

## AGENDA

### KENT AND MEDWAY POLICE AND CRIME PANEL

Dear Panel Member

Notice is hereby given that a meeting of the **KENT AND MEDWAY POLICE AND CRIME PANEL** will be held **online** on **Tuesday, 8th December, 2020, at 10.00 am** when the following business will be transacted

Members of the public who require further information are asked to contact Anna Taylor/Joel Cook on 03000 416478/416892

#### Membership

Councillor Peter Feacey	Ashford Borough Council
Councillor Ashley Clark	Canterbury City Council
Councillor Richard Wells	Dartford Borough Council
Councillor Nigel Collor	Dover District Council
Councillor Shane Mochrie-Cox	Gravesham Borough Council
Mr Mike Hill (Chairman)	Kent County Council
Councillor Fay Gooch	Maidstone Borough Council
Councillor Habib Tejan	Medway Council
Councillor Peter Fleming	Sevenoaks District Council
Councillor Jenny Hollingsbee	Folkestone and Hythe District Council
Councillor Richard Palmer	Swale Borough Council
Councillor Lesley Game	Thanet District Council
Councillor Mark Rhodes	Tonbridge and Malling Borough Council
Councillor Sarah Hamilton	Tunbridge Wells Borough Council
Councillor Gary Hackwell	Co-opted member – Medway Council
Councillor John Burden	Co-opted member – Labour Group
VACANCY	Co-opted member
VACANCY	Co-opted member
Elaine Bolton	Independent Member
Mr Gurvinder Sandher (Vice-Chairman)	Independent Member

## **UNRESTRICTED ITEMS**

*(During these items the meeting is likely to be open to the public)*

- 1 Introduction
- 2 Apologies and Substitutes
- 3 Declarations of Interests by Members in Items on the Agenda for this Meeting
- 4 Minutes of the Police and Crime Panel held on 8 September 2020 (Pages 1 - 8)

### **B - Commissioner's reports requested by the Panel/offered by the Commissioner**

- B1 Police Officer Recruitment Update (Pages 9 - 12)
- B2 Police response to Covid - 19 (Pages 13 - 20)
- B3 Victim Satisfaction Update (Pages 21 - 26)
- B4 Mental Health - verbal update

### **C - Commissioner's Decisions**

(None for this meeting)

### **D - Panel Matters**

- D1 Future work programme (Pages 27 - 28)

### **E - Questions to the Commissioner**

### **F - For Information**

- F1 Draft meeting notes of the Commissioner's Performance and Delivery Board meeting held on 30 September 2020 (Pages 29 - 36)

## **EXEMPT ITEMS**

*(At the time of preparing the agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public)*

Benjamin Watts  
General Counsel  
03000 416814

**Monday, 30 November 2020**

**KENT COUNTY COUNCIL**

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**KENT AND MEDWAY POLICE AND CRIME PANEL**

MINUTES of a meeting of the Kent and Medway Police and Crime Panel held Online on Tuesday, 8 September 2020.

PRESENT: Mr P M Hill, OBE (Chairman), Mr Gurvinder Sandher (Vice-Chairman), Mr N J Collor, Cllr L Dyball (Substitute for Cllr P Fleming), Cllr P Feacey, Cllr F Gooch, Ms S Hamilton, Cllr Mrs J Hollingsbee, Cllr S Mochrie-Cox, Cllr R Palmer, Cllr M Rhodes, Cllr H Tejan, Cllr R Wells, Cllr G Hackwell, Mrs E Bolton and Cllr J Burden

ALSO PRESENT: Mr M Scott (Kent Police and Crime Commissioner), Mr A Harper (PCC's Chief Executive) and Mr Robert Phillips (PCC's Chief Finance Officer)

IN ATTENDANCE: Mr J Cook (Scrutiny Research Officer), Mr M Dentten (Democratic Services Officer) and Mrs A Taylor (Scrutiny Research Officer)

**UNRESTRICTED ITEMS****348. Virtual Meeting protocols**

*(Item 2)*

1. The Clerk provided a verbal overview of the Protocol, highlighting legislation, etiquette, motions, amendments and voting as key areas.
2. The Panel agreed to, as far as possible, accommodate the needs and technological capacity of all Panel members.

