

Meeting Notes

Title: Performance and Delivery Board

Date & time: Thursday 31 May 2018, 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 and Assistant Chief Constable Jo Shiner

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 7 March 2018 were noted as a true and accurate record.

The following action updates were provided:

- **Copy of online crime reporting infographic** – *discharged, received out of meeting.*
- **Data on recruitment of female officers** – *discharged, received out of meeting.*

3. Safer in Kent Plan: Delivery & Performance

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

The following points were discussed:

- The Chief Constable stressed the importance of putting victims first and welcomed the uplift of 200 officers in order to improve the service to vulnerable people.
- In relation to improving the service, the Chief Constable explained that the Force currently surveyed hate crime and domestic abuse victims, with satisfaction rates at 80% and 84% respectively. He added that later in the year, this would be broadened to include victims of sexual offences and burglary.
- The Chief Constable also said the Force was focused on improving investigation quality; following a review, a number of recommendations had been put into a tactical delivery plan to drive improvement.
- The Chief Constable stated the Force was monitoring Crime Data Integrity (CDI) closely and the compliance rate was around 92%. He added that if Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) were to re-inspect now, he was confident that they would come to the same conclusion.

Putting Victims First

- The PCC said the next meeting would be a year on from the implementation of New Horizon and asked when the post implementation review was due. The Chief Constable stated there was some flexibility, however it was expected between 12 and 19 June. He said the Force had been proactively addressing issues since implementation rather than waiting for the review. The Chief Constable added that once the review had been considered by Chief Officers, he would ensure the PCC was briefed appropriately.
- The PCC asked how the Force was measuring success in relation to New Horizon. The Chief Constable stated there were some good narrative examples from victims that the Force had engaged with, information and data would be analysed, and the experiences of officers and staff would also be taken into account. Furthermore, a Chief Superintendent had been tasked to conduct an independent review of the current performance framework and identify areas for improvement. In summary, the Chief Constable said that a mix of existing and new data, as well as contextual narrative was being used to continuously monitor New Horizon performance.
- Focusing on CDI, the PCC stated that it was good to see an improvement of 9% since last year's inspection and asked whether the Force understood the failures. The Chief Constable said that significant analysis had been conducted; this found there were occasions where one crime report had been created for an incident, but there should have been multiple reports linked to multiple offences. He stated that victim's received a quality service and suspects were dealt with appropriately; it was purely administrative errors in most cases. The PCC sought confirmation that all victims were safeguarded and offences properly investigated; the Chief Constable confirmed this was the case.
- The PCC stated that most forces had been impacted by HMICFRS changing the crime recording assessment.
- The PCC asked if the Chief Constable was confident that 92% was an accurate CDI picture. The Chief Constable stated that he was as confident as he could be; he added that the internal auditors had received training from the HMICFRS auditors and there was continuous accuracy dip checking.

Fighting Crime and Anti-social behaviour (ASB)

- The PCC was pleased to note that ASB incidents had reduced, but asked if this was due to 101 performance and the fact people were having difficulty getting through. The Chief Constable stated there was no evidence that 101 performance was suppressing ASB reporting. He added that people were going online to report or to obtain advice instead of calling 101.
- The PCC asked about ASB levels in coastal areas; the Chief Constable said there had been just over 37,000 incidents recorded in total, with approximately 7,500 in coastal areas.
- Noting the partnership approach to tackling ASB, the PCC asked about evidence of other partnership-working. The Chief Constable stated that PCSOs working within Community Safety Units were key because they co-worked with partners regularly. He added other examples included joint intelligence meetings every morning to discuss matters such as ASB, and Local Authorities investing in ASB officers to deal with the issue. Assistant Chief Constable (ACC) Shiner explained that dynamic tactical meetings with partners took place to understand the issues and drivers of ASB and how to address them, for example around repeat offenders and victims.
- Highlighting the pilot to merge Tunbridge Wells and Tonbridge & Malling Local Policing Team's, the PCC asked if it had concluded and whether there would be an evaluation. The Chief Constable stated that the pilot had ended on 16 May 2018 and the evaluation was being managed by the local Chief Superintendent. He added that the evaluation would be presented to ACC Shiner in due course to determine next steps.
- The PCC asked how much training Investigation Management Unit (IMU) staff received prior to starting in post due to their impact on day-to-day policing. The Chief Constable explained that they received 6 weeks training in the classroom understanding systems, processes and how to investigate crime, including mandatory national investigation training. They then spend 3 weeks investigating crime 'live time', speaking to members of the public in a controlled environment with strict supervision. Following this they spend a week investigating crime whilst supervised by a 'buddy' with set proportions of crime reports checked for quality. He added that the 10 weeks were intensive but necessary and of a high quality. The Chief Executive asked if the checking of crime reports included crime data accuracy; the Chief Constable confirmed this was the case.

