

Meeting Notes

Title: Performance and Delivery Board

Date & time: Wednesday 5 June 2019, 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 Executive) and Rob Phillips (Chief Finance Officer)

Kent Police: Chief Constable Alan Pughsley, Deputy Chief Constable Tony Blaker and Deputy Chief Officer Ian Drysdale

1. Welcome & Introduction

The Police and Crime Commissioner (PCC) welcomed those present.

2. Notes of Previous Meeting

The meeting notes from the Performance and Delivery Board held on 20 March 2019 were noted as a true and accurate record.

3. Safer in Kent Plan: Delivery & Performance

The Chief Constable explained that to better manage future organisational demands, there had been a change to the chief officer team with Ian Drysdale being appointed Kent's first Deputy Chief Officer (DCO).

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

The following points were discussed:

Putting Victims First

- The Chief Constable highlighted that in HMICFRS' recent Integrated Peel Assessment the Force had been awarded two 'Outstanding' grades and a 'Good'. He added that victims were at the heart of Kent Police's mission and gave examples of recent operational activity that supported this.
- In relation to hate crime, domestic abuse and rape victim surveys, the Chief Constable reported that they continued to show high levels of satisfaction, adding that all surveys were managed with extreme sensitivity and professionalism. He stated that he hoped rape victim satisfaction would improve as a result of the introduction of Sexual Offence Liaison Officers (SOLOs).
- The PCC asked about the longer term trend in hate crime satisfaction and the overall satisfaction level for rape victims. The Chief Constable stated that hate crime satisfaction was 75% last year, but had increased to around 80%. He also explained that due to sensitivities surrounding such crimes, rape victims may be asked different questions, such as whether they were treated with respect, rather than about the overall service. The PCC was pleased to hear that victims were being listened to and that satisfaction levels were increasing.

Fighting Crime and Anti-social Behaviour (ASB)

- The Chief Constable reported a small increase in ASB in the three months to April 2019, including in drunken / rowdy behaviour and neighbour disputes. He advised such incidents were managed locally and that Local Policing Teams (LPTs) worked hard to understand the issues and address them.

- Focusing on residential burglary, the Chief Constable reiterated that the definition had changed. For the rolling year to February 2019, he reported that Kent had seen a 1.1% increase, but advised this was partly due to improved crime recording accuracy. He stated the Force worked tirelessly to tackle burglary, with calls prioritised, PCSOs conducting reassurance visits and the vast majority attended by Scenes of Crime Officers. He said the Chief Constable's Crime Squad, consisting of 32 officers, were also proactively pursuing burglary offenders, and that since implementation the team had executed 28 warrants, made 82 arrests and charged 131 offenders.
- The Chief Constable commented on the positive impact LPTs were having on local communities in terms of visible neighbourhood policing and prevention. Coupled to this, he added that the work of the IMU continued to add real, tangible value to many crime investigations.
- Focusing on ASB, the PCC asked about the trend over recent years. The Chief Constable advised that ASB had decreased between 2016 and 2017, increased between February and August 2018, but decreased again in the latter part of 2018. In 2019, he said it was showing a slight increase, but the policing model allowed the Force to flex and deal with the demand.
- The PCC sought clarification on the outcomes from fingerprint / DNA samples recovered from burglary scenes. The Chief Constable stated that 12%-15% of all hits resulted in a charge.
- In relation to burglary prevention activity, the Chief Constable said house to house door knocks were conducted to obtain evidence, identify lines of enquiry and provide crime prevention advice. He added that the Corporate Communications Team regularly promoted crime prevention advice through social media channels.
- The PCC asked how the Force minimised the impact on LPTs of officers being extracted to support Community Policing Teams. The Chief Constable stated that the allocation and flexible use of resources was managed locally, but there was no evidence to suggest LPTs were failing to meet demand.
- Focusing on the IMU, the PCC asked what proportion of crimes were dealt with over the phone and sought clarification on whether victims were required to retrieve CCTV. The Chief Constable stated that the IMU dealt with approximately 2,000 reports a month, equating to around 15% of crimes. In relation to CCTV, he advised that where the equipment belonged to a victim they would be asked to download it and supply to officers, but where a third party was involved an investigator would manage the process.

