

Meeting Notes

- Title:** Performance and Delivery Board
- Date & time:** Wednesday 30 June 2021
- Venue:** Virtual (broadcast via Microsoft Teams Live)
- Attendees:** **Office of the Kent Police and Crime Commissioner:**
- Matthew Scott - Police and Crime Commissioner (PCC)
 - Adrian Harper - Chief Executive (CE)
 - Rob Phillips - Chief Finance Officer (CFO)
- Kent Police:**
- Alan Pughsley - Chief Constable
 - Ian Drysdale - Deputy Chief Officer (DCO)

1. Welcome & Introduction

The PCC opened the meeting and welcomed those in attendance; he stressed the importance of the meeting as an opportunity to show that business was carrying on as normal despite the pandemic.

2. Notes of Previous Meeting – 10 March 2021

The notes from the meeting held on 10 March were noted as a true and accurate record.

3. Review of Terms of Reference

Draft amended Terms of Reference had been circulated prior to the meeting. They were agreed with the next review scheduled for June 2022.

4. Chief Constable's Overview

5. Performance Update

Putting victims first

- In terms of victim satisfaction, the Chief Constable reported the following for the period January to April 2021:
 - Hate crime – overall satisfaction was 85.6%, roughly a decrease of 1% from the same period last year. Whilst 8.5 out of 10 was a high figure, there was some room for improvement.
 - Domestic abuse – overall satisfaction was 89.5%, a small increase on the same period last year. However, two factors had impacted: Covid-19, and the subsequent backlog created in the criminal justice system.
 - Rape – 97% of victims felt they had been treated with dignity and respect; 85% felt they had been treated fairly throughout their case.
- Whilst aware of work that had been carried out in conjunction with the CPS, the PCC asked what steps the Force was taking to raise the profile of the Victims' Right to Review Scheme. The Chief Constable explained that victims had the right to request a review of the investigation and the CPS decision. He said information was published on the website and investigating officers were tested in terms of informing victims of their rights. He added there was also a Delivery Group working collaboratively across the criminal justice system, creating a quality performance framework to assess victim satisfaction, including the Right to Review Scheme.
- Noting that victims had a right to participate in Restorative Justice, the PCC asked how the Force was fulfilling its duties around notifying victims and whether any data was collected. The Chief Constable advised the Witness Care Unit was pivotal and there was a dedicated Restorative Justice Officer within the unit. He said the Witness Care Unit and the Youth Justice Team collated data which was tested against the Performance Framework with the Victims Right to Review, adding that the Criminal Justice Board which was chaired by the PCC also scrutinised Force performance with input from other agencies and partners.

