

Meeting Notes

- Title:** Performance and Delivery Board
- Date & time:** Wednesday 1 December 2021
- Venue:** Kent Police Headquarters, North Kent (also broadcast via Microsoft Teams Live)
- Attendees:**
- Office of the Kent Police and Crime Commissioner:**
- Matthew Scott - Police and Crime Commissioner (PCC)
 - Rob Phillips - Chief Finance Officer (CFO)
 - Virtually: Adrian Harper - Chief Executive (CE)
- Kent Police:**
- Alan Pughsley - Chief Constable
 - Ian Drysdale – Deputy Chief Officer (DCO)

1. Welcome & Introduction

- The PCC welcomed and thanked those joining the meeting, as well as the Chief Constable, Mr Drysdale and their team. He also expressed his thanks for the papers which had been produced in advance.
- He advised that his CE was present but had joined the meeting virtually.

2. Notes of Previous Meeting – 8 September 2021

- The notes were agreed as a true and accurate record and the following action updates provided:
 - Provide an update on the Op Wisdom public facing communications outside of the meeting – discharged; update provided with thanks.
 - Provide an update on progress and benefits of the Victim Navigator outside of the meeting – discharged; update provided with thanks.
 - Provide a briefing on the Diversity & Inclusion Academy – discharged; briefing arranged for early 2022.

3. Safer in Kent Plan: Delivery and Performance

- The Chief Constable said the Force worked closely to the objectives set in the Plan and that they came alive through the Mission, Vision and Priorities, as well as the Control Strategy.

Putting victims first

- The Force currently ran 3 victim satisfaction surveys, namely hate crime, domestic abuse and rape. Results were analysed and formed part of continuous cycle of feedback, learning and improvement.
- For the period May to September 2021:
 - Overall hate crime satisfaction nearly 87%, an improvement of 6% on last year.
 - Overall domestic abuse satisfaction 92.9%, compared to 92.4% last year.
 - Rape survey was introduced in 2019, and focused on two key elements:
 - Treated with dignity and respect, 97.5% (small improvement on last year).
 - Treated fairly throughout the case, nearly 90% (small decrease from 91% last year).
- Whilst acknowledging that hate crime and domestic abuse satisfaction were increasing, the PCC highlighted that the data for both showed that making contact and initial contact was lower than other elements. He asked if the Force understood why victims were dissatisfied with those elements.
- The Chief Constable said there was a need to present the data in a different way as it included third parties who reported a crime and were not the actual victim. For victims of domestic abuse (DA) who reported directly (approximately 220 in the time period), he said their satisfaction was actually 95%. He advised the Force was just unpicking the data and in the future would be able to break it down to show reported by a victim and by a third party.
- The PCC asked if there were plans to introduce other satisfaction surveys. The Chief Constable said the aspiration was to introduce a burglary survey, but there was a competing priority to balance the budget. He advised the Force either needed to stop one of the existing surveys which he was reluctant to do or increase the staffing in the victim

satisfaction area which was his intention. He added that he hoped to bring in a burglary survey either in January 2022 or at the latest, the start of the new financial year.

- Referencing the recent public engagement sessions around violence against women and girls (VAWG), the PCC asked about key messages and lessons the Force had learned. Thanking the PCC for his support, the Chief Constable said it was important the public saw the police and PCC standing toe to toe on the matter, adding that the PCC's survey responses had helped to shape the sessions and the Force's thinking and understanding. He advised that the reason for holding the sessions was due to his belief, supported by the PCC, that the murder of Sarah Everard was a watershed moment in policing. He explained that three broad themes came out of the sessions: 1) people were pleased and reassured that VAWG was, and would continue to be a Force priority as well as feeling more informed - highlighted a need to enhance the Force's communications strategy; 2) there were lots of people who wanted to help and work with the Force - had created a new community forum with over 100 members of the public who were helping to shape local delivery; and 3) on occasions the Force hadn't quite got it right – this feedback was heard, with learning and improvements already underway. He said other themes also came out but the sessions were just the beginning, adding it was important to weave the qualitative feedback and quantitative analysis together to shape local delivery.
- The PCC advised that his VAWG survey had now closed with over 8,200 responses alongside 2,800 responses to the Police and Crime Plan survey. He advised that his team were currently analysing the data, including free text fields and that he hoped to be able to share the findings with the Force very soon and publish them in the New Year.
- The PCC commented that he had attended 3 of the public engagement sessions and he thought the Force presentation was really helpful and positive. He said it had been a worthwhile exercise and commended the Chief Constable, adding that he didn't know if any other Force was engaging with the public in the same way.