Tackling Abuse, Exploitation and Violence

- The Chief Constable highlighted structural changes to the Serious Crime Directorate (SCD), including increased dedicated investigative resource to tackle money laundering and modern slavery / trafficking, and the introduction of a Prevent and Protect team. In addition, he reported that the new Victim Navigators had been appointed in Kent and Essex to provide specialist support to victims of modern slavery / trafficking.
- In relation to the Missing and Child Exploitation Teams, the Chief Constable reported that they were helping to reduce the number of missing children, adding that the Force was also innovative citing the first successful application for a Slavery and Trafficking Risk Order.
- Focusing on violent crime, the Chief Constable highlighted the work Kent Police were doing as a result of the PCC's Violence Reduction Challenge, including: profiling habitual knife carriers for intervention and the creation of a knife crime package for delivery to young people. He said it built on a month-long knife crime operation that resulted in 240 arrests and was subsequently extended for a further 6 weeks, resulting in another 129 arrests.
- The PCC congratulated the Force on securing the first Slavery and Trafficking Risk Order and asked whether as an emerging crime type, more resources were needed to support victims and investigations. The Chief Constable confirmed any additional resource would be beneficial to build on the nine members of staff already in place.
- The PCC asked if the Victim Navigators were linking in with the other victim services. The Chief Constable confirmed they were linking in with Victim Support and other victim services.
- Due to concerns around vulnerable young people being placed in Kent from London boroughs, the PCC asked whether the Force worked with partners to identify and manage risk. The Chief Constable confirmed it was an ongoing issue, but advised that the Force and local authorities actively worked together. He said that whilst Kent was sometimes the right place for a child, their wellbeing always had to be the priority. He also reported that the Force had recently submitted evidence to the All-Party Parliamentary Group on Missing Children and Adults.
- In relation to the Violence Reduction Challenge, the PCC welcomed the Force's continued support. He asked if there was an update on the Medway Taskforce and whether the Force was contributing to KCC's Select Committee on knife crime. The Chief Constable stated that the Medway Taskforce Manager had been appointed, premises found and co-located staff were scheduled to start mid-July. He also confirmed that Kent Police would be contributing to the Select Committee.

Combating Organised Crime and Gangs

- The Chief Constable stated that Kent Police were actively combatting OCG and gang-related activity through strategic and tactical responses using the '4P' approach: Prevent, Prepare, Pursue and Protect. He added that due to the level of disruption 'home grown' gangs were no longer an issue, but new threats were quickly identified.

- The Chief Constable reported that there were 32 active OCGs in Kent, but that compared with other nearby forces the county had also seen the highest level of OCG disruptions. With regards to disruption, the Chief Constable said tactics included drug / cash seizures and utilising the Proceeds of Crime Act to confiscate assets.
- The PCC asked the Chief Constable if other partners, such as British Transport Police (BTP) and National Crime Agency (NCA), were also actively engaged in enforcement activity. The Chief Constable confirmed that Kent Police continued to work with partners; he outlined a recent case where a gang member was known to travel by train and BTP assisted in his arrest by armed officers on arrival at a station. He added that the Force also worked closely with the NCA to tackle London county lines into and out of Kent.