RESOLVED that the Panel agreed to adopt the Virtual Meeting Protocols.

**349. Apologies and Substitutes**

*(Item 3)*

1. Apologies were received from Cllr Clark, Cllr Fleming and Cllr Game. Cllr Dyball substituted for Cllr Fleming.

**350. Declarations of Interests by Members in Items on the Agenda for this Meeting**

*(Item 4)*

1. Independent Members Mrs Bolton and Mr Sandher declared interests in relation to Item D1 and agreed to leave the meeting for the duration of the Item.

**351. Minutes of the Police and Crime Panel held on 6 February 2020**

*(Item 5)*

1. Mrs Bolton asked the Commissioner to update the Panel on his progress in improving victim satisfaction, following the Panel's previous concerns. The Commissioner confirmed that he had raised this issue with the Chief Constable and

expected improvements with the creation of a Crime Academy later this year which would improve case file quality. It was also confirmed that backlogs relating to Investigation Management Units had been cleared. He further emphasised that a focus on improving rural victim satisfaction and community engagement was a current priority.

RESOLVED that the minutes of the meeting held on 6 February 2020 were an accurate record and that they be signed by the Chair.

### **352. PCC Annual Report 2019/20**

*(Item B1)*

1. The Commissioner began the summary of his report by paying tribute to the Panel for its rigorous scrutiny, his Office for producing the report as well as Police Officers, staff and volunteers for the physical sacrifices they had made in the last year.
2. He noted that the report reflected two stark periods, both before and during the onset of the Covid-19 pandemic. The Commissioner confirmed that from January 2020 the Chief Constable and he had focused on multi-agency liaison in the event of a possible pandemic.
3. The Commissioner confirmed that Officer recruitment had remained a priority during the 2019/20 financial year, with Officer numbers surpassing 2010 levels by the conclusion of the year, he noted further that the recruitment of Police Community Support Officers (PCSOs) had also continued.
4. In outlining the changes in crime levels in Kent, the Commissioner highlighted the Her Majesty's Inspectorate of Constabulary (HMIC) crime data integrity audit as an important event nationally, with many areas witnessing increases in crime levels, he stated however that Kent had experienced a 5% fall in crime during 2019/20.
5. The Commissioner explained to the Panel that he had commissioned a range of new projects, focusing on violence reduction he commended the work of the many charities which had delivered these projects and had engaged school children across the county in the process. In addition to this he outlined the new work undertaken to support Kent's youth citing the Medway Task Force as an effective multi-agency service.
6. The Commissioner paid his respects to the families who had lost loved ones as a result of the Covid-19 pandemic, those in recovery, the work of Kent Police Officers and staff and the overall cooperation of the people of Kent during the Covid-19 Lockdown.
7. Members asked a range of questions in relation to the Police and Crime Commissioner's Annual Report. Key issues raised by the Panel and responded to by the Commissioner included the following:
  - How had Kent Police acted on reports of anti-social behaviour to strengthen public trust concerning reporting low-level crime. The Commissioner confirmed that

the creation of Task Forces in Margate, Medway and Maidstone had made multi-agency responses to anti-social behaviour more efficient and effective. He further highlighted the important work of newly created crime prevention PCSOs who worked with communities to improve anti-social behaviour prevention services.