Tackling Abuse, Exploitation and Violence

- In relation to violent crime, the Chief Constable explained there were 55 different crime types within three overarching categories; violence against the person (VAP), sexual offences and robbery. He added that whilst the majority of violent crime was categorised as 'violence against the person', 70% involved no physical injury.
- In reiterating this, the PCC stated that since the majority of violent crime resulted in no injury it painted a confusing picture; he also questioned how the public could have confidence in the statistics if the crime types were so broad and changed over time.

- The PCC asked how the Force could reassure the public that Kent was a safe place to live and visit and that crime was being tackled. The Chief Constable agreed that the crime types were confusing, but explained that each incident reported to the Force Control Room (FCR) was subject to a threat, risk and harm assessment at an early stage to determine the response and level of resource required. He added that he was confident the Force dealt with all crimes in an appropriate way.
- In relation to the other 30%, including the more serious crimes, the Chief explained that these were tackled by dedicated Force and Division resources that deal with serious and organised criminality.

Combating Organised Crime and Gangs

- The PCC asked to what extent county lines was a London problem which manifested itself in Kent. The Chief Constable confirmed it was primarily a London-based problem manifesting in Kent due to proximity, demographics and organised crime. Nationally, the Chief Constable said there were just over a 1,000 county lines and most evolved from major cities including London; in Kent there were 48 county lines involving 150 individuals. He added that as a large county, bordering some London boroughs and with three arterial routes (M2, M20 and A21), London gang members were travelling to Kent, however the Force was making it as hostile as possible by disrupting their activities through lawful, fair and robust means.
- The PCC asked about the role of partners in combating organised crime and gangs. The Chief Constable explained that in each district there were Organised Crime Boards through which the Force and relevant partners worked closely to maintain a sustainable approach. He said that there were strong working relationships with housing, mental health and education to raise awareness in schools, and whilst there was more to do, the joined up partnership working in this area was some of the best he had seen. ACC Shiner reinforced that partnership working was key in understanding how much a person was an offender and/or a victim to be able to use the right tools at the right time to safeguard or prosecute.

Provide Visible Neighbourhood and Effective Roads Policing

- In relation to firearms officers, the Chief Constable said the Force expected to be at establishment once all the initial firearms courses had been completed, albeit the Force was effective with the current number. He also stated that the Force would not lower the standard in order to achieve the required number of officers.
- The Chief Constable then explained the structures around mutual aid and gave the example of an incident at Blake's Night club in Dartford which was initially treated as a terror attack. He said the response from Kent, Essex and the Metropolitan Police had reassured him that policing was in a good position to deal with any potential future threat. He added it had been expertly led by ACC Shiner. ACC Shiner stated the response was seamless from all neighbouring counties.
- The PCC highlighted a report written by the National Firearms Lead, Simon Chesterman recommending the routine arming of more officers. He asked the Chief Constable's position on this. The Chief Constable stated that his position had not changed and whilst he appreciated recommendations came from the centre, he had autonomy locally. He explained the Force had a very sophisticated strategic assessment around threat, risk and harm, and it was this that informed his decision making with regards the number of firearms officers. He said British policing was the envy of the world and this was partly down to the fact officers were not routinely armed; the Chief Constable and the PCC agreed this would fundamentally affect the relationship between the public and police. The Chief Constable stated he would do everything he could to protect his officers, for example the implementation of spit hoods, but this did not mean officers needed to be routinely armed.
- The PCC stated some forces were looking to increase the number of officers carrying a Taser and wondered what that might look like in Kent. The Chief Constable said he was more comfortable with Taser because it was a less lethal option and not a firearm. He explained that based on threat, harm, risk and coverage across the county, the Force would increase the number of officers carrying Tasers in the next 12 months. He added that he would like more officers carrying Tasers in each team 24/7, and more available in specialist teams. The Chief Executive asked whether the Force had the capability to train the additional officers to the required level. ACC Shiner stated that officers wanted to be trained and skilled in using a Taser and she was confident the training school had the capacity and capability.
- Focusing on the recently agreed PCSO powers, the PCC noted that the pilot for issuing a fixed penalty notice for parking in a restricted area outside a school was due to commence in June 2018, but the school holidays started a month later. He asked if the Force had taken this into account. The Chief Constable confirmed it had been considered and formed part of the training and preparation; the aim was to roll it out in September subject to evaluation of the pilot.