Providing Visible Neighbourhood Policing and Effective Roads Policing

- The Chief Constable re-iterated that PCSOs were fundamental to the policing model and that the number had remained at 300.
- Highlighting the good work of the Citizens in Policing Department, the Chief Constable reported there were 343 Police Cadets, with over 300 waiting to join. He stated the scheme was going from strength to strength and the Force was now looking at other national strands, including Mini Cadets and Junior Cadets. He also explained work was underway to develop a programme to assist cadets approaching the age of 18 who wanted to apply for the Special Constabulary or to join as a regular officer.
- The Chief Constable advised there were 276 Special Constables and that with the exception of firearms, they were able to undertake any specialist role. In relation to the North Division joint response pilot involving the Special Constabulary and SECamb, he reported that it had proved so successful a wider roll-out was underway.
- The Chief Constable said there were 45 Community Policing Volunteers (CPVs), but this was projected to increase as the Force was looking to introduce mounted CPVs, which would be a first in the country.
- In relation to Community Speedwatch, the Chief Constable noted their excellent work in targeting repeat and extreme driving behaviour. He also commented on the good work of Neighbourhood Watch (NhW).
- Acknowledging the increase in resources linked to the precept, the Chief Constable noted the good work of the Roads Policing Unit in tackling the fatal four: speeding; mobile phone use; no seatbelt; and drink / drug driving.
- The PCC asked about the future of town centre policing and the Chief Constable advised there had been a review of demand. He stated that whilst there were currently 16 town centre beat officers, as a result of the increase in precept, this would increase by a further 38 making a total of 54 dedicated town centre officers.
- The PCC sought clarification on where the 45 CPVs were deployed. The Chief Constable advised that 6 were operational and working alongside PCSOs, with the remainder being deployed soon.
- The PCC congratulated the Force on its flourishing cadet scheme but asked about the other national strands. The Chief Constable explained the current scheme was for those aged 13-17, but Mini Cadets was for those aged 8-10 and Junior Cadets those aged 10-13. The PCC requested an update at the next meeting.
- The PCC stated that Community Speedwatch were feeling more valued, but asked if there was more the Force could do to support the scheme. The Chief Constable confirmed that relevant teams were engaging with local schemes, but advised that he would ask the Deputy Chief Constable to review the level of engagement.
- Focusing on NhW, the PCC asked about Force support and whether there were examples of schemes aiding the detection of crime. The Chief Constable advised the Force had five dedicated resources and referred to an example in which Tankerton NhW Scheme reported a suspicious vehicle that resulted in a number of arrests.
- The PCC highlighted that it was Volunteers Week and asked that his thanks to all volunteers, inside and outside policing, be recorded for the great work they do.

Delivering an Efficient and Accessible Service

- The Chief Constable highlighted the number and duration of Section 136 Mental Health detentions as an area of growing demand, and advised that he had recently met with the Chief Executive of Kent and Medway NHS & Social Care Partnership Trust. He added that the Force Inspectorate were undertaking a 'cradle to grave' review of the use of police powers of detention under the Mental Health Act.
- In relation to 999 and 101 call handling the Chief Constable reported that the latest data was positive with reductions in call waiting times and attrition.
- The Chief Constable said new IT solutions were helping to deliver efficiencies, advising that the Mobile First application had contributed significantly to the 31,600 of officer hours saved last financial year. He also highlighted the Innovation Taskforce's work, and commented on how the implementation of Athena was providing greater shared intelligence opportunities between forces.
- Focusing on the increase in Section 136 demand, the PCC stated NHS managers and commissioners should be embarrassed by the fact that officers continued to be taken off the streets to help those in mental health crisis. He asked when the Force Inspectorate review would be concluded and the Chief Constable advised mid-June; the PCC requested an update at the next meeting.

- The PCC thanked FCR staff for their efforts to improve call handling, but asked why the % of calls answered deteriorated between December 2018 and March 2019. The Chief Constable advised it was due to a combination of high sickness levels, high call volumes due to snowfall and implementation of Athena slowing processes down.
- The PCC asked what was being done to address the ongoing issues with Athena and ensure victims did not receive a lesser service. The Chief Constable stated that performance was monitored and where appropriate, workarounds implemented to ensure victims received a good service. He added that talks were ongoing with the Athena supplier to improve the overall infrastructure and subsequent performance across all nine forces.

Action

- **Force: update on Mini Cadets and Junior Cadets.**
- **Force: update on Force Inspectorate review of the use of police powers of detention under the Mental Health Act.**

4. Inspections, Audits & Reviews

The Deputy Chief Constable (DCC) introduced the item and provided a summary of the supporting [paper](#).

The following points were discussed:

