

Meeting Notes

Title: Performance and Delivery Board

Date & time: Wednesday 9 December 2020, 1000hrs

Venue: Virtual (due to Covid-19)

Attendees: **Office of the Kent Police and Crime Commissioner:** Matthew Scott (Police and Crime Commissioner), Adrian Harper (Chief Executive) and Rob Phillips (Chief Finance Officer)

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

1. Welcome & Introduction

The Police and Crime Commissioner (PCC) opened the meeting and welcomed those in attendance.

The PCC stressed the meeting was an important opportunity to show 'business was carrying on as normal' during the pandemic.

2. Notes of Previous Meeting – 30 September 2020

The notes from the meeting held on 30 September were noted as a true and accurate record.

The actions from the meeting were discharged as follows:

- Force to provide an update on recommendations in ICO report 'Mobile phone data extraction by police forces in England & Wales' – received out of meeting with thanks.
- OPCC to add Crime Academy as a theme for the PCC and Chief Constable weekly briefing – to be added once weekly thematic briefings commence again.
- OPCC to add post Brexit haulier requirements as a theme for the PCC and Chief Constable weekly briefing – separate bespoke briefing provided to the PCC.

3. Chief Constable's Overview

- The Chief Constable stressed the Force was 'policing through the pandemic' and not 'policing the pandemic'.
- The vast majority of Kent residents were complying with the regulations; those that breached were being encouraged to comply and doing so. Enforcement action was primarily only being taken against those who repeatedly flouted the rules.
- The county had now moved into Tier 3, with the number of current cases at just under 37,000.
- Officers and staff were continuing to work 'as normal'; the sickness absence rate was 2.8% compared with a national average of 6.3%.
- 770 officers and staff had been tested for Covid with 225 proving positive, but none had required acute care. Currently one officer was in hospital and the Chief Constable wished him a speedy recovery.
- PPE stocks had been good and was one of the reasons officers and staff had been able to continue doing the job and maybe why sickness levels had remained so low.
- Disappointingly the number of assaults on officers had increased to 1,190 – an increase of 40% on last year, or 346. In the last week alone there had been 2 offences of spitting, 5 offences of biting and 9 offences of coughing at officers. The Chief Constable assured the PCC that all offences were dealt with robustly, with offenders arrested, charged and remanded if appropriate, but the Force would welcome any additional sentencing powers.
- Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) recently conducted a Covid secure inspection of how the Force had responded to Covid-19. It had focused on vulnerability, investigations, reporting, the four E approach and wellbeing of officers and staff. Feedback included the following:

- a one team approach across the organisation;
 - leadership, communication and strategy of a high standard;
 - innovative and comprehensive use of digital technology;
 - supply and use of PPE effective and widespread;
 - physical and mental welfare needs of staff well catered for;
 - investigations continued to be progressed;
 - proactivity was being maintained;
 - vulnerable victims were being safeguarded;
 - effective ongoing partnership working.
- The Chief Constable explained the following was a direct quote from their feedback “*an exemplary and high-quality policing response to the pandemic was found in Kent Police*”. This was a phenomenal outcome highlighting the incredible and fantastic work of officers and staff through a very difficult and challenging period.
 - The Force had developed a new Covid-19 App internally which had been rolled out to over 3,000 mobile devices and was also presented at the National Enabling Board. The App catered for the recording of the Four Es (Engage, Explain, Encourage and Enforce), and where enforcement action was taken allowed the name, address etc. to be recorded and information to be transferred to relevant departments for a Fixed Penalty Notice to be issued.
 - The PCC said officers and staff were carrying on doing a difficult and dangerous job and deserved thanks as always, but especially so given the extra risks they were facing during a pandemic. The PCC asked that his thanks be put on record and also the thanks and best wishes of the Police and Crime Panel.
 - The Chief Constable advised that the Home Secretary had visited Kent Police on 23 November to look at the Force’s work on county lines and gangs. She had witnessed two warranted operations and was impressed with the briefing, the operational activity, the de-briefing and ability to get offenders into custody.

4. Performance Update

Rape

- April to October 2020 there was a 9% decrease in recorded offences compared to the previous year, equating to about 120 less victims. The current monthly average was the lowest the Force had seen in the last 2 years.
- Although the number of offences was decreasing, those being arrested was an improving picture with the arrest rate up by 7.7% (514 people) to 44% and the charge rate up by nearly 2% to 52%.
- In terms of charges per 1,000 population, the Force was ranked 40th nationally and towards the bottom of the pack but had now significantly improved and was up to the mid-20s. Nationally and in the South East region the Force was now 3rd for its rape charge rate.
- Widening out to sexual offences, the charge rate had increased to 5.8% with a solved rate overall of 6%. The Chief Constable said the Force did everything it could to try and solve all such offences.