- How had increased Officer and PCSO numbers translated into better service delivery, especially for those from vulnerable backgrounds. The Commissioner identified the newly formed vulnerability investigation team, which supported victims of domestic abuse and sexual violence as well as the strengthened Fraud and economic crime team and mental health team, as three examples of services made possible through increased Officer numbers.
- What had the greatest challenges been in holding Kent Police to account during the pandemic? The Commissioner stated that the greatest difficulty in holding the force to account had been balancing priorities and resources, tackling rural crime had been a key issue though the rural crime team had been bolstered to respond to this challenge.
- How could perceptions that anti-social behaviour was not a serious crime be changed? The Commissioner reassured the panel that anti-social behaviour would be taken more seriously with the increase in Officer and PCSO numbers in the community, stating that anti-social behaviour often escalated to become violent crime, as such improved Officer numbers and multi-agency Task Forces would stifle escalations.
- Following the success of multi-agency efforts in tackling anti-social behaviour could the Commissioner confirm that he would continue to invest in nights of actions and other similar projects? The Commissioner confirmed that he currently had no intent to end the partnership work currently undertaken to tackle anti-social behaviour.
- Had 101 response times continued to fall? The Commissioner confirmed that withstanding spikes around Christmas and parts of summer 101 response times had remained below 90 seconds.
- Would the Commissioner work with the criminal justice system to lobby for Police and Crime Commissioners to have greater criminal justice powers? The Commissioner informed the Panel that he had argued that Commissioners should have greater powers in relation to probation and rehabilitation, confirming that the Home Office had begun reviewing Police and Crime Commissioner powers. He invited the Panel's involvement in the process and emphasised their importance should further powers be granted.

RESOLVED that the content of the report be noted.

### **353. COVID-19 Emergency Funding** *(Item B2)*

1. The Commissioner introduced the report on Kent Police's Covid-19 Extraordinary Funding, he confirmed that the Ministry of Justice had made additional

funds available for the support of victims and survivors of domestic abuse during the pandemic. He added that he ensured that Kent's funding had been used to support ongoing projects, charities and work with new partners.

2. The Commissioner highlighted an example of positive feedback from a user of a Children's Domestic Abuse Counselling Service which had been commissioned with the extraordinary Ministry of Justice funding.

3. Members asked the Commissioner to what extent Covid-19 had had a negative impact on Kent Police's finances. The Commissioner confirmed that he anticipated a £6m loss in income due to the predicted loss in Council Tax revenue. Though he noted Kent Police's financial resilience to this issue, when compared with other public institutions in Kent, as the majority of Kent Police's funding had been received directly from Central Government. Regarding Personal Protective Equipment (PPE) he reassured the Panel that all costs to Kent Police had been reimbursed by the Department of Health and Social Care.

4. The Commissioner thanked many Kent businesses for their support in supplying Kent Police during the pandemic.

5. Members asked the Commissioner how he thought the pandemic would impact rates of domestic abuse in the long-term. The Commissioner confirmed that Kent Police had seen normal levels of demand relating to domestic abuse during the pandemic, with 5-6% spikes, he then stated that reports of child sexual exploitation and domestic abuse may increase once individuals are able to talk to professionals, following a further easing of social restrictions.

6. The Commissioner was asked by Members how he had monitored the effectiveness of the grant funded services. He confirmed that all services are subject to existing monitoring protocol which include regular reporting requirements, information is also fed back to the Ministry of Justice. The Commissioner also assured the Panel that there had not been any issues with the quality of the grant supported services to date.

RESOLVED that the content of the report be noted.

### **354. Mental Health - Verbal Update**

*(Item B3)*

1. The Commissioner provided a verbal update indicating that as a result of Lockdown the overall demand on Kent Police in relation to mental health had decreased, citing the reduction in Section 136 Mental Health Act detentions as a key indicator of the trend, overall Section 136 detentions had increased in recent years until the end of the 2019/20 financial year. He noted further that the decrease in incidents and detentions was likely the result of less third-party reports from the public environment rather than a decrease in Mental Health issues.

2. Regarding future trends, the Commissioner stated that restrictions to public life remained and will likely continue the trend of an overall decrease in the number of Section 136 incidents and detentions.

3. The Commissioner highlighted additional services which had supported public mental health in Kent and Medway, commending the multi-agency support he cited the four new NHS England funded 'Safe Havens', Kent and Medway NHS and Social Care Partnership Trust's extended 7 day a week Mental Health Service and Kent and Medway's 24/7 help lines.

4. He confirmed that his Office had working with the Department of Health and Social Care on ways to integrate volunteer responders into Kent Police's mental health support.