- The DCC reported that in the Force's first HMICFRS' Integrated PEEL Assessment it was graded 'Outstanding' in Legitimacy and Efficiency and 'Good' in Effectiveness, adding it was the only Force in the country to be graded 'Outstanding' in Legitimacy for four consecutive years. He said HMICFRS had identified some Areas for Improvement (AFIs) which were accepted, but the Force was aspiring to improve the 'Good' to 'Outstanding' and maintaining the existing grade in the other two pillars. He explained that he was the lead for an Effectiveness plan and stated that the positive inspection result was testament to the hard work of officers and staff.
- The PCC congratulated the Force and agreed Kent was the best force in the country. He stated everyone involved should be proud of the achievement and he was pleased the Force was looking to continuously improve. The PCC asked whether the CPS were supporting the Force in addressing the Investigating Crime AFI, and the DCC stated there was now greater understanding of each organisations capacity, priorities and contribution. However, he added there were still hurdles that needed to be worked through, including rules around disclosure, timeliness of charging decisions and quality of case files, before any improvements would be evident.
- The PCC said it was positive to see improvements being made in the IMU, and asked for an update on the Recovery Plan at the next meeting.
- Focusing on POLIT, the PCC asked if capacity was acknowledged in the Force Management Statement. The DCC stated that it was, but demand was greater than anticipated, and therefore the Force needed to be more agile so it could flex to meet that demand.
- In relation to HMICFRS' thematic inspection on fraud, the PCC asked if there was any update on Recommendation 9: Chief Constables to publish their force's policy for responding to and investigating allegations of fraud. The DCC stated that SCD were currently considering the recommendation and the Force would provide an update at the next meeting.
- The PCC asked whether Kent would receive funding for additional investigators from the Police Transformation Fund. The DCC advised that it was a nationally focused uplift due to online crime not being geographically-restricted, but added that the uplift would assist Kent as officers worked closely with the national team.
- Focusing on HMICFRS' Stalking & Harassment inspection, the PCC asked if the Force had considered the recommendations. The DCC advised that work was underway, including a review by the Force Inspectorate and holding CPD training events to raise awareness and improve service delivery. The Chief Executive said that he had recently been invited to a partnership event on stalking and thanked the Force for their work in this area. The PCC requested an update on the Force Inspectorate's review at the next meeting.
- The DCC stated that in relation to the two internal audits which received 'partial' assurance, work was still ongoing. He added that the Force welcomed internal and external scrutiny as it improved service delivery.
- The PCC took the opportunity to thank the Joint Audit Committee for their continued support and scrutiny.

Action

- **Force: update on IMU Recovery Plan.**
- **Force: update on Recommendation 9 of HMICFRS' report 'Fraud: Time to Choose'.**
- **Force: update on Force Inspectorate review on response to Stalking & Harassment.**

5. People

The DCO introduced the item and provided a summary of the supporting [paper](#).

The following points were discussed:

- The PCC welcomed Ian Drysdale to his first meeting alongside the Chief Constable.
- The DCO reiterated that Kent Police's most important asset was its people and reported the planned establishment of 3452.5 FTE officers by the end of March 2019 was exceeded by 69. He said the recruitment of 180 officers this year would increase the establishment to 3632.5 officers by March 2020. Taking into account natural attrition, he added there was flexibility in the plan to recruit up to 410 officers by the end of March 2020.
- The DCO stated some PCSOs were moving into other roles within the Force, but recruitment was planned to maintain the strength at 300. With regards to the FCR he said strength was above establishment, but the Force was reviewing attrition levels, policies and procedures.
- In relation to diversity, the DCO reported that Force activity had been instrumental in recruiting people from all backgrounds, resulting in the highest proportion of BAME officers in the last decade. He said the trend was similar in terms of gender, ultimately creating a more diverse workforce.
- The DCO advised that officer and staff attrition was continually monitored to identify patterns and trends, but there were no concerns at present.
- Focusing on absence, the DCO stated it was a positive picture with decreasing levels of sickness, and provided examples of the various employee wellbeing support programmes provided by the Force.
- The PCC thanked all those involved in the recruitment of the extra officers. He asked whether the turnover rate in the FCR was within expected tolerances and the DCO advised that the attrition rate was highest in the first two years, after which it tailed off. He said the FCR review was exploring opportunities to reduce attrition.
- The PCC sought clarification on how the Force supported BAME officer and staff promotion. The DCO explained that promotion was based on merit, but support such as mentoring was available to help remove barriers.
- The PCC asked for an update on the Taser roll-out. The DCO stated that informally, officers were pleased with the announcement and it was projected around 1,000 officers would take up the offer of carrying a Taser. He said the Force had the capacity to conduct eight courses per year and the overall cost was expected to be around £1m. He added that training would start in July.
- In relation to incidents involving officers and staff, the PCC asked if the Force provided wellbeing support to family members affected. The DCO stated that it would overwhelm Force resources to help every family on every occasion, but the Force always tried to do the right thing and help those most in need.