Fighting crime and ASB

- For the period January to April 2021, the Chief Constable reported:
 - Victim based crime: 43,722 recorded offences; a 10% reduction on the same period in 2020 (5,010 less victims) and 19% reduction on 2019 (10,175 less victims). The solved rate had also increased to nearly 10% from 9% in 2020 and 6% in 2019 – a large improvement over a two-year period.
 - Burglary residential (including houses, sheds and other premises): 1,575 recorded offences; a reduction of 27% on 2020 (590 less victims) and 44% reduction on 2019 (1,255 less victims).
 - Burglary dwelling : 1,002 recorded offences; a reduction of 28% on 2020 (400 less victims) and 47% reduction on 2019 (899 less victims).
 - Burglary business and community: 403 recorded offences; a reduction of 52% on 2020 (446 less victims) and 67% reduction on 2019 (830 less victims).
- The Chief Constable advised there were several reasons for the reduction in burglary, one of them being Covid-19; with less people out and about and more people at home there were less opportunity to commit such crimes. He also highlighted the excellent work of the Chief Constable's Crime Squad which focused on such offences, explaining that they worked alongside other teams, including the Serious Crime Directorate.
- January to April 21, the Crime Squad:
 - made 112 arrests (315 arrests the previous calendar year);
 - dealt with 166 prisoners (444 the previous calendar year);
 - laid 200 charges (over 1,000 the previous calendar year);
 - 140 years of imprisonment (377 the previous calendar year).
- The Chief Constable added that even though there had been a large reduction in burglaries, people were still being arrested and charged.
- In terms of ASB, January to April 2021 the Force recorded 17,097 incidents, an increase of 2,057 compared to 2020. However, there was an increase in reporting during lockdown periods, and just over a third of total incidents related to Covid-19. Focused on three main areas: rowdy or nuisance gatherings in public places; neighbour disputes and nuisance; and motor vehicle nuisance in local communities.
- The PCC expressed his gratitude and commended the efforts of the Chief Constable's Crime Squad. Acknowledging that ASB was a partnership responsibility, he asked what steps the Force had taken to raise awareness of the Community Trigger and if there were any examples of good practice.
- The Chief Constable explained the trigger was for members of the public who were worried or concerned about ASB in their area. Relevant information was available on the website with links to appropriate sections should they need to report a crime or incident. Information was also available on Kent County Council's (KCC's) website to ensure a joined-up approach, with appropriate links once again to the Force website. He said a recent review of KCC's website had identified it as one of the top ten pages viewed by the public.
- Referring to an example from last year, the Chief Constable explained that a Medway resident raised an ongoing neighbour dispute. Medway Council, Kent Police and local housing conducted a review. As a collective, they found everything that could be done had been, and the member of the public was informed. As was their right, the resident appealed the decision, but it was still deemed that all of the decisions and actions were appropriate.
- Thanking the Chief Constable for his explanation, the PCC queried the Force's activity and presence in rural communities, particularly with regards to tackling issues such as poaching and hare coursing. The Chief Constable said that through the precept and additional Government funding, the Force was fortunate to have a dedicated Rural Task Force. He said that with around 10 offences of hare coursing per month, such offences were their priority. Based on intelligence, they worked with partners to catch offenders in the act, utilising other teams as necessary, including occasionally the Serious Crime Directorate due to the organised crime element. The Chief Constable added that he and the DCO also met with the NFU annually to discuss rural crime.

Tackling abuse, exploitation and violence

- For the period January to April 21, the Chief Constable reported:
 - Domestic abuse: 12,000 incidents recorded, an 11% increase on the same period in 2020 (13,107 more victims). Reasons for the increase included the Force encouraging victims to report every incident and all forms of abuse; changes to the Home Office Counting Rules meaning offences such as Stalking, Harassment, Controlling and Coercive Behaviour were now recorded separately; and the Force moving from the DASH risk assessment to DARA. The arrest rate had gone up over the last year and the solved rate had remained stable over the last two years.
 - Rape: 680 recorded offences, an increase of 24 on the same period in 2020. Whilst the arrest rate and level of safeguarding was impressive, it was a horrendous crime and one was too many. The Force had more work to do and some areas of improvement which would be evaluated within the Performance Framework.
 - Violent crime: increase of 2% on 2020, but included domestic abuse; increase in arrests of 4% and solved rate was 10% compared to 6% in 2019. There had been 346 offences of robbery, a 33% decrease on 2020 (173 less victims). Arrests, solved rate and charges were on a positive trajectory.
 - Sexual offences: 1,958 recorded offences compared to 1,945 in 2020; arrests, solved rate and charges were on a positive trajectory.