Delivering an Efficient Service

- The PCC recapped from the last meeting: 38% of 999 calls had an 'immediate' grading and 55% had a 'high' grading. He asked what analysis had been undertaken to categorise 101 calls in the same way as 999 calls to better understand why the public were using 101 when alternative methods of contact were available. The Chief Constable stated there was significant on-going work to understand the narrative, including a review to better understand the nature of 101 calls. He said the Force had previously conducted something similar to better understand demand and this had resulted in the review of 84 strands of work; some elements of which were now available as self-service functionality via the website.
- The PCC asked if there were any internal issues impacting on the FCR's ability to answer calls. The Chief Constable stated high turnover and retention of staff was having a negative impact. He said many FCR staff go on to apply to be PCSOs or officers, so the Force was working hard to manage this more effectively.
- Focusing on E-BIT, the PCC asked if the Force were capturing victim satisfaction and what it looked like. The Chief Constable stated it was limited because the primary focus of victim satisfaction surveys was rape, hate crime and domestic abuse; however, when the survey team had capacity the Deputy Chief Constable would task them to survey E-BIT victims in order to better understand the impact. The PCC stated that whilst victim satisfaction was positive in those areas measured, he did not want the Force to lose momentum in other areas as this could have a negative impact and create risks.

4. Mental Health and Policing

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

The following points were discussed:

- ACC Shiner summarised the work invested in mental health, including: partnerships, demand, street triage and section 136 detentions. She said it was a focus for the Force and significant pressure was being placed on other appropriate agencies to ensure those with mental health issues received the right help. She added that there was on-going work in relation to repeat presenters to help prevent them coming to police attention.
- The PCC asked if the demand, with regards to mental health, was still around the 30% figure. ACC Shiner said it was very difficult to quantify; when officers were deployed to mental health incidents, the log was not always tagged correctly. She stated that suspects booked into custody were asked if they were suffering from any form of mental ill health and approximately 47% stated 'yes'. The PCC suggested it may be useful to analyse this data and compare with prisons where it was reported that well over 50% of detainee's experienced mental ill health. ACC Shiner added that the figure was still around a third of police time.
- The PCC stated the police were often seen as the first resort rather than the last and wanted to know how developed partnership working was with regards to mental health. He asked why more people with mental health issues were coming to Kent Police's attention and whether it was due to increased awareness or greater pressure on partners. ACC Shiner stated it was a combination of both, but work was underway to better understand the detail around why more people were coming to police attention and how they were dealt with. She added that there was progress in terms of the joint strategy, street triage and alternative places of safety. However, work was required to continue delivering partnership solutions with the appropriate agencies taking the lead.
- The PCC commented that following the Force being the first to have a joint strategy with the Mental Health Trust, the National Police Chiefs Council were looking to create a national strategy; he wondered if there had been a positive impact from the joint strategy with Kent and Medway Partnership Trust. ACC Shiner confirmed there had been, particularly with regards to working relationships, robust processes to support referral to partners, and the provision of joint training; however, further work was still required to ensure the right agencies helped those with mental ill health. She added it was a work in progress, but was robustly led.
- The PCC asked about the mental health training new recruits received. ACC Shiner stated the national syllabus entailed a one day input during their initial 19 weeks training, with on-going continuous training upon completion. She said the training consisted of an understanding of various mental health conditions and how to recognise them; how to use communication in order to de-escalate situations, and raising awareness of other partners and agencies. She added that officers also had access to an App via their mobile device which provided information on facilities such as crisis cafés within the local area, including location, opening times and services available.

5. Inspections, Audits and Reviews

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

The following points were discussed:

- The Chief Constable stated HMICFRS graded Kent Police 'Good' overall for Effectiveness, and praised the Force on implementing a new policing model which focused on vulnerability.
- Furthermore, the Chief Constable said that Kent Police, albeit not involved in some HMICFRS national thematic inspections, would always act upon any recommendations made.
- The Chief Constable reported that the Force had set up a new 'Joint Kent and Essex POCA Board' to manage the governance of the POCA process from start to finish.
- In relation to the internal Force Inspectorate, the Chief Constable advised that they were planning to conduct ten thematic inspections during the coming year, including rape, hate crime and child protection.