6. Finance

The DCO introduced the item and provided a summary of the supporting [paper](#).

The following points were discussed:

- The DCO confirmed the Statement of Accounts had been published ahead of schedule. He also stated that the Force was financially solvent in the context of being in the bottom quartile for funding from the Government.
- In relation to the Force's financial forecast against revenue budget, the DCO reported a total underspend of £200,000 (less than 1% of the overall budget). He also advised that there was an underspend of £2.4m in the investment programme which would allow for any slippage in national programmes or procurement initiatives.
- In relation to the December Grant Settlement and precept increase, the DCO advised that the Force's overall 2019/20 budget had increased, but it would still need to make significant savings.
- The PCC asked about the plan for delivering future savings. The DCO confirmed it included some large initiatives but mainly small initiatives across various departments to reduce the overall impact, adding that the front line would be protected over support functions.
- Referring to the paper that was due to be presented at COSM, the PCC asked if there was any update. The DCO stated the paper was around capital receipts and expenditure for the next year. He advised the PCC's Chief Finance Officer had been involved in its development and a full briefing would be provided once it had been signed off by the Chief Constable.

7. Collaboration & Partnership Working

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

The following points were discussed:

- The DCC stated collaboration with local partners was ongoing, referencing plans to share buildings in some locations. He reported Home Office funding had been received to explore the feasibility of a 'blue light hub' in Pembury, and the Force was liaising with other emergency services on a potential 'mini blue light' hub in Swanley.
- With regards to preparations for the UK leaving the European Union, the DCC stated there was a great deal of partnership working, particularly around managing potential traffic issues. He added that preparations also included transferring records from the Schengen Information System to Interpol's system to ensure wanted or missing persons could be circulated.
- The DCC referred to Kent's fulfilment of national policing requirements by providing mutual aid for recent protests in London. He added that future events, including Donald Trumps' visit, would necessitate further mutual aid.
- The PCC commended the work that had gone into preparing for every Brexit eventuality and asked when the transfer of records onto Interpol's system would be completed. The DCC reported there were 300 outstanding records to be transferred, but said the work was on track to mitigate any risk.
- The DCC said there was great partnership working across Kent and it was vital to delivering a first class service. He provided examples of initiatives being progressed, including knife crime education in schools; security industry staff being trained as volunteers to develop an emergency response capability; and a modern slavery partnership event. He also commented on the work of the Rural Taskforce in building links with rural communities.
- The PCC asked if the Force could provide an update on the Emergency Services Network. The DCC explained there were challenges including slippages and delays, but the Home Office still planned to implement nationally. He said the Force would adopt in the latter stages of the roll-out, adding that discussions were ongoing with regards to the costs of maintaining the infrastructure, and extending the current Airwave contract.

8. Topical Issues & Update on Significant Operational Matters

- The Chief Constable highlighted an operation involving the SCD Money Laundering Team and an OCG counterfeiting currency.
- Based on intelligence, in May 2019, officers entered a premises and found a counterfeit print run underway.
- The operation resulted in the biggest ever seizure of counterfeit £20 notes, with the Bank of England estimating that had the OCG been successful, over £5m of counterfeit currency would have entered general circulation significantly impacting the UK economy.
- 5 offenders were arrested - 1 has pleaded guilty and the remaining 4 are awaiting trial in September.
- The PCC congratulated and thanked all the officers and staff involved in the operation.

The PCC thanked the Chief Constable, the DCC and the DCO for their updates and for preparing the papers; he also thanked those present for attending.

Overview of Actions

	Status	Owner	Due date
Update on Mini Cadets and Junior Cadets	Open	Chief Constable	25/09/2019
Update on Force Inspectorate review of the use of police powers of detention under the Mental Health Act	Open	Chief Constable	25/09/2019
Update on IMU Recovery Plan	Open	Chief Constable	25/09/2019
Update on Recommendation 9 of HMICFRS' report 'Fraud: Time to Choose'	Open	Chief Constable	25/09/2019
Update on Force Inspectorate review on response to Stalking & Harassment	Open	Chief Constable	25/09/2019

Date of next Performance & Delivery Board: 25 September 2019