- With the support of the PCC, the Force had received an additional £1.1m from the Home Office to tackle knife crime. The money had been spent on a number of activities, including supporting Op Eminent, which to date had resulted in the arrest of 1,430 individuals, over 2,000 drug seizures and 1,022 weapon seizures.
- The Chief Constable explained that HMICFRS had recently inspected Crime Data Integrity. The last inspection was conducted 3/4 years ago and it was estimated that 96.6% of reported crimes were recorded. In the most recent inspection, the figure was 96.71% which the Chief Constable said was a massive accolade to all officers/staff.
- Acknowledging that it was a difficult inspection, the PCC congratulated the Force. He said the Force had done a magnificent job previously being the best in the country with 96.6% and so for the follow up to show slight improvement was a great achievement.
- In light of recent high profile cases, the PCC asked how the Force assessed violence against women and girls (VAWG) in the county and what action was being taken to respond to any concerns. The Chief Constable reassured the PCC that VAWG would always be a top priority for Kent Police. The Force had conducted extensive media campaigns during the pandemic and continued to do so, encouraging all victims and especially woman to report crimes. In terms of domestic abuse, Kent Police was the only Force to focus on hidden harms and there were multi-agency meetings focused on woman as victims, with stalking as one of the main topics.
- Responding to a request from the PCC for an update on the Violence Reduction Unit (VRU), the Chief Constable stated that it had achieved a number of successes in a short period of time. Working with Social Services and other agencies, there was now a collaborative agreement and joint strategy to increase community intelligence. In terms of preventing vulnerable young people being drawn into criminality, a particular area of focus was county lines. They had created a Reference Group with great connectivity to young people, they were attending schools giving knife awareness presentations and hosted a computer gaming event for 11-18 year olds. Working with the County Lines and Gangs Team they had also created a short video series on YouTube which had over 700 views in its first week.

Combatting organised crime and gangs

- Reporting that gangs in the county had reduced from 60 to 41, the Chief Constable explained that there was a dedicated County Lines and Gangs Team which worked closely with the Chief Constable's Crime Squad and Community Safety Teams.
- He said officers reacted dynamically to potential incidents, and the uplift would enable the creation of a central team that would identify which gangs posed the biggest threat to the county in terms of violence. In addition, five new Safeguarding Officers would help facilitate safeguarding meetings and attend addresses to check on the welfare of individuals. As an example of why such checks were important, he said officers turned up at a vulnerable person's address to find multiple county line drug dealers from London terrorising the individual and trying to take over the address to deal drugs.
- As many county lines were London based, the Chief Constable said the Force had a strong partnership with the Metropolitan Police and there was a strong joint working approach to tackling them.
- In terms of county lines related activity, the Chief Constable reported the following:
 - Arrests: 292 in 2020 / 120 in 2021 to date;
 - Prisoners dealt with: 244 in 2020 / 140 in 2021 to date;
 - Charges: 345 in 2020 / 129 in 2021 to date;
 - Drug seizures: 150 in 2020 / 77 in 2021 to date;
 - Money seized: approximately £180k in 2020 / £50k in 2021 to date;
 - Weapons seized: 80 in 2020 / 56 in 2021 to date;
 - Sentences: 161 years imprisonment in 2020 / 89 years imprisonment to date.
- With regards to tackling Organised Crime Groups, the Force adopted the Four P's approach - Prevent, Protect, Prepare and Pursue – with the Serious Crime Directorate leading the response to dealing with the highest level of criminality. This was recently inspected and the feedback was phenomenal, with Kent being described as having the best connectivity and synergy within a Force area.
- Statistics for Organised Crime (January to April 2021): 48 people arrested; 53 charged; 30 remanded in custody; 7kg of Class A drugs seized and 97kg of class B; nearly £1m of cash recovered or seized; and 230 covert deployments.
- Commending the Force for its work on county lines and Organised Crime Groups, the PCC requested an update on dog thefts and action being taken to combat. The Chief Constable reported that up to 15 June, 86 dog thefts had been recorded, some opportunist and some organised. He explained there was a focused approach to dog thefts as it was considered a high harm crime type. The Force was publicly alerting people to the issue and was dedicated to publicising prevention measures to help make the public feel reassured. He said the Force was actively tackling the issue but had the flexibility of utilising the Chief Constable's Crime Squad and Serious Crime Directorate if required.
- Noting that catalytic convertor thefts were increasing nationally, the PCC asked about the picture in Kent and how the Force was working with partners to tackle the issue. The Chief Constable said between July 2020 and Feb 2021, 351 reported thefts had been recorded. Following intelligence, he said in May and June the Force ran two operations resulting in two suspects in the East and one in the West being charged with over 30 offences. Following the active involvement of the new Problem-solving Task Force, a further 7 people had also been arrested and charged. He added that between 17 May and 6 June, 8 thefts were reported, but the number was decreasing.

