

Meeting Notes

Title: Performance and Delivery Board

Date & time: Wednesday 4 March 2020, 1500hrs

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) and Adrian Harper (Chief Executive)

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

1. Welcome & Introduction

The Police and Crime Commissioner (PCC) welcomed those present. He thanked the Force for their engagement with his office and work in preparing for the meeting.

Apologies were received from Deputy Chief Constable Blaker and Rob Phillips (PCC's Chief Finance Officer).

2. Notes of Previous Meeting

The notes from the meeting held on 25 September 2019 were noted as a true and accurate record.

The actions from the meeting were discharged as follows:

- Update on domestic abuse victim satisfaction survey results - reported in item 3 'Safer in Kent Plan' paper.
- Include information on how cash seized under POCA is distributed - reported in item 3 'Safer in Kent Plan' paper.
- Further update on how information received via Crimestoppers is maximised & acted upon where appropriate - reported in item 3 'Safer in Kent Plan' paper.
- Further update on response to HMICFRS report 'The poor relation: The police & CPS response to crimes against older people' - reported in item 4 'Inspections, Audits & Reviews' paper.
- Update on the impact of the national officer uplift - reported in item 5 'People' paper.

3. Safer in Kent Plan: Delivery & Performance

The Chief Constable thanked the PCC and introduced the item, providing a summary of the supporting [paper](#).

The following points were discussed:

Putting victims first

- Hate crime satisfaction was 75%, a slight decrease on the previous period. Areas identified for improvement included timely updates, a desire for more advice and perceived failures in proving cases. The Chief Constable explained the Force would continue to focus on improving the satisfaction level.
- Domestic abuse satisfaction was 88%, a 3% increase on the previous period. 9/10 victims were happy with the way the police handled their case. Positive comments highlighted ongoing support, care for children and understanding from officers. One victim stated that reporting the incident had changed her life.
- Rape victim satisfaction was 95.7%, an increase from 85% in the previous period. Positive feedback was around, support, patience, professionalism, sensitivity and understanding from officers. The Sexual Offence Liaison Officers were referenced as providing key support leading to an increase in positive victim feedback. The dedicated role endorsed by the PCC was proving successful.

- The PCC said it was fantastic to see victim satisfaction levels improving. In relation to victims not supporting prosecution, he asked if the Force had taken steps to identify and understand some of the reasons. The Chief Constable explained that the Force had created a Head of Victim Services to explore this further and ensure best practice was shared. He added that there was and would continue to be training for all staff to reinforce the high standards expected.
- The PCC asked about the monitoring of victim satisfaction with regards the Evidence Based Investigation Tool (EBIT) and Investigation Management Unit (IMU). The Chief Constable explained that accuracy and compliance, including victim satisfaction, was scrutinised at a bi-annual board meeting and at the last three meetings no concerns had been raised or identified. In addition, the PCC was assured that regular daily supervision was in place and the Professional Standards Department conducted regular monitoring to identify themes.

Fighting Crime and Anti-social Behaviour (ASB)

- The Chief Constable stated there had been an increase in reported ASB, but incidents relating to public order had decreased.
- Residential burglaries in the last 12 months were down on the previous year from 8683 to 7686. A decrease of 256 commercial burglaries year on year was also reported.
- The Chief Constable outlined the Force response to residential burglaries, adding that the thirteen Community Safety Units across the county reviewed each burglary to determine if, based on an assessment of the victim, further follow-up action was required.
- The development of the Chief Constable's Crime Squad was a direct result of the PCC's precept increase and the Chief Constable highlighted some examples of their great work. He said that in total they had achieved over 1000 positive outcomes and continued to go from strength to strength.
- The Rural Policing Team was discussed by the Chief Constable and he explained that due to various operations, stolen items totalling almost £500,000 had been recovered since January 2019.
- The Chief Constable highlighted the 96.6% crime recording accuracy rate in Kent, the best figure in the country. He said EBIT was now used for various crime types and had proven successful with other forces travelling to Kent to see how it worked and HMICFRS also providing positive feedback. IMU were also identifying linked crimes that had resulted in earlier arrests.
- Commenting on the success of the Crime Squad, the PCC asked if the increase in capacity had enabled additional achievements or predominately swifter justice. The Chief Constable explained some offences had been solved quicker, but they also provided a focused response due to additionality. As an example, he said burglary charges had increased by 35-40% since introduction. Congratulating the Chief Constable, the PCC said the Crime Squad was great news and it was clear more offenders were being brought to justice.
- Acknowledging that ASB had decreased over the previous 4/5 years, the PCC questioned whether there was anything to suggest the recent increase was legitimate or more likely the result of greater opportunities to report incidents and improved recording. The Chief Constable said he believed it was due to greater opportunities to report incidents, including online, and work to improve recording that the Force was focused on.
- The PCC commented on the recently published ONS crime statistics which showed a decrease in knife crime of 2% and overall crime of 3% in Kent.
- The Chief Executive sought reassurance regarding the appointment of a new Deputy Force Crime and Incident Registrar following the previous post-holder's retirement. The Chief Constable stated that the individual had a strong crime background and having received appropriate training was performing the role to ensure delivery of the function was not impacted.