Fighting crime and anti-social behaviour

- Noting that Covid impacted on the 2020 data, the Chief Constable reported on the period May to September 2021:
 - Victim based crime - increase of 5.5% compared to 2020, but reduction of 7.5% on 2019 (5,396 fewer victims).
 - Burglary residential - 130 less offences compared to 2020 and strong performance considering people were at home more due to Covid; decrease of over 1,000 offences against 2019.
 - Burglary residential dwelling - 21 less offences compared to 2020, and 32% decrease against 2019 (nearly 700 fewer victims).
 - Burglary business and community - 6% reduction compared to 2020 and 52% reduction against 2019.
 - ASB - 37% reduction compared to 2020 (9,501 fewer incidents); Covid related incidents accounted for 4% compared to 19% between January and April 2021.
- Consisting of 32 investigators split across the 3 Divisions, the Chief Constable stated that the Crime Squad focused on serious acquisitive crime. Referring to examples, he said they were doing incredibly well and that it should be noted all the officers were a direct result of local taxation (i.e. precept increases).
- The PCC commended the Force for the strong performance, particularly around burglary. In terms of ASB, he asked if the easing of Covid restrictions was contributing to the reduction in incidents. Confirming it was, the Chief Constable said comparing the most recent months with 2019, there were about 5% or 700-800 less incidents now.
- In light of the concerns around VAWG and particularly the potential reporting of misogynistic incidents in the future, the PCC asked if the THRIVE principles used by the Force Control Room to assess incidents had been reviewed. The Chief Constable confirmed that following testing they were found to be fine, adding that any elements of misogyny would be identified and where appropriate escalated in terms of investigation. Noting that misogyny was not currently a crime type recorded nationally, he said if or when that changed, the Force's approach would also change.

Tackling Abuse, exploitation and violence

- For the five month period May to September 2021:
 - DA: decrease of 4.8% (or 856 less offences) compared to 2020. Noting that due to Covid people were literally locked in last year, the Chief Constable explained that the Force had introduced proactive work around hidden harms which was continuing. He also advised he was pushing hard on the arrest rate because he believed there was more the Force could and should be doing. He highlighted two recent changes he hoped would lead to an improvement, namely the creation of a bespoke Detective Chief Superintendent post to focus on DA and the posting of experienced detectives into the Vulnerable Investigations Team to bolster resources.
 - Rape offences: increase of 87 compared to 2020; the Chief Constable commented that he was pleased to see an increase in the charge rate of 1.1% compared to 2020 and of 3.1% on 2019.
 - Violent crime: increase of 6.9% compared to 2020; the Chief Constable advised it was another area of focus and also highlighted the Force's 97% recording accuracy rate.
 - Robbery: 125 less victims compared to 2020; the Chief Constable advised this was significant as there were fewer people on the street last year due to Covid. He also said the arrest rate had dropped slightly and was a focus.
 - Sexual offences: 455 more victims compared to 2020; the Chief Constable said the Force was trying to understand the reasons for the increase.
 - Violence against the person: increase of 6.6% compared to 2020; the Chief Constable noted that the greatest increase related to violence without injury offences and not the very violent offences.