Providing visible neighbourhood policing and effective roads policing

- The Chief Constable said those who volunteered with the Force were extra-ordinary people, who were highly valued members of the team. He provided the following updates:
 - Special Constabulary: had seen an increase in numbers but also a high number transitioning to join the regulars. Due to the magnificent work of the Citizens in Policing Team, there were currently 376 Special Constables - the highest number over the last 20 years.
 - Police Support Volunteers: had seen a slight reduction probably linked to Covid. Currently 178, but anticipated that there would be 200 by the end of the year.
 - Community Police Volunteers (volunteer PCSO's): unique to Kent and currently had over 100 in a range of diverse roles including Aviation, Security, Canine as well as Equine in more rural areas.
 - Volunteer Police Cadets: currently had 297 cadets, with a waiting list of over 500. The Force was also providing transitional pathways through workshops and support from Chief Officers for those who wished to join the Force in any capacity, but also those who wished to pursue other careers. Whilst slightly delayed, Mini Cadets also commenced in Dartford in April to coincide with the reopening of schools. The Force aimed to roll out to more schools by the end of 2021, working with Buster Book Club and Acorns.
- The Chief Constable said Speed Watch continued to actively help keep people safe within communities; the team of 1,300 volunteers worked with the Force to monitor speeds at 2500 sites around the county. He added that April was a record month, with 4,500 drivers being issued letters warning them of their speed and/or driving behaviour.
- The dedicated Roads Policing Unit's three main areas of activity were: education and enforcement; partnership working and quality investigation of road traffic incidents. January to April 2021, the Force saw a reduction in emergency calls to road traffic incidents due to Covid and other factors such as the EU Exit. However, the Force was watching carefully as the traffic flow and numbers of cars on the road had started to return to pre-Covid levels.
- The Roads Policing Teams focus was on the fatal four: speeding; alcohol/drug driving; not wearing a seatbelt and using a mobile phone whilst driving. The Chief Constable reported that in January 5,500 offences of speeding were detected, 7,000 in February, 8,500 in March and 5,700 in April. He said roads policing officers were actively out enforcing the law and making the road network a hostile environment for criminality. By way of example, he said that during an operation in Canterbury, a car was stopped and two people arrested and charged with the supply of controlled drugs; £10k and various weapons were also seized.
- Further to these teams, the Force had a Serious Collision Investigation Unit whose officers had the harrowing job of notifying loved ones following a fatal collision. In the period January to April 2021, the team responded to, and investigated 10 fatal and 15 serious collisions. The Chief Constable stated there were many examples where their investigation resulted in convictions for driving while unfit and death by dangerous driving.
- Praising the work of the policing teams and Speed Watch, the PCC asked what steps were being taken to support Kent County Councils Vision Zero Strategy - to reduce fatalities on Kent's roads to zero by 2050. The Chief Constable explained that the Force was supporting the strategy through everything it was doing in terms of tackling the fatal four, as well as providing workshops on safe driving behaviours, vehicle safety, post collision safety and information on the investigation process. He added that when the strategy was officially launched, the Force already had a strong operational footprint and partnership working arrangements.