5. The Commissioner affirmed that he had met with the NSPCC, Department of Health and Social Care, Home Office and NHS England to discuss rejuvenating the Mental Health Crisis Care Concordat nationally. He also asserted that he participated on 25 June 2020 in a virtual panel meeting involving the Chair of the Medway Youth Council, South Kent Mind and Dads Unlimited which is publicly available via the Kent Police and Crime Commissioner's YouTube Channel.

6. The Chair asked the Commissioner whether any information relating to the effectiveness of the Safe Havens in reducing the demand on Kent Police existed. The Commissioner confirmed that no information currently existed due to the service's age, though endeavoured to update the Panel following his receipt of this information.

RESOLVED that the content of the update be noted.

### **355. Officer Recruitment - verbal update**

*(Item B4)*

1. The Commissioner began by thanking the Panel for its continued support of Kent Police's recruitment initiatives, confirming that:

- The recruitment of Officers had continued, with shortlisting, briefings and interviews being conducted virtually.
- Kent Police were an early adopter of the College of Policing's Online Assessment Centre.
- Q&A sessions as well as School, University and Military recruitment days had taken place online.
- Social media engagement with recruitment materials had remained strong.

2. The Commissioner confirmed that Officer recruitment will meet the Home Office's requested uplift by October 2020, this will be ahead of the 31 March 2021 deadline. He continued by highlighting that the ratio of Officers joining Kent Police from a Black, Asian and Minority Ethnic (BAME) background had increased as had the number of women, both as new recruits and through the Detective Investigate First Scheme. He confirmed that there are three further Officer intakes planned in 2020/21, October, January, March, though budgetary restrictions will prevent recruitment at full capacity.

3. Members asked a range of questions in relation to Officer Recruitment. Key issues raised by the Panel and responded to by the Commissioner included the following:

- How the Commissioner is holding the Chief Constable to account regarding the support of Black communities and the recruitment of Officers from within these communities? The Commissioner affirmed that recent successful engagement had come from the involvement of the Positive Action Team in collaboration with Recruitment Officers, though maintained that more will be done to address what was a national problem and that the Chief Constable will be held to account through Performance and Delivery Boards.
- The current levels of Officer retention and turnover. The Commissioner confirmed that in the 2019/20 financial year 5% of recruits left Kent Police. Stating further that Officer sickness rates during Lockdown were between 2 and 3%, far lower than the anticipated level of 10%, equally retention was strong as many Officers delayed retirement during the same period.
- The primary reasons Officers leave Kent Police. The Commissioner asserted that retirement remained the greatest factor in Officers leaving Kent Police, finances, working hours and medical retirements were common but lesser factors in Officer retention.

RESOLVED that the content of the update be noted.

### **356. Independent Co-optee arrangements**

*(Item D1)*

*Mrs Bolton and Mr Sandher left the meeting for the duration of this Item.*

1. The Chair introduced the Item outlining the intention to reappoint Mrs Bolton and Mr Sandher as Independent Co-optee Members of the Panel for a further year, to reflect the Commissioner's term, following the extension of the Police and Crime Commissioner's term for a single year as a result of the Coronavirus Act 2020 as enacted on 25 March 2020.

2. Members requested clarification on whether the extension would affect future Independent Member term lengths following the Police and Crime Commissioner's election. The Clerk confirmed that pending confirmation on the regulation of the Police and Crime Commissioner election cycle, it will be the intention that Independent Member terms align with the Police and Crime Commissioner's term.

RESOLVED that the Panel agreed:

- a) To extend the term of appointment of the current Independent Members until November 2021, noting that prior to this date an open application process, will be held;
- b) amend the Panel's Terms of Reference accordingly as set out above; and
- c) delegate to Panel Officers, in consultation with the Panel Chair, authority to make decisions and take other actions as necessary to facilitate the required recruitment process in 2020 and on occasions as may arise; including but not limited to, the development of recruitment packs, eligibility criteria and the establishment of the necessary appointments sub-committee.
- d) To consider the future term length of Independent Members following confirmation of the regulation of Police and Crime Commissioner electoral terms.