- In terms of County lines, the Chief Constable reported a reduction from 46 to 40 in the last quarter. He said the Force was getting guilty pleas as a result of the strong evidence gathered and that a new Central County Line team had been created and was in its infancy.
- Referring to Operation Eminent, the Force's dedicated operation to reduce knife crime, the Chief Constable advised that in the period July to September 2021 there were over 1200 arrests, 1300 Stop & Searches, 900 drug seizures and approximately 500 weapon seizures.
- In relation to fraud, the Chief Constable stated that the National Fraud Intelligence Bureau (NFIB) helped forces and partners disrupt and catch criminals and sat alongside Action Fraud within the City of London Police which was the national lead for economic crime. He said all NFIB referrals for Kent were sent to the Economic Crime Unit and assessed by the Primary Investigation Team who would either deal with it, or pass it to other teams including local policing or CID, the Volume Fraud Team or Complex Fraud Team.
- With regards to the increase in rape and sexual offences, the PCC asked about the Force's understanding and whether it was due to the reporting of non-recent offences linked to lockdown or greater victim confidence. The Chief Constable advised it was a mixture of both and also linked to Crime Data Integrity - the fact that if a crime was reported, it would be recorded. He noted that the VAWG engagement sessions had also led to the disclosure of offences not previously reported, adding that the Force wanted the public to report all such offences and would always do the very best it could for victims.
- Referring to stalking and in particular male victims', the PCC asked what the Force was doing to increase the confidence of victims to come forward and receive support. The Chief Constable said the Force had worked with the PCC's Office and local communities to raise public awareness and encourage victims to come forward. Internally, officers and staff had received training to ensure offences were recorded properly and at an early stage and Multi-agency Stalking Intervention Panels had also been introduced. Since the introduction of the Panels, 45 Stalking Prevention Orders had been imposed allowing restrictions and controls to be put on offenders.

Combatting organised crime and gangs

- The Chief Constable said organised crime had always been, and would always be a priority for the Force as it had a massive impact on local communities.
- The collaborated Kent and Essex SCD lead on organised crime but had a really strong connection to communities through Local Policing Teams (LPTs) and Community Safety Units (CSUs).
- Organised crime was tackled through the well tested 4 pillar approach – Prevent, Protect, Prepare and Pursue – with operations involving close working with the National Crime Agency (NCA) and regional colleagues.
- Paying tribute to the SCD, the PCC said that due to the nature of their work it was often not seen or visible. He added that having had the privilege of attending SCD award ceremonies, they were tackling some really nasty individuals and doing first class, brilliant work to make the county safer.
- Noting that one of the ways in which organised crime could be visible in local communities was through ATM thefts, the PCC asked for an update on work to tackle the issue. Acknowledging that live operations limited what he could say, the Chief Constable advised there was a national bespoke operation which ran every year from about September up to the Christmas period. He said it involved dedicated resources building an intelligence picture around i) locations - ATM's that may be more vulnerable than others and ii) offenders and behaviour – looking at individuals of interest and also pre-cursor offences, in the main theft of plant and heavy machinery and flatbed trucks.
- Recognising the importance of regional support, the PCC asked how the Force worked with the ROCU to tackle serious and organised crime. The Chief Constable said the main interaction with the ROCU was through the SCD, with intelligence being shared on a daily basis and officers and staff attending relevant meetings. In terms of the Government uplift, he highlighted that some resource had to go towards regional capability and capacity so there was a need to ensure the Force got a return on its investment. He advised that ERSOU staff now physically sat in Kent, but one of the challenges to getting a regional day to day response was finding estate within the county for the deployment of people on a regular basis; not just a drop in. He added with the investment of more officers and possibly staff into the region, there was a need to utilise the estate in Kent or close to the border to maximise the benefits.

Providing visible neighbourhood policing and effective roads policing

- The Chief Constable reported that each of the 13 districts had dedicated LPTs and CSUs either co-located or working in a co-located way and focused on prevention, community engagement and solving local problems. He said this was enhanced with 53 Town Centre Officers and over 200 dedicated PCSOs, geographically located so that every member of the public had a named individual wherever they lived.
- Whilst relatively new, the Chief Constable said he was pleased with My Community Voice, a new technology transforming how the Force engaged with the public. He explained that it enabled the Force to keep the public up to date with news, alerts, appeals, events and general activities and they could also advise what was important to them. He said it could provide information at street, ward or district level, was accessible in over 100 different languages and was very interactive so the public could choose exactly what and how they wanted to receive information. He added that in the first year, the Force wanted to get at least 10% of communities signed up.
- The Chief Constable referred to 20 officers working in dedicated co-located multi-agency Taskforces in Maidstone, Medway and Margate and the recently introduced Schools Unit – 25 officers working across 60 schools – with an

ambition to have 70 officers working across all secondary schools, as well as engaging with year 5 and 6 pupils. He said the Unit was currently not up to establishment due to competing finance and resource demands.