Tackling Abuse, Exploitation and Violence

- On 15 October 2019 a Force wide Standard Operating Procedure (SOP) for Child Exploitation in Kent and Medway was launched. The SOP aimed to ensure a consistent approach.
- The Protecting Vulnerable People (PVP) Command had worked closely with the Change Team to enhance the service provided by the Missing and Child Exploitation Teams (MCETs).
- The Chief Constable highlighted a case to demonstrate the excellent work that was being achieved by the MCETs where a particular child had gone missing fourteen times previously. However, post intervention the child had only gone missing on one occasion. His parents stated that he had changed and with police support was now attending all partner meetings and his school hours were also increasing.
- The Paedophile Online Investigation Team had launched an intensification period to reduce outstanding work. The team had also secured charges and in three cases offenders who had travelled to Kent with the intention of committing sexual offences against children were remanded in custody.

- The PCC thanked the Chief Constable and agreed there had been outstanding work achieved by the Force. He asked about the impact of the presumption of arrest in domestic abuse cases on criminal justice outcomes. The Chief Constable said the main priority was safeguarding and explained that last year there were approximately 840 arrests per month in comparison to 1100 this year. A significant improvement was evident.
- The PCC asked what steps the Force had taken with partners to address Modern Slavery and if officers were confident in utilising the full range of powers to tackle exploitation. The Chief Constable said the Force was getting better and due to the addition of SPOCs and the Prevent and Protect Team it would continue to improve. He added the dedicated Modern Slavery and Human Trafficking Team would also continue delivering great work.

Combating Organised Crime and Gangs

- There were 58 nominals listed as being linked to county line drug supply within Kent and 39 county lines known to be active; Medway had 14.
- The Chief Constable explained there were no home-grown gangs in the County which he said was great news.
- Kent currently had 35 active Organised Crime Groups (OCGs), 17 of which were owned by the Serious Crime Directorate.
- The Chief Constable reported that from 14 June 2019 to 21 February 2020, the following activity had taken place under Operation Eminent, the Force's plan to tackle serious violent knife crime: 2295 arrests, 536 warrants, 3010 stop and searches, 307 cash seizures and 616 ANPR stops.
- Fraud Teams were focussed on safeguarding victims who were predominately elderly and the vulnerable.
- Every courier fraud victim (whether subject of financial loss or not) received a visit from a PCSO offering safeguarding and prevention advice.
- The Chief Constable explained that officers and staff worked closely with the National Fraud Intelligence Bureau to identify the most vulnerable victims in order to ensure they received appropriate safeguarding.
- The Force continued to use the Proceeds of Crime Act (POCA) to seize and retain assets obtained from criminality. POCA distribution to Kent Police was 18.75% for confiscation and 50% for forfeiture.
- Crimestoppers information was received via email or telephone and it was then assessed to determine the most appropriate course of action.
- The PCC asked about the outcomes of stop and searches linked to Operation Eminent. The Chief Constable explained that unless the wording 'Op Eminent' was used on the stop and search record the system was unable to identify them.
- The PCC asked how the limited amount of cash received by the Force under POCA was spent. The Chief Constable explained that most of it was used to fund the Financial Investigators and to provide preventative advice to Kent and Medway residents.