### **357. Future work programme**

*(Item D2)*



*Mrs Bolton and Mr Sandher returned to the meeting.*

1. The Panel agreed that the Commissioner provide a report concerning Kent Police's response to the Covid-19 pandemic and their involvement with the Kent Resilience Forum to the 8 December 2020 Kent and Medway Police and Crime Panel meeting.

2. The Clerk notified the Panel that the work programme for the February meeting of the Panel contains the statutory requirements relating to the Safer in Kent Plan, Budget proposal and Annual Panel Report.

RESOLVED that the work programme be noted.

### **358. Questions to the Commissioner**

*(Item )*

Question 1:

*Can the Commissioner please advise the Panel whether, as part of holding to the Chief Constable to Account for delivering the 'fight crime and anti-social behaviour' Policing Priority, he is satisfied that Kent Police have put appropriate systems in place to make best use of CCTV and other video evidence provided by third parties (including Local Authority CCTV) to support investigations and prosecutions?*

*(Richard Palmer – Swale Borough Council)*

1. The Commissioner stated that Kent Police did not have sufficient systems in place to make the best use of CCTV and third-party video evidence, though confirmed that Kent Police in collaboration with the other forces of the Seven Force Strategic Collaboration Programme are procuring a CCTV and personal video sharing system, to be used by members of the public to share footage with Kent Police, the pilot for this project will run until March 2021.

Question 2:

*How is the PCC actively working with Mental Health and Domestic Abuse agencies in preparation for the expected increase in MH/DA referrals especially in children and young people when they return to school and will you make some funds available for CSPs should there be a noticeable rise in the area?*

*(Jenny Hollingsbee – Folkestone and Hythe District Council)*

1. The Commissioner confirmed that Kent Police have been cooperating with a range of sexual violence and domestic abuse charities throughout Lockdown as set out in his report on Covid-19 Emergency Funding, confirming that he will lobby the Ministry of Justice to extend funding for these services beyond 31 October 2020. Regarding mental health the Commissioner cited Safe Havens as a key resource in tackling future increases in mental health service demand. He further cited Operation Encompass as an important engagement platform for children, with its campaigns to raise awareness and provide advice to schools regarding domestic abuse.

Question 3:

*The ASB statistics reported by Kent Police show a rise however it is clear that some of this has been Covid-19 related. Will the PCC commit to looking at the data and categories of recording to ensure that not only are all data accurate but they also meet the test for both quality and qualitative as well as quantity and quantitative?  
(Shane Mochrie-Cox – Gravesham Borough Council)*

1. The Commissioner confirmed that there are national crime recording standards which rate the consistency in the recording of crime data, the national standard for incident recording sets out when an incident should be recorded by the Police. During Covid-19 additional guidance had been provided by the Home Office to ensure that anti-social behaviour incidents were recorded correctly, forces were required to return data on a weekly basis. Further to this the Commissioner confirmed that 9% of anti-social behaviour had been tagged as Covid-19 related in March 2020, with rates reaching 55% in April, 48% in May, 16% in June and 6% in July.

**From:** Matthew Scott, Kent Police and Crime Commissioner  
**To:** Kent and Medway Police and Crime Panel  
**Subject:** Police officer recruitment update  
**Date:** 8 December 2020



**Introduction:**

1. This report provides an update on the number of officers recruited to date, and also on progress towards the March 2021 uplifted establishment figure.
2. The Commissioner is grateful to Kent Police for its assistance with this paper.