- The Problem Solving Taskforce was the first of its kind in the UK; 24 PCSOs working with CSUs and partners taking enforcement action, environmental improvements and providing visible policing in areas with long-standing problems.
- In terms of Citizens in Policing, the Chief Constable reported:
 - 352 Special Constables.
 - 149 Support Volunteers and growing.
 - 14 new SpeedWatch schemes; 4,709 people were recorded for speeding in July – highest number ever. Abuse against volunteers was being addressed urgently by officers working alongside them, with a dedicated PC post recently advertised.
 - Following a successful Mini-cadet pilot in Dartford, a further 17 schools on board as at the end of October; reaching a further 200 children aged 8-11.
 - 435 Police Cadets; with Dartford and Folkestone re-launching will be up to 500, with 360 on waiting list.
 - 101 Community Police Volunteers.
- The Chief Constable advised that Tactical Operations included Firearms, Dogs, Search & Marine, Roads Policing Unit (RPU), Proactive Targeting Team and Rural Liaison Team.
- On the subject of making the roads safer, the PCC asked for an update on e-scooters; how many had been seized and was there a communications plan in run up to Christmas to remind people of the legalities around use. The Chief Constable stated that in October the Force seized 52 scooters and about 270 people were dealt with for offences (up from 90 last year). He advised messaging was about to go out, but officers and staff had already engaged with local shops. He said they should not be used on pavements and were classed as a motor vehicle requiring insurance and other safeguards to use on the road, adding they should only be used on private land or in national pilot scheme areas such as Canterbury.
- Thanking the Chief Constable for his update and the work being done, the PCC said for a person with sight or hearing loss the chances of being able to step out the way when they were being ridden inappropriately was remote.
- The PCC asked about road safety campaigns in the run up to Christmas and the Chief Constable advised that there were always national campaigns, but local operations would focus on the fatal 4 with more officers out on the street, providing more visibility and stopping a lot more people using the road network.

Delivering an efficient and accessible service

- The Chief Constable highlighted that S136 detentions had continued to reduce since December 2019, with over 400 less detentions. He said ACC Ayling had done some great work with partners resulting in less time being spent dealing with S136 detentions and individuals in crisis receiving the right care instead of being detained by the police. He added that whilst there was more to be done, it felt like a positive change and was good to see.
- In terms of the public's ability to contact the Force, the Chief Constable reported the following:
 - 999 – highest volume of calls since 2016; not just receiving more calls in Kent but reflected nationally. Attrition rate of about 1.7%; whilst not a target, the Force aimed to keep below 2%. Queuing time of 17 seconds on average.
 - 101 – attrition rate up to about 18%; higher than used to, but 999 demand having an impact and so the Force continued to promote alternative contact options.
 - Channel shift – since started offering alternative options, all digital contact had shown growth. Online Crime Reporting was up 10% compared to 2020 and Live Chat continued to increase with between 3,500-4,000 interactions each month.
 - IMU – crime reported increased by 5% compared to 2020, but 6% reduction compared to 2019..
- The PCC said the work the Force had done on mental health over recent years was very impressive and it was good to see the number of S136 detentions decreasing substantially. He added the way the police interacted with those in a crisis was important and the fact that so much was being put in place to deal with demand that shouldn't come to the police was really beneficial.
- Whilst the PCC considered 101 call handling performance to be uncharacteristic and a temporary issue, he sought clarification on what was behind it and also asked for an update on the FCR Post Implementation Review (PIR). The Chief Constable stated that demand was huge and had grown exponentially; on a regular basis in Kent and nationally, the demand on Friday and Saturday nights was akin to New Year's Eve. He also highlighted a pattern of spikes in demand every day from late afternoon into the early hours that had never been seen before and did not follow seasonal trends. He reported they were being resourced, but it was unclear whether they were temporary or would require a permanent change in resourcing. Because of the two issues, he said Phase 1 of the PIR had been escalated so changes could be implemented and Phase 2 delayed slightly; the PCC accepted an offer to bring an update on the PIR to the first meeting in the new financial year. The Chief Constable said he hoped the Force would be able to deliver a good service on both, but he would never apologise for prioritising 999 calls.