Delivering an efficient and accessible service

- The Chief Constable highlighted the dedicated Mental Health Team which worked closely with partners to ensure those suffering from a mental health episode or crisis received the best care possible. January to April 2021, there was re-enforced messaging around the partnership 836 advice line which provided clinical guidance prior to an officer making the decision to detain or not. This had resulted in better management of risk, increased sign posting to other services and a more proportionate approach to the use of Section 136. He reported the number of Section 136 detentions had reduced from previous years, with 110 in January, 140 in February, 130 in March and 99 in April. Adding that the total number of detentions had reduced by 12%, he advised that the Force spent approximately £30,000 and 300 hours managing those detained under Section 136 due to the unavailability of other services.
- In terms of the Force Control Room, the Chief Constable reported:
 - 999 calls: in January the Force received 22,000 and in April approximately 25,000; the move out of lockdown had resulted in an increase. Despite this, the attrition rate was less than 1% and an improvement on last year.
 - 101 calls: in January the Force received 26,000 and in April 29,000; the attrition rate was 5.2%, an improvement on last year. A lot of people were also using online reporting and Live Chat, so there was an overall increase in activity rather than a shift from calls to online.
 - Investigation Management Unit (IMU): were dealing with an increase in recorded crime and the DCO was currently looking at resources. Referring to HMICFRS' recent Crime Data Integrity Inspection which found the Force recorded 96.71% of reported crimes, the Chief Constable highlighted the crucial role of call handlers and IMU staff who evaluated the information and decided whether it should be recorded.
- The Chief Constable stated that the welfare and safety of the workforce was paramount. He explained that he was the national lead for the NPCC Officer and Staff Safety Review and whilst the report was commissioned in September 2019, it was not published until September 2020. He said 44,000 surveys were completed by officers/staff which led to 28 recommendations, with some easier to address than others. He said that he regularly chaired a meeting to

actively monitor progress and 17 were now green or discharged, with the others being amber; there were no reds. Areas being pushed included: data recording with regards to assaults on officers/staff; legislation for assaulting emergency workers; and the deployment of tasers. He also noted two other matters: Op Hampshire, a national project to ensure consistency in approach when officers/staff were assaulted, had been weaved into the Review – and was mirrored in Kent Police's 9 point plan; and the Police Covenant which was enshrined in law, and like the Military Covenant provided enhanced support and protection to the entire police family, including retired officers.

- The PCC said all strands were delivering an excellent first-class service, and whilst progress continued to be made, he would endeavour to provide whatever support the Force needed. Acknowledging the demands of modern policing, he asked for an update on the Mobile First Programme. The Chief Constable said Tasking and Briefing via the personal issue devices went live in April 2021 and so officers/staff no longer had to attend physical briefings. He also explained that they received live and updated information while out in the community, including about incoming incidents i.e. details can be viewed on-route about a victim or suspected offender facilitating better decision making. Officers could also access other systems, such as Athena, the Police National Computer / Database and Firearms Licensing. Previously, information would be recorded in an officer's pocket notebook, but it was now recorded via the device helping to ensure integrity as everything was time stamped. In 2020/21, the Chief Constable said over 130,000 hours had been saved through the use of mobile devices leading to more visibility within communities.
- The DCO added that they were the most important device for officers/staff on the street, particularly the ability to identify someone. By way of example, he said officers noticed a man who looked similar to someone wanted on prison recall. Upon questioning, he claimed to be the wanted persons twin brother; using digital information (i.e. photograph and fingerprints) they were able to search 7 databases in approximately 45-50 seconds and prove his identity. Without the device, the officers would have had no option but to transport him to custody. The DCO said the figure of 130,000 hours saved was conservative and Mobile First had been a very sound investment.