Domestic abuse

- Offences in the financial year had increased to 24,000 from just under 21,000 the previous year, a 15% increase.
- The Force was working hard to tackle repeat offenders, but also to encourage victims to come forward and report.
- Hidden Harms work during lockdown saw the Force and partners proactively focus on repeat victims and the most vulnerable to ensure they were safe. About 200 people were identified and 50 to 60 were spoken to face-to-face.
- The arrest rate for domestic abuse had increased by 8% from 33% to 41%, and the number of offenders charged from 875 to 1,292.
- Domestic abuse cases were subject to risk assessment and the Force focused on the highest risk with the arrest rate in that category sitting at around 80%.
- Highlighting a recent report that suggested domestic abuse victims were being encouraged by the police to take civil action rather than pursue a criminal prosecution, the PCC asked if there was any evidence to suggest it could be happening in Kent. The Chief Constable stated that the Force would always protect the victim and arrest and prosecute the abuser. He added that where appropriate though, assistance was given to support some form of civil remedy, but there was no onus on the victim to deal with it as such.

Burglary - residential

- Offences in the financial year had decreased by 33% compared to the previous year, or 1,013 less victims. August and September 2020 saw 300 offences compared to 544 the previous year.
- The arrest rate had also increased; so there was less crime, less offenders but more people being arrested, and the charge rate had remained pretty strong at 8%, slightly up on the previous year.
- Complementing Local Policing Teams, Community Policing Teams and Community Safety Units (CSUs), the figures had been helped by the introduction of the Crime Squad in February 2019 whose remit was burglary residential and robbery.
- In their first full year, the Crime Squad:
 - arrested 315 people

- conducted 87 search warrants
- handled 444 prisoners
- laid 1,050 charges
- saw offenders imprisoned for in excess of 377 years
- About 6 or 7 months into their second year the results were equally impressive with 196 arrests, 136 search warrants, 289 prisoners and 390 years imprisonment.

Robbery – personal

- There had been a 33% decrease in personal robbery, or 370 less victims.
- The arrest rate had increased significantly from 25% to 32% which was good news and the charge rate had also increased by 6% and now stood at 60%.
- Again, these figures had been helped by the introduction of the Crime Squad.

Violence & knife Crime

- Financial year to date, most serious violence and knife crime had decreased by 395 offences, or 395 less victims.
- The arrest rate had increased by 15% to over 53%, and the charge rate had also increased by some 4%.
- The Chief Constable explained that crimes involving a knife were recorded under a tier system and that when all the tiers were added together, there were 230 less victims of crime.
- This reduction was the result of lots of work by various teams, but also significant activity under Op Eminent.

Hate crime

- There had been a 1.7% increase in recorded offences on the previous year, 42 more crimes.
- The arrest rate had increased by 11% with the Force now up to 30%; the charge rate had also increased by 3.2%.

Specialist Capabilities

- The Chief Constable explained that the Force had focused on six areas to improve its effectiveness across criminal investigations, resulting in 344 actions that had all been discharged. Adding that the Force had made outstanding progress, he advised some of the results of the work were as follows:
 - Overall crime (victim-based and public) down 7% or 13,431 for the rolling year to October 2020.
 - Victim-based crime down 8.3% or 13,711 less victims.
 - Sexual offences down 11% or 735 less victims.
 - Robbery (personal and business) 468 less victims.
 - Burglary (residential and commercial) 3,269 less offences.
 - Vehicle crime down by over 2,500 offences.
 - Theft and handling offences down by over 6,000.
 - Of those crimes recorded because police discover them, drug offences had increased by 32% or 1,000 as the Force was arresting more drug dealers linked to county lines. Possession of weapons had also increased by about 32 offences.
 - With more arrests there had also been an additional 12,824 charges across all crime types. There were also more cautions and more community resolutions in the same period.
- The PCC thanked the Chief Constable and congratulated the Force on delivering such excellent results.
- Noting the pandemic had caused a backlog in the court system, the PCC asked if the Force had noticed any trends with regards to victims not supporting prosecution, or an increase in victims withdrawing from the process. The Chief Constable said there were signs of frustration, but also concerns about memory fade and some victims wanting to 'forget and move on'. To help with this, the Force had worked with HMCTS, the CPS and other partners including the Ministry of Justice to overcome some of the obstacles and there had been some improvement.
- The Witness Care Unit were responsible for trying to do everything possible to keep victims and witnesses satisfied and content. Phenomenal staff but the impact had been a 100% increase in workload. This was to be expected until the courts were back to normal and fortunately, over a 2-year period the team had been increased by 1 supervisor and 8 members of staff.