Visible Neighbourhood and Effective Roads Policing

- The Chief Constable stated the 13 Community Safety Units (CSUs) were the neighbourhood policing footprint in each district, providing a named PCSO for all residents. He thanked the PCC for the additionality of funds and highlighted that the Force had kept over 300 PCSOs.
- 82 PCSOs currently had specialist roles covering youth engagement, vulnerable adults and domestic abuse.
- The Chief Constable gave examples of the excellent work undertaken by PCSOs and the positive impact they were having on local communities. He said high visibility patrolling had been a great deterrent and also allowed for a quick response to incidents
- PCSOs were also engaging in school presentations and visits to raise awareness and allow for early intervention.
- The Kent Police Business Crime Strategy had been refreshed and underpinned the Force's commitment to working in partnership with the business community.
- The Chief Constable recognised and praised the outstanding contribution of all Force volunteers including Special Constables, Cadets, Community Police Volunteers and volunteer support staff.
- The Chief Constable reported that Kent was the first force to train Special Constables in the use of Taser, He added that Specials had also been trained as drone pilots and were operating as part of the Rural Team.
- The Chief Constable reported that Kent was leading the way nationally in terms of volunteer schemes and said he hoped to increase the numbers year on year.
- Highlighting the Roads Policing Unit and their work with the Road Safety Team, the Chief Constable said that from 2019 to present the Serious Crash Investigation Unit had investigated 40 fatal collisions and 45 serious injury collisions.
- The PCC asked if the allocation of Town Centre Officers would be reviewed in the future and the Chief Constable confirmed it would be.
- In relation to retail crime, the PCC said retailers perceived the value of goods stolen as a factor in the Force's response and asked the Chief Constable to confirm the policy. The Chief Constable stated this was a myth and that any retail theft was resourced and investigated as appropriate regardless of the value of goods stolen.

Delivering an Effective and Efficient Service

- The Chief Constable advised that in July an internal review was commissioned to better understand mental health demand. This had established an evidence base of what was and was not working and had been used to develop an improvement plan. Work had taken place with the NHS to provide better quality advice to officers, to establish alternative options to Section 136 and to refresh training for all frontline staff.
- The Chief Constable expressed concern at the increased number of Section 136's, stating that he believed by the end of March 2020 the Force could see over 2,000 people being detained under Section 136. He said the NHS needed to provide better support to both those in crisis and Kent Police.
- The Victim Justice Unit had recently received investment to ensure victims and witnesses were always at the heart of the service. The unit was also working closely with the CPS and HM Courts and Tribunal Service and a number of performance indicators were improving, including remand timeliness increasing from 8% on time to 97%, guilty files submitted on time increasing from 6.5% to 84% and the Force rising from 44th nationally for File Quality to 29th. The Chief Constable congratulated all staff and officers for the incredible improvements.
- The Mobile First initiative was outlined by the Chief Constable, providing new smart phones and Apps to help officers perform their role more effectively. Officers in Kent and Essex currently had mobile access to Athena via an application that was built in-house.
- In relation to mental health, the PCC noted that officers, staff and volunteers put vulnerable people at the heart of everything they did and also recognised there was a place for policing. However, he said the demand on the Force was increasing and the amount of time officers were waiting at A&E or for a Section 136 suite to become available was consistently too long. The PCC and Chief Constable agreed that this was not the best use of officers' time and despite the PCC holding the NHS to account through the Crisis Care Board, and the Force holding to account at a strategic level there was simply a lack of progress. The PCC questioned if the only way forward would be to send a bill to the NHS charging for officers' hours. The Chief Constable agreed and said that working within the Public Sector made the subject complex with various projects adopted and trialled in the hope of finding a sustainable solution. He added that ACC Ayling had been trying to address the situation through public sector partnership, but options had been exhausted and a solution was no closer. The NHS needed to provide better care for those in crisis as the police were not mental health care professionals. The PCC agreed and referred to an article he had written two years previously that had proposed the same solution.
- The PCC asked if the Force understood why the level of online crime reporting had decreased. The Chief Constable explained that DCO Drysdale was currently reviewing the system as it appeared some users had experienced difficulties and were automatically logged out which had resulted in them phoning 101 instead.
- The PCC thanked the Chief Constable and all officers and staff for their continued hard work.