Action

- **Force: provide an update on the FCR PIR at the June 2022 meeting.**

4. Inspections, Audits & Reviews

- The DCO advised that as the September meeting focused on VAWG the report was more substantial, adding that any national or local recommendations were incorporated into the work of the Force Inspectorate.
 - The hidden victims: Report on Hestia's super complaint on the police response to victims of modern slavery - Kent was visited as part of the review. Made 3 recommendations for Chief Constable's, one of which relating to understanding the needs of victims included PCCs.
 - Review of policing DA during the pandemic - national thematic report based on 19 force visits, including Kent. The Force featured positively, with 3 areas of good practice highlighted.
 - A joint thematic inspection of the police and CPS response to rape - Phase one: From report to police or CPS decision to take no further action - 13 recommendations; 7 specifically for Chief Constables. Concluded there needed to be an urgent, profound and fundamental shift in how rape cases were investigated and prosecuted. Phase two will consider cases from charge through to disposal.
 - State of Policing - The Annual Assessment of Policing in England and Wales 2020 – the DCO said it found an appropriate and pragmatic balance between praising the police, particularly around the challenges of Covid, and areas where it needed to do better and be mindful of for the future.
 - A shared confidence: sensitive intelligence - A summary of how law enforcement agencies use sensitive intelligence - the DCO said much of the report hadn't been published due to its sensitive nature but it was borne out of the Anthony Grainger public enquiry. No specific recommendations for police.
 - A review of 'Fraud: Time to choose' - review of progress against the recommendations and Areas of Improvement (AFI) set out in initial report published in April 2019. Kent's recommendations and AFI's were assessed by HMICFRS and closed as complete.
 - Super complaint publication – A duty to protect: Police use of protective measures in cases involving VAWG' - 15 recommendations with 7 for Chief Constables. Concluded improvements in data collection were required on the use of protective orders and research conducted on what works.
 - National child protection inspection post inspection review - assessed Force progress against 7 recommendations made in report published September 2019. Found the Force had made strong improvements since the last inspection with positive changes made to ensure children were kept safe.
 - Police response to violence against women and girls: Final inspection report - national thematic report building on interim report published in July 2021. Reported vast improvements in the response to VAWG over the last decade and set five overarching recommendations for a range of agencies, with Chief Constables responsible for two.
 - PEEL Inspection programme - started May 2021 and not finished. Early work included Serious and Organised Crime, Victim Service Assessment and Crime Data Integrity, Armed Policing and Efficiency - the Force did extremely well in all of them. The DCO advised that the methodology and gradings changed during the process, so some early forces would be graded in areas that Kent and others would not be.
 - Custody Inspection – all forces visited, with Kent's unannounced inspection taking place in July 2021. Not yet received final report but debrief held and nothing of significance raised in terms of placing people at risk; there were a number of housekeeping issues and areas to improve upon.
- The DCO advised that the internal audit programme was recommended by the auditors and agreed by himself and PCC's CFO. Referring to the table at 4.1, he noted there were 23 audits which was a lot of work to squeeze in before the end of the year but said it would be monitored carefully.
- The DCO reported that EY were still to achieve final sign off of the 2020/21 Accounts, but it was imminent. He said there were a number of areas that were outside the control of the Force and auditors to be able to sign them off in the timescale desired, including estate asset valuations and pension valuations which required 3rd party involvement.
- The PCC noted that some of the listed audit Sponsors had left the Force and the DCO provided assurance that they would be inherited by their replacements.
- Noting that some inspections had picked up on work the Force did around DA during the pandemic, the PCC asked what practices the Force had continued. The DCO highlighted weekly meetings with partners and the innovative hidden harm visits which were commented on favourably by HMICFRS in their review of policing DA during the pandemic. He added the Force was also continuing the development of proactive DA Teams.