Calls for service

- Overall, the number of 999 calls received in September 2020 was 57,000, a decrease of 300 calls on the same month in the previous year.
- % of 999 calls answered was 99.3%, an improvement on 2019 (99.0%). Any calls not answered were re-routed back to the BT operator who reconnected them to the Force via 999 or alternatively a record was created and the individual called back. The national aspiration for 999 attrition was around 2%.
- 93% of 101 calls were answered in an average of 1 minute and 8 seconds, an improvement on the previous year of 1 minute and 30 seconds.
- There had been considerable financial support for channel shift, with two big growth areas being Live Chat and Online Crime Reporting. In September, the Force received 7,634 Live Chats compared with 874 in the same month

last year (763% increase) with the majority being recorded for attendance and further action. There were also 5,853 Online Crime Reports submitted, compared with 3,612 last year (60% increase).

- The Chief Constable said the figures were excellent considering staff were currently working in Covid secure environments across 6 remote sites.

Anti-social behaviour (ASB)

- Incidents peaked in May 2020 with about 7,161 but fell to around 3,700 in October 2020.
- Key ASB types: rowdy or nuisance gathering in public place; neighbour disputes; motor vehicle nuisance on roads; and noisy parties, organised events and raves - all potentially linked to Covid.
- The Chief Constable explained that pre-Covid the Force had worked hard to tackle ASB and it had fallen by between a quarter and third in the preceding 4 years.
- In response to a question from the PCC, the Chief Constable confirmed that after the pandemic he anticipated ASB would return to lower levels once again.
- Referring to his office having received large volumes of correspondence about so called 'boy racers' and noisy vehicles, the PCC asked what action the Force was taking to address. The Chief Constable reassured the PCC that Community Safety Units ran bespoke operations; he referred to one in Boxley, Maidstone that resulted in multiple seizures of quad bikes and dirt bikes and another at Crossways Boulevard in Dartford.

County lines

- The Chief Constable reported that in July there were 82 active lines but based on a recent verbal update this was now down to 56.
- In addition to day-to-day activity that focused on the top scoring county line, the Force held monthly days of action focused on those causing the most harm. A recent example was a county line that emanated from London (as most did); with the Metropolitan Police 9 search warrants were conducted across Kent and London and as a direct result all 7 principal offenders were arrested, charged with drug offences and remanded into custody.
- The Force had an Independent Advisory Group around county lines that was working well and provided reassurance around perceptions of disproportionality.
- August to October 2020, outcomes in relation to county lines: 80 people charged with 115 different offences, £27,000 recovered and 21 weapons.
- Many county line criminals also carried weapons, and the Chief advised that the Force had a bespoke knife crime operation - Op Eminent - which between August and October had resulted in:
 - over 190 warrants
 - 1,300 arrests
 - nearly 1,500 stop and searches
 - 1,300 seizures of different amounts of drugs
 - seizure of over 600 weapons

Roads policing

- The Road Safety Team focused on hotspots, local priorities and the national policing requirement, specifically the 'fatal four' – inappropriate speed, using a mobile phone while driving, not wearing a seatbelt and drink/drug driving.
- The Force took part in a one-week campaign to raise awareness of driver safety - 51 people were arrested for various driving offences, including 17 for drink driving and 9 for driving whilst under the influence of drugs.
- A further 170 drivers were also stopped in the week resulting in 89 speeding tickets, including 4 for using a mobile phone while driving and 12 for failing to wear a seatbelt.
- In addition to responding to incidents on the roads, the Roads Policing Unit tackled associated criminality. As an example, following a road traffic collision on the M2 the driver appeared to be under the influence of drugs and a search of the vehicle found 7,000 LSD tablets with an estimated value of £30k. Subsequently, at the driver's address more drugs paraphernalia was found and another 4,000 LSD tablets with an estimated value of £20k.
- In 2018/19 there were 51 fatalities on Kent's roads and seven months in there had been 37 this year so far.
- Recognising the potential impact on staff in the Serious Crash Investigation Unit of dealing with fatal or very serious accidents, the Chief Constable provided reassurance that appropriate and relevant welfare support was available.
- Following an inspection of 7 forces, not including Kent although telephone interviews were conducted with the other forces, HMICFRS published a national report 'Roads Policing: Not Optional'. They found roads policing in some forces was inadequate and failed to meet the objectives in the national Roads Policing Strategy. In summary, HMICFRS made 13 recommendations (7 of which were for Chief Constables) and identified 3 Areas for Improvement. The Chief Constable advised that all the recommendations were being addressed, but in the context of the Force being good with areas of strength and there being no concerns with any of them.