4. Inspections, Audits and Reviews

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

The following points were discussed:

- HMICFRS' national inspection on the Police and CPS Response to Crimes Against Older People had been generally positive with Chief Constables receiving four recommendations and one area for improvement (AFI). Kent Police had taken on board all the findings and the service provided to older victims had been enhanced.
- The findings from HMICFRS' inspection of police child protection services in Kent had been published, and the Force was commended for placing child protection as a high priority and a number of areas of good practice identified. The Force received seven recommendations and following the inspection in April 2019 implemented a comprehensive plan to address and improve services.
- HMICFRS' national report 'Shining a light on Betrayal: abuse of position for a sexual purpose' identified five recommendations, with three aimed at Chief Constables. Through investment and technological enhancements, all the recommendations were signed off and closed following reality testing by HMICFRS.
- In October 2019, HMICFRS published their national report 'Keep the Light on – an inspection of the police response to cyber-dependent crime' which involved inspection activity in 10 forces. Kent was not inspected but Chief Constables received one AFI focused on making use of cyber specials and volunteers. The Force has also reviewed all the findings to ensure where improvements can be made, they are.
- HMICFRS' Value for Money profiles showed the Force spent 83% of its revenue budget on front line services and also evidenced significant spend on vulnerability. The DCO explained that in terms of spending on support costs, this meant Kent was the third lowest nationally.
- Recommendations from internal and external audits have continued to be discharged following scrutiny at the PCC and Chief Constable's Joint Audit Committee.

- In relation to the Force Management Statement (FMS), the PCC asked about progress on iteration three. The DCO advised that following receipt of the template, it was positive with all the data now gathered. He said the submission date was 29 May and the PCC and Chief Constable would receive a draft on 4 May, adding that its significance had been embellished through HMICFRS' inspection methodology.
- Referring to the Victim Support report 'Doing better for victims and witnesses with MH problems in Kent' which he commissioned, the PCC asked how the Force was responding. The DCO reported that a programme of activities had been endorsed and an awareness campaign was being monitored through multi agency forums to help ensure victims and witnesses received the best possible service. He added there was strong governance in place and positive results were already evident.

5. People

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

The following points were discussed:

- The DCO reported that in 2019/20, 397 officers were recruited and the Force ended the year 18 over establishment. The national uplift encouraged forces to increase officer numbers sooner and the DCO advised that Kent would receive 147 by March 2021, taking the establishment to 3813 – a record number thanks to both the support and direction of the PCC and Chief Constable. In 2020/21, it was projected that 382 officers would join the Force, but the recruitment plan had flexibility for up to 500 should there be encouragement to over achieve. The DCO believed it was better to scale down, than have to scale up.
- An uplift of 15 PCSOs had been agreed bringing the establishment to 315.
- The DCO said he was pleased with the recruitment plans, adding that the new media campaign had generated 766 applications.
- The Investigate First programme had been successful so far and seemed to be attracting strong quality and diverse applications. There were 40 spaces on the second intake and 133 applications were received. 86 candidates had been successful in progressing to the next stage and the diversity of the pool was strong with 66% female and 9% BAME. The programme had been advertised via Spotify, out of home media and TV resulting in 50% more applications compared to the previous year.
- 22 road shows and 150 surveys had been completed in the most diverse communities across the county. 88% of those completing the survey indicated that the biggest barrier to joining the Force was education level.
- Turnover was higher than desired with 55 officers leaving, some of whom were transferring to the Metropolitan Police. The DCO assured the PCC that the Force was focused on both recruitment and retention.
- Promotions included 3 officers to Chief Superintendent and 9 progressing to the rank of Chief Inspector of which 67% were female. Of the 52 officers successful at gaining promotion to sergeant, 21 were female and 2 BAME.
- The DCO stated that sickness absence was managed well and he had no concerns. A number of health screening processes were in place and occupational health were also working on new initiatives. 1155 individuals had attended the full Feel Well Live Well programme, with a further 587 attending either refresher or taster sessions. The Employee Assistance Programme was in addition to Occupational Health and once again demonstrated the Force's commitment to its staff.
- The PCC asked whether the recently created Crime Prevention PCSO posts were being filled by new recruits or through lateral movement. The DCO said it was roughly 50/50, a figure that had been common since developing the specialist roles.