5. People

- With regards to the Police Uplift Programme (PuP), the DCO advised there was pressure to meet the recruitment target in order to receive the funding. He reported the following:
 - Year 1 (2020/21) = allocated 147 officers which took establishment to 3825.
 - Year 2 (2021/22) = allocated 145 officers and entirely confident would meet establishment of 3,950 by March 2022.
 - Year 3 (2022/23) = yet to receive notification but anticipated to be around 196 officers; the DCO expressed a concern that the NCA may receive some of the officers the Force was expecting.
- Year 2 recruitment = 91 joiners (7.7%) ethnic minority and 41 (45%) female. Advising that a recruitment plan was in place for the remainder of the financial year, he added that there was a need to be responsive to attrition as officers only had to give one month's notice.

- In terms of applications and diversity, the DCO reported that figures were strong and the pipeline in terms of people coming into the organisation equally good.
- The DCO noted that Investigate First was particularly strong for female recruits, making up 61% in 2019/202, 59% in 2020/21 and 54% in 2021/22 (year to date) as well as ethnic minority recruits.
- He reported that the PEQF programme had opened for applications in September and the first cohort would start in March 2022, adding that the Force was well structured and resourced to move to the programme.
- He said the Force was about to go into phase 4 of #MoreThanTheBadge with new media including TV, Pay Per Click and radio as well as a range of personal stories.
- In terms of absence, the DCO said April to September 2021 showed a slight increase compared to a very good record over a number of years, and particularly the Covid 19 pandemic period. He advised that the Force didn't particularly engage in punitive methods of managing absence but largely relied on line managers and the centre to provide expertise to develop health promotion and wellbeing sessions which were varied and well attended.
- Noting that 283 people were off sick, 90 with Covid, the DCO said the data was produced twice per day to ensure the Force could effectively manage its greatest resource – it's people.
- The PCC asked if the Force was receiving direct applications for the PEQF and the DCO advised that since it opened on 6 August, the Force had received 313 applications: 26 (8.3%) ethnic minority and 113 (36.1%) female. He also explained the programme was split in two:
 - PC Degree apprenticeship = 246 applicants - 21 (8.5%) ethnic minority and 91 (37.0%) female;
 - Degree holder entry programme = 67 applicants - 5 (7.5%) ethnic minority and 22 (32.8%) female.
- The DCO reported the Force had recently received the results from its Force wide staff satisfaction survey. Whilst yet to see the full report, he said in the main the findings were very positive and would be triangulated with the outcome of focus groups..

6. Finance

- The DCO said the paper had been prepared in consultation with the PCC's CFO and expressed his thanks. He reported the following:
 - Investment plan or capital budget - underspent by £4.2m due to some schemes rolling over to next financial year and having not received the bills for some larger projects.
 - Revenue budget - under pressure; savings plan in place for this year and building plan for next year. Projected overspend due to officer and staff pay and specifically the reduction in officer attrition and vacancy factor for staff. Awaiting settlement announcement as would determine extent of savings required next year, but likely to be £7-10m dependant on what was included in the Grant.
 - Non pay spend - improved picture and overspend down to £100k, but issues within pay line for officers and staff largely owing to lack of attrition and non-funding of previous pay awards.
 - Concerned about inflation, construction / material costs and semi-conductor shortages - working at national level through Bluelight Commercial and regionally with procurement specialists, but likely some vehicles would run beyond acceptable mileage which would increase Force costs in terms of maintenance and servicing.
 - Statement of Accounts - pension and estate valuation outstanding but hoped would be resolved within the next week.
- The PCC said in the context of being one of the 10 lowest funded forces, having one of the 10 lowest council tax precepts, being the 6th biggest Force and unprecedented growth in demand, to be in the current position was difficult but also a reflection of the work that had gone on to try and manage it. Acknowledging that there were still some challenges, he added that a forecast overspend of £4.4m against a budget of £350m (less than 1.2%) was positive.
- The PCC asked how the savings plan was progressing and the DCO advised at pace with the Chief Constable assuming a considerable role in terms of leadership and the setting of boundaries. He said as the operational lead the DCC would provide an assessment of any proposals that may feature in next year's plan, but it would be difficult to avoid it involving people as only 17.7% of the budget was non-pay. He said there was a sophisticated and strong approach to filling current vacancies, but next year it would have to be different and more people focused to ensure the Force was able to live within its means.
- The DCO highlighted 2 important dates – the Home Office settlement which would enable the savings plan to be refined and the PCC's precepting decision.
- The Chief Constable said he would be holding an away day with Chief Officers in January to go through the proposals.
- Recognising that energy and fuel bills were increasing, the PCC asked how resilient the Force was. The DCO stated that cost and market volatility was a big concern, with the Force seeing an exceptional increase of 70% between August and September in some energy bills. He said the Force's approach across the county was to do what it could but a number of buildings failed the opportunity to be converted to drive out green credentials; whilst there was more that could be done, the capital cost of doing so had to be balanced against other priorities. He added that the Force would do its very best in a market that was only going one-way and controlled ultimately in Eastern Europe. He also noted fuel bills would drive up other costs, and in turn supplier costs.