Action

- **Force: provide update on recommendations in HMICFRS report 'Roads Policing: Not optional' outside of meeting.**

Mental health

- The Chief Constable said that whilst numbers were still high, it was the first time he had been able to say that there seemed to be a reduction on both the average and yearly figure with regards to S136 detentions.
- In 2019, there was a total of 2,066 detentions or an average of 172 per month; based on 9 months data so far, the figure was 1,373 or an average of 152 per month. If continued, this was likely to be the first year the Force would see a reduction since recording started in 2014.
- Reasons for this included closer working relationships with partners, a new S136 Strategic Improvement Group that was working through recommendations from a 'deep dive' exercise and an enhanced 836 service which provided officers with expert tactical advice from NHS professionals.
- The Chief Constable also highlighted the Op Engage programme which aimed to identify and target repeat individuals through tiered partnership interventions.

EU exit

- The Chief Constable said the Force was planning for 3-6 months disruption from January 2021, and it was about levels of disruption. Worst case scenario, he said the longest queue was expected to be 7,000 lorries, the maximum delay to cross the channel 2 days and the flow rate through the ports predicted to be 60-80% of normal.
- The Force had a Chief Officer running a dedicated police response and working with partners to manage.
- A tiered response to manage traffic: 1) Operation TAP on A20 (500 vehicles); 2) M20 Brock- junctions 8 to 9 (2,000 vehicles); 3) Manston (4,000 vehicles); and 4) M0J0 site in Ashford (2,000 vehicles).
- The PCC sought reassurance that the Force was ready for the 'switching off' of some policing tools, relevant records had been transferred and that they were being kept up to date. The Chief Constable confirmed that the Force was ready, adding that it was embedded within the International Crime Coordinating Centre (ICCC) and that ACC Ayling had recently taken over as the national lead.
- Finer details including structures, powers and readiness for freight would be discussed with the PCC in due course.

5. People Update

- DCO Drysdale provided a summary: uplifted officer establishment was 3,847.05 FTE by 31 March 2021 and as at 31 October 2020, the figure stood at 3,815.99 FTE.
- Between 1 April and 31 October 204 new officers were recruited via all entry routes, of which 15 were BAME representing 7.35%. That included 154 via the normal process and 35 through the Investigate First Scheme.
- 40 officers joined the Force on 26 October, consisting of 20 through the normal process and 20 on the Investigate First Scheme which continued to be popular amongst Black, Asian and Minority Ethnic (BAME) candidates.
- There was now 141 BAME officers in the Force, equating to 3.64% and an improvement on last year of 3.42%. In addition, the proportion of BAME officers in senior ranks would increase shortly due to a Superintendent and two Chief Inspectors joining the Force.
- Two further intakes of 50 and 80 were planned for 18 January 2021 and 29 March 2021 respectively, but the Force had capacity to increase these to 100.
- As at 11 November 2020 there were 1,288 candidates waiting to join; very pleasingly amongst that number, 6.75% were BAME candidates.
- In terms of Covid and recruitment, the main issue was that the leaver rate through retirement or resignation had reduced from an average of 25 officers per month to 18. April to October 2020, 126 officers left - a turnover rate of 3.28% and significantly lower than the same period last year when 179 left giving a turnover rate of 4.93%.
- To maximise the opportunity to enhance workforce diversity, the Positive Action Team was continuing to engage with local communities and working with individuals from other forces in terms of transfers.
- Promotion successes: Constable to Sergeant - 35 of the 44 applicants were successful; Inspector to Chief Inspector - 16 candidates were successful (25% female and 18% BAME); and Chief Inspector to Superintendent - 10 internal candidates were successful.
- Staff absence:
 - For officers the average days lost per person had decreased to 2.82 from 4.08; the lowest for 6 years.
 - For Police staff excluding PCSOs, the average day's lost per person had decreased to 2.27 from 4.0.
 - For PCSOs the average day's lost per person had decreased to 2.4 from 4.37.
- The Force's approach to health and wellbeing was twofold encompassing a hybrid of health screening and health promotion with support from the Chief Constable and the PCC by retaining resources within Health Services.
- A wellbeing Steering Group chaired by the Director of HR met monthly and in addition to Occupational Health and Wellbeing Services, the Force had adopted an Employee Assistance Programme (EAP) which provided a 24-hour service for staff and immediate family. The EAP had received 832 calls since its inception.
- The Force had continued with its flu vaccination programme with 732 people to date having taken up the opportunity.