6. People

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

The following points were discussed:

- The Chief Constable stated the strength and establishment position in relation to police officer numbers was the strongest he had seen for some time.
- As a result of the PCC's funding boost for up to 200 additional officers, plus 260 officers to replace those expected to leave, the Chief Constable stated 460 officers in total were projected to be recruited in 2018/19 – bringing the Force up to an establishment of 3,452. In addition, he said it was great news the establishment of 300 PCSOs was being maintained.
- The Chief Constable stated there were 200 applicants for the Investigate First detective scheme, of which 54% were female and 13-14 were from a BAME background.
- The PCC highlighted the data showed 3,240 officers, but said he understood this was a snapshot and the Force expected to reach establishment by 31 March 2019. The Chief Constable confirmed this was correct.
- The PCC asked the Chief Constable if he was confident the Force would be able to recruit the additional 200 officers. The Chief Constable stated he was confident because in his view it was one of the best recruitment campaigns he had seen in policing; the fact that the number of applicants per week had increased from 9 to almost 40 was testament to this. The Chief Constable said the standard would not be lowered, and in terms of capability and capacity, the mechanisms were fully in place to support the additional recruitment demand.
- The PCC asked about mitigation should the Force be unable to recruit the number of officers required. The Chief Constable advised that the Director of HR was managing the process and he would ensure the PCC was appropriately briefed outside of the meeting.
- The PCC asked how much money the Force had spent on the recruitment campaign so far and where the money was being spent. The Chief Constable stated he would share the exact expenditure details outside of the meeting. He said the money had been used to raise the profile of the campaign at recruitment fairs and engagements, including the use of appropriate equipment. He added that some funding had also gone into additional resources to facilitate the large increase in applications, and enabling officers to go out and talk to school children about working for the police.

Action

- **Force: outside of meeting, provide overview of expenditure on recruitment campaign.**

7. Finance

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

The following points were discussed:

- ACC Shiner stated the finances were in good order, albeit the Force would face some difficult challenges within the next few years.
- Focusing on overtime expenditure, the PCC asked how this was managed by the Force. ACC Shiner said there was a significant amount of scrutiny that underpinned the management of overtime, including effective management of resources by the Force Resource Unit. She added that a review was underway into police staff overtime; this had specific governance structures in place and was being overseen by the Chief Officer Team.

- In relation to the investment programme, and the difference between budget and expenditure, the PCC asked if the Force was being over ambitious or it was due to slippage in national programmes. ACC Shiner stated some of it was down to national slippage, but the Force was also reviewing its internal guidance to ensure greater alignment from the outset.
- The PCC asked if all was going to plan with the Statement of Accounts and whether any issues had been identified. ACC Shiner stated the accounts were looking good and sign off was expected by mid-June. She added some issues had been identified, but they were predominantly administrative in nature.

8. Collaboration & Partnership Working

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

The following points were discussed:

- The PCC noted the positive partnership working, particularly the pilot between Kent Police and SECamb. Further to the Policing & Crime Act 2017, the PCC asked about wider Blue Light collaboration, including with Kent Fire and Rescue Service (KFRS). The Chief Constable explained that there was a dedicated Chief Officer lead, the Director of Corporate Services, who co-chaired an Emergency Services Collaboration Board. He said the board met regularly and following each meeting, both he and the PCC received a full briefing.
- With regards to KFRS, the Chief Constable said the collaboration within the FCR was ongoing and there was work underway to explore how each service could potentially answer the other's calls, thus confirming and enhancing working relationships.
- The Chief Constable stated that the Kent Resilience Team continued to grow and there was a Search and Rescue Board in the collaborative space to explore what other emergency services could do. He added that there was a large volume of strategic and tactical work underway in relation to collaboration within the county.

9. Topical Issues & Update on Significant Operational Matters

- The Chief Constable provided a verbal update on some significant policing operations since the last meeting involving organised crime and international collaboration.
- He said a Kent Police operation was being briefed to the Foreign Secretary in The Hague, which demonstrated how well Kent Police and Romanian Police had collaborated; a further example was great work by the IMU in recovering a stolen generator, collaborating with other forces and agencies in quick time.
- The Chief Constable discussed the recent Annual Awards ceremony and explained this was one way he could thank officers and staff for their fantastic work.

The PCC thanked the Chief Constable and ACC Shiner for their updates and thanked those present for attending the meeting.

Overview of Actions

	Status	Owner	Due date
O/side of meeting, provide overview of expenditure on recruitment campaign	Open	Chief Constable	26/09/2018

Date of next Performance & Delivery Board: 26 September 2018