7. Topical Issues & Update on Significant Operational Matters

- The Chief Constable provided a summary Operation Sandpiper, the wide-ranging operation into the murders of Wendy Knell and Caroline Pearce in 1987 and subsequent additional offences found when the offender was identified.
- Giving credit to the officers and staff, he noted the crime scene and forensic evidence acquired in 1987 directly led to the conviction of David Fuller in 2021.
- Like many forces, he explained Kent had a Cold Case Review function which meant offences such as the murders of Wendy and Caroline were never closed as periodically they were reviewed; that was exactly what happened and with enhancements in DNA David Fuller was identified as the murderer.
- At trial he admitted killing Wendy and Caroline, but on the grounds of diminished responsibility and not murder; the test for the jury was therefore his mental state at the time as opposed to whether he committed the act. On day 4 he changed his plea, admitted murder and was convicted; this was great news for investigators, but more importantly the families who some 34 years after the terrible events had some closure.
- As part of the investigation, Kent Police had to look for evidence that would link him to the murders and this included a search of his home address. This was done and a plethora of vile photographs and videos was found.
- From the 1980s, Fuller worked for Maidstone and Tunbridge Wells NHS Trust and during that period he committed the most appalling crimes on dead bodies in the mortuary. He pleaded guilty to sexually abusing 78 bodies over a 12 year period, including penetration and other linked offences.
- That led to Kent Police finding all of the victims' families – over 100 – and a massive deployment of officers and staff. At one stage 120 Family Liaison Officers as well as a dedicated team who had to deal with the most abhorrent crimes. The NCA also provided excellent specialist capability to enhance the investigation.
- In the first 10 days of telling the public about the case, Kent Police received 700 calls from members of the public concerned about loved ones in the mortuary over that time.
- Sentencing due on 15 December at Maidstone Crown Court; there were over 100 victim impact statements taken, and many of those victims would be at court to read them to Fuller and the judge prior to sentencing.
- Due to the scale and nature of the investigation and offender, the Chief Constable said he wouldn't be surprised if at sentencing Fuller was described as the biggest sexual offender in recent history. He added that he hoped the monster would spend the rest of his days in prison.
- The Chief Constable said it was a huge operation and absolute credit to all the Kent officers, staff and those who assisted from other Forces and agencies.
- Thanking the Chief Constable, the PCC said it was an investigation the like of which many other officers would never see again in their careers given its scale and seriousness. He commended those involved right from the beginning to now who had done their jobs well and delivered justice for Wendy, Caroline and their families, as well as the excellent investigation into identifying the victims of Fuller's other depraved offences. He also acknowledged the welfare and other services that were put in place to support those involved in Operation Sandpiper.
- The Chief Constable offered to provide an update on borders, migrants and Kent Police's role supporting Border Force at a future meeting; the PCC agreed.

Action

- **Force: provide an update on borders, migrants and Kent Police's role supporting Border Force at a future meeting.**

In closing the PCC thanked the Chief Constable and DCO for the papers and their presentations and his team for making the technology work.

	Status	Owner	Due date
Provide an update on the FCR PIR	Open	Force	08/06/2022
Provide an update on borders, migrants and Kent Police's role supporting Border Force	Open	Force	08/06/2022

Date of next Performance and Delivery Board: 16 March 2022