- The PCC was pleased to hear that the Force was continuing to perform strongly in terms of recruitment and also that people still wanted to join Kent Police.
- The PCC asked about links with the military to encourage recruitment and DCO Drysdale confirmed they were strong and broadening all the time. He said the Force continued to market employment opportunities through the Career Transition Partnership (CTP) which enabled vacancies to be advertised in military journals and magazines. The Force also had a good relationship with the Royal British Legion village in Aylesford.

Finance

- DCO Drysdale reported that the revenue budget currently stood at £335.1m; at one stage the Force was forecasting an overspend of £5m, but this had now reduced to £2.9m through a number of initiatives.
- The primary reason for the overspend was Covid related, including not seeing the planned number of officers leaving per month and other cost pressures such as loss of income. The Force hoped to be able to reclaim some money and had previously had some success but anticipated many of costs would not be reimbursed.
- Police overtime was about on course with North spending 56% of its budget to date, East 55% and West 49%.
- The capital budget was projecting an underspend of £4.1m, much of which was due to supplier slippage or related issues to do with the pandemic affecting supply chains. DCO Drysdale advised that traditionally the Force did not spend 100% of the budget and there was normally a degree of rollover and roll forward.
- Latest forecast from sales of police houses and other premises no longer required was expected to be around £5.6m by end of the year. The Force received a capital budget from Government of around £3m nine years ago, in the current year it was £300k - the capital inflow from Government would be a challenge going forwards.
- The Medium Term Financial Plan was in development, but unable to come to a definitive position until received settlement.
- Interesting to see if settlement includes 2% pay increase received in year within core grant. Equates to £7m per annum, so if not in core grant next year would inevitably add to Force savings plan next year and beyond. The Force did not require one this year, but difficult to see how there wouldn't be a savings plan next year.
- DCO Drysdale advised that the Home Office had been very responsive in terms of costs incurred by the Force. They had met their obligation which was to look at all legitimate claims and give the Force back those costs that qualified for reimbursement.
- The Force had incurred additional cleaning costs and subsidies for forensic suppliers and estate works that were unlikely to be reimbursed and amounted to about £1.3m. The net cost of Covid to the Force was expected to be around £1.7m.
- Whilst the accounts were published in draft form, the Annual Statement of Accounts were not signed off yet as there was a technical issue to do with Pension Annualisation. There were no issues that would affect finalisation of the accounts and they would be reviewed at the Joint Audit Committee in December 2020.
- With regards to the officer who was in hospital with Covid, the Chief Executive asked that the PCC's, OPCC's and Mr Hill's best wishes be passed on and to his/her family. In relation to mental health, he expressed thanks for the support of partners around the creation of the Safe Havens that due to Covid started virtually but were now offering face-to-face support for vulnerable individuals and in part may be contributing to the reduction in S136 detentions.
- Speaking about Special Constables in specialist roles such as Roads Policing, the Chief Executive asked if they had been able to provide the same level of support during Covid. The Chief Constable advised that the Force had just under 300 Special Constables who, after an initial few days to determine how best to utilise them, had continued operating across the full range of specialisms and were doing a fantastic job.

The PCC thanked the Chief Constable and his team for the thorough updates. He also thanked his team for supporting the meeting and IT Services for their technical assistance in using MS Teams Live. He finished by wishing any members of the public watching and all police officers, staff and volunteers a merry Christmas and safe, happy New Year.

Overview of Actions

	Status	Owner	Due date
Provide update on recommendations in HMICFRS report 'Roads Policing: Not optional' outside of meeting	Open	Force	10/03/2021

Date of next Performance and Delivery Board: 10 March 2021