**New officers:**

3. The Force is currently working towards an uplifted establishment of 3,847.5 FTE by 31 March 2021. This compares with 3,787 officers in March 2010 and 3,181 in 2016 when the PCC came into office.
4. To achieve the uplift and replace those who leave through natural attrition, the Force has the capacity to train a total of 449 new officers in 2020/21. Whilst this exceeds the number required to achieve the establishment uplift, the actual intakes are being adjusted to align to budgetary requirements.
5. Despite Covid-19, the officer recruitment process has continued with applications being shortlisted, eligibility checks completed and briefings all conducted virtually. Senior interviews have also continued to take place virtually and the Force was an early adopter of the College of Policing online assessment centre.
6. The more 'traditional methods of outreach' were quickly adapted to virtual platforms. Activity has included university and school's recruitment days, online, virtual Q&A sessions and work with the armed forces (e.g. career transition partnership events).
7. The Force also continues to capitalise on its ability to attract quality candidates through its workforce. The 'Force recruitment ambassador programme' was launched earlier in the year and has grown considerably with over 100 members of the workforce, trained and equipped with the knowledge and expertise to support recruitment locally, attend events and promote the Force.
8. As at 31 October 2020 the officer strength was 3815.99 FTE (31.51 under establishment); based on current projections the Force is on track to achieve the uplift by 31 March 2021.
9. In the period 1 April to 31 October 2020, a total of 204 officers joined the Force (all entry routes), of which 15 were BAME (7.35%). Below is a breakdown by entry route:
  - New recruits: 154, of which 9 were BAME (5.84%)
  - New recruits (Investigate First scheme): 35, of which 5 were BAME (14.29%)
  - Other entry routes (e.g. transfers in, re-joiners): 15, of which 1 was BAME (6.67%).
10. The most recent intake of 40 joined on the 26 October 2020, of which 5 were BAME (12.50%):
  - New recruits: 20, of which 2 were BAME (10%)
  - New recruits (Investigate First scheme): 20, of which 3 were BAME (15%)
11. All officers who join the Force commence their training with 22 weeks at the Kent Police College, prior to graduating to a Divisional Local Policing Team role where they continue to be tutored for a further 26 weeks. Officers remain deployed within Local Policing roles until completion of their 2-year probation period.
12. Those who join through the Investigate First scheme commence their training as per above, but after a year move into a detective role. Officers who transfer from another force can be posted anywhere within Kent Police depending on their experience / skills and the vacancies available at the time.

13. To maximise opportunities to enhance workforce diversity at senior ranks the Positive Action Team has piloted a new initiative to attract external level transfers seeking promotion opportunities:
- A Positive Action virtual careers event was promoted through diversity networks
  - The hour-long virtual event was opened by the Chief Constable who showcased the Force
  - Attendees were given the opportunity to speak to recent senior transferees
14. The Positive Action Team are developing a similar event that will aim to attract diversity into the PC and Sgt ranks through open transfer opportunities.
15. At recent Superintendent and Chief Inspector promotion boards, the Force has had more qualified candidates than vacancies. Anecdotally, it would seem the Force's reputation is also attracting high calibre candidates from other forces; in the Chief Inspector process for example, 2 BAME officers were appointed who came from Greater Manchester Police and the Metropolitan Police Service.
16. Latest application data shows there has been a significant increase in the proportion of BAME and female applications. The table below shows the latest position for the calendar year to date, last 8 weeks, last 4 weeks and latest week:

Week commencing	Total applications	BAME H/count	BAME %	Female H/count	Female %
06/01/20 to 02/11/20	2534	200	7.89%	824	32.52%
14/09/20 to 02/11/20 (last 8 weeks)	644	58	9.01%	224	34.78%
12/10/20 to 02/11/20 (last 4 weeks)	430	46	10.70%	165	38.37%
<b>02/11/20 (latest week)</b>	<b>216</b>	<b>26</b>	<b>12.04%</b>	<b>101</b>	<b>46.76%</b>

17. The latest week data shows there was a total of 216 applications, the highest number of weekly applications since recording began in 2017 (59 regular recruitment and 157 for the Investigate First scheme). Approximately 1 in every 8 will successfully pass the recruitment process and join the Force.
18. Whilst now returning to normal levels, it should be noted that attrition reduced significantly due the impact of Covid-19; the Force originally projected that 25 officers a month would leave, however for the period April to October 2020 this reduced to an average of 18 a month.
19. April to October 2020, a total of 126 officers left (turnover rate of 3.28%); this was significantly lower compared to the same period last year where 179 officers left (turnover rate of 4.93%).
20. There are two further new officer intakes planned for the remainder of the financial year (18 January 2021 and 29 March 2021). Subject to attrition levels and budgetary requirements, it has been agreed that the January intake will be set at 50 officers and March up to 80 officers enabling the Force to exceed the 31 March 2021 establishment figure.
21. The Force has continued to recognise the importance of celebrating the officers' achievements by hosting passing-out-parades for them and their families, whilst maintaining their safety through the adoption of Covid secure control measures.
22. Please find below the diversity profile for police officers within the Force:

