 2017: 6% increase in calls; 10% of callers lost (i.e. hanging up); average time to answer 1½ minutes; longest waiting time 27 minutes.
- The Force has shifted demand from the phone to the internet by implementing a new website which offers self-service functionality and greater flexibility in accessing services. The Control Room shift patterns and flexible working arrangements had also been reviewed to align resource to demand.
- The Chief Constable reiterated that in an emergency the public should dial 999 and not 101.
- The PCC asked when online crime reporting would be implemented and was informed September 2017.
- The CoS referenced layout and user habit analytics coming from the website. The DCC explained analytical work was on-going, but when trends were identified, the website was amended to improve the user experience.
- The PCC congratulated the Force on improving 101 call handling and thanked the Force Control Room staff.

The PCC explained this would be the last Governance Board in this format as the arrangements were being reviewed in light of the new Police and Crime Plan. Details of the next meeting would be published in due course.

The PCC thanked all those who had come to observe the meeting and also the Chief Constable and the DCC for the papers and for presenting them.

### Overview of Actions

	Status	Owner	Due date
Update on development of system for uploading digital footage	Open	Chief Constable	07/06/2017
Update on Policing and Crime Act provisions relating to police stations as a place of safety	Open	Chief Constable	07/06/2017
Update on findings from research into why victims decline to support a prosecution	Open	Chief Constable	07/06/2017

### Date of Performance & Delivery Board: 7 June 2017