6. Finance

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

The following points were discussed:

- Forecast revenue budget underspend for 2019/20 was £0.4m or 0.1% of the budget. Some challenges such as the motor insurance premium and the additional pay award. Both were welcome but had created additional pressures on the budget.
- Overtime spend was high but the DCO felt it was permissible within the totality of the revenue budget. High recruitment numbers meant they could not all start at the beginning of the year and therefore the decision was made to benefit the public by having police officers present in local communities via overtime spend.
- Complications around both Operation Blythe and Operation Magenta needed to be reconciled by year end.
- With the help of the PCC, the Force had received funding from the government of £1.2m to help tackle knife crime and £1.6m to reduce violence. The DCO advised that significant progress was being made.

- The investment forecast had reduced to 88% delivery against the budget but would roll forward to next year. Ashford Police station renovations had been phased, which meant not as much had been spent, but it would be in the near future.
- The accounts were published on time, the books balanced and the Force remained solvent. CSR savings were £600k short but this equated to the additional pay increase which hadn't been expected. The DCO assured the PCC that all the savings expected would be achieved by year end.
- The PCC agreed that the overspend on overtime was welcome as it had generated additional policing. However, he sought assurances on how it was scrutinised and that the welfare of officers was being monitored. The DCO stated that high earners were monitored and Divisional Commanders were required to approve overtime and responsible for ensuring adequate welfare provisions were in place. To ensure appropriate use of overtime, each division also had an assigned finance officer who monitored the weekly spend.

7. Collaboration & Partnership Working

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

The following points were discussed:

- The Emergency Services Joint Working Board was working well and there had been very positive progress with SECamb and KFRS locally.
- PEQF remained a priority for the 7 Force Collaboration although implementation had been extended until July 2021.
- The ICT Convergence business case had been delayed until May. The Director of Kent and Essex Support Services continued to lead on the work.
- A new campaign around engagement with secondary school events and truancy sweeps had started.
- Hate crime masterclasses had taken place and the hate crime app had recently been launched.
- The Medway Task Force had been well received and was focused on keeping Medway safe by adopting a multi-agency approach.
- The Rural Task Force had received investment and continued to achieve good results around fly tipping, poaching and hare coursing. The Kent Police Farm WhatsApp group was also proving successful in aiding communication with rural communities.
- The Defence Employer Recognition Scheme Silver Award had been applied for, following the Force's Bronze Award. An Armed Force's Network had also been introduced and was formally opened by the Chief Constable on 6 January. The DCO offered to provide a detailed progress report at a future meeting.
- The PCC asked how collaboration at national level, such as through the Commercial Board and Police ICT Company, was working. The DCO said the ambition for such programmes was to enable cost savings that forces wouldn't be able to deliver locally. The Home Office grants were dependant on proving efficiency and effectiveness and therefore it was necessary to ensure collaboration with such organisations was successful.
- The PCC asked about the Specialist Capabilities Programme and opportunities it presented. The DCO said armed policing had been significant and the Forensic Crash Investigation Unit had moved into the Serious Crime Directorate, recognising the complex scientific processes that were required to achieve ISO accreditation.

8. Topical Issues & Update on Significant Operational Matters

- The Chief Constable highlighted and commended the work of officers and staff in relation to two murder investigations in which convictions were secured without the victim being found. The Chief Constable said that Operation Seven and Operation Evaluate demonstrated the incredible work of the Force.
- The PCC acknowledged the excellent police work and congratulated the Force.

The PCC thanked the Chief Constable and the DCO for their updates and also thanked those present for attending.

Noting that with the upcoming PCC elections this could be his last meeting, the PCC thanked the Chief Constable and the Force for their continued hard work and progress that had been made. He also thanked his team in the OPCC for their efforts and continuous support over the last four years.

Date of next Performance & Delivery Board: 3 June 2020