6. People Update

- The DCO reported that in 2020/21, 348 officers joined the Force of which 31 (8.91%) were from ethnic minorities which was substantially higher than in previous years. Out of the 348, 245 joined through the regular route and 73 through Investigate First which was proving to be popular.
- The most recent intake of 80 officers started on 29 March; 62 joined through the regular route and 18 through Investigate First.
- As at 30 April, there were 156 ethnic minority officers in the Force equating to 3.98% - the highest level of representation for 11 years and very positive. There were also 1,271 female officers equating to 32.46% - once again the highest level of representation for 11 years.
- New officer intakes were planned for 2021; as at 30 April there were 1,300 candidates in the pipeline, of which 100 (around 7.5%) were from ethnic minorities and around 35% female. Over the last four weeks, the total number of applications received was 188, of which 10% were from ethnic minorities and 29% female.
- In terms of attrition (i.e. officers leaving), the Force had seen a decrease from an average of 25 per month to 18 which was most likely due to Covid impacting on the work market outside of policing.
- The DCO explained the Force had adapted its recruitment and training techniques due to Covid, moving many aspects online. He also added that in terms of attracting new officers, the Positive Action Team had held 15 virtual career events involving 385 individuals, resulting in 27 applications, of which nine were from an ethnic minority and 14 female.
- A Sergeant Promotion Board took place on 28 May, with 114 internal and three external candidates - 76% were successful. The DCO stated this reflected the hard work that went into succession planning and was practiced at every level of the organisation; ensuring those individuals who were described as ready were able to proceed with a degree of confidence and the backing of their line management.
- He said Inspector to Chief Inspector interviews were underway; Sergeant to Inspector boards would be held in late July/August; and Chief Inspector to Superintendent as well as Superintendent to Chief Superintendent were being planned and would be scheduled throughout the year.
- The Force continued to plan for the Policing Education Qualifications Framework (PEQF). A huge amount of work had been undertaken and presented to the Chief Constable and the Force was confident that it would not pose any threat; the way in which the modules had been arranged was extremely strong, particularly in terms of how they would be inducted into professional policing. Preparations in terms of curriculum delivery for the Police Constable Degree Apprenticeship and the Degree Holder Entry Programme, were also going well with the introduction of PEQF planned for January 2022.
- The DCO advised there were 136 trained Recruitment Ambassadors, 62 of which were female and 12 from ethnic minorities, supporting the Force's recruitment aims and able to be deployed across the county to engage with all communities.
- The Force had received the Armed Forces Covenant Silver Award, but was working hard to achieve its ambition of Gold status in due course.
- A new programme of progression events called 'Together we can, inspire, encourage, support' commenced in May with 70 individuals dialling in. In collaboration with the support associations, the programme involved a panel of inspirational speakers talking about their personal journeys, including the barriers they had faced and how they overcame them.

- The DCO reported that absence had been exceptional over the Covid period. with officer absence at its lowest for six years - the average was 6.55 days compared to 10.1 in 2015/16; for staff it was also at its lowest for 6 years at 5.6%, a reduction of 2.94%; and for PCSOs it was 5.09%, a reduction of 3.5%.
- He said Occupational Health continued to work hard to reduce absences while identifying any trends to better support the workforce. The Force experienced an increase in referrals to health and wellbeing services, so the investment in a strong Health and Wellbeing Team continued to pay dividends.
- Over the last year, 140 wellbeing sessions had been run, attracting 3,796 participants and the Wellbeing Steering Group continued to ensure the Force responded to feedback from officers/staff and support associations. There was also a sophisticated psychological screening process to monitor the wellbeing of officers/staff in areas of particular challenge; a total of 1,046 assessments had taken place, with 160 structured interviews following responses to online questionnaires. He said the Force also continued to rely heavily on 70 individuals trained in TRIM, peer support for individuals who had experienced some sort of trauma, with 40 of those actively engaged at any one time.
- Winter health care was currently being designed, which would include a flu vaccination programme to maintain a fit workforce through the winter months.
- The DCO said that in some forces, the Employee Assistance Programme was the sole health and wellbeing response, but in Kent it was in addition to the strong team and had also been extended to family members. He reported that it had taken 1,175 calls for service since it was introduced mainly with regards to anxiety, low mood and bereavement. Outside of counselling, 54 advice calls had been received relating to wellbeing issues and officers/staff requiring support in their private lives. The website had received over 2,200 hits providing support to individuals encountering some form of difficulty.
- The Learning Hub, previously called 'Develop Me', had a soft launch in May and was well received; however the Force would continue to improve consistency and structure. to make officers/staff responsible for their own learning.
- The DCO said that an advantage of MS Office 365 was the virtual support offered to officers/staff through the recording and sharing of professional development.
- The DCO stated that throughout Covid-19 the Force had continued to select and appoint quality recruits, whilst providing consistent post entry care for them and providing the best training and development opportunities possible.

The PCC acknowledged the consistent and outstanding work of the Force; he thanked the Chief Constable, DCO and all officers/staff for their hard work throughout the pandemic and as the county started to come out the other side.

Date of next Performance and Delivery Board: Wednesday 8 September 2021