Diversity Category	Summary – 31 October 2020	Position as at 31/10/20	Position as at 30/03/20	Variance
Gender	31.91% (1237) female, 68.09% male	31.91%	31.31%	0.60%
Gender (self-declared)	0.05% (2) declared as transgender	0.05%	0.03%	0.02%
Religion	25.15% (975) declared a religion	25.15%	25.05%	0.11%
Ethnicity	3.64% (141) declared as BAME	3.64%	3.42%	0.22%
Sexuality	3.43% (133) declared as bisexual/gay/lesbian	3.43%	3.40%	0.03%
Disability	5.21% (202) declared as disabled	5.21%	4.98%	0.23%
Nationality	1.01% (39) declared not British	1.01%	1.61%	-0.60%
Marital Status	37.56% (1456) married or in civil partnership	37.56%	38.19%	-0.63%
Age Grouping	18-24: 12.13% 25-39: 48.43% 40-54: 37.46% 55+: 1.99%			

There may be under-reporting in relation to some categories as the information is self-declared and can be updated at any time

23. It should be highlighted that 141 officers (3.64%) self-declaring as BAME represents the highest proportion in the last 11 years.

**Holding to account:**

24. One of the principle ways the Commissioner holds the Chief Constable to account is through the quarterly Performance and Delivery Board.

25. Open to Panel Members and the public, on a non-participating basis, the meeting is chaired by the Commissioner and papers are submitted by the Force in advance and published [here](#). The Chief Constable is required to attend the meeting in order to present and discuss the papers, and answer questions about delivery of the [Safer in Kent](#) Plan and policing generally in the county. In particular, through the ‘People’ paper, the Force provides a comprehensive update on officer recruitment; this includes the number of officers recruited, a breakdown by entry routes and overview of recruitment activity to date.<sup>1</sup>

26. The Commissioner has, and will continue to also hold the Chief Constable to account via their regular 1:1 briefings which allow discussion of a wide variety of subjects.<sup>2</sup>

**Recommendation:**

27. The Kent and Medway Police and Crime Panel is asked to note this report.

<sup>1</sup> Due to Covid-19 the meetings are currently being held virtually and instead of papers the Chief Constable provides a verbal briefing. Unfortunately, due to technological constraints the public were unable to view the June and September meetings, but the Meeting Notes are available on the PCC’s website (as per normal).

<sup>2</sup> Due to Covid-19, currently being held virtually.



**From:** Matthew Scott, Kent Police and Crime Commissioner  
**To:** Kent and Medway Police and Crime Panel  
**Subject:** Police response to Covid-19  
**Date:** 8 December 2020



### **Introduction:**

1. Due to the unprecedented nature of Covid-19, this has been a particularly difficult and challenging year. Public services though have had to adapt at pace in order to not only protect their workforce, but to continue delivering critical services that support and protect local communities.
2. This paper provides an overview of how Covid-19 has been policed in the county and some of the ways in which it has impacted Kent Police in terms of demand.
3. The Commissioner is grateful to Kent Police for its assistance with this paper.

### **Covid-19 policing:**

4. The Force's approach has been to 'police through' the pandemic and not to 'police the pandemic'. In light of the changing circumstances and associated government policy, it has taken a pragmatic approach to enforcing the legislation and maintained the expectation on officers and staff to:
  - put victims and witnesses at the heart of everything;
  - provide a quality service; and
  - 'do the right thing'.
5. The focus has remained on maintaining a visible presence and delivering core policing services that prevent crime and protect local communities. The message to communities has been to follow national advice.
6. Like all forces, Kent Police has adopted the College of Policing's four phase approach to engagement – otherwise known as the four 'E's. Officers and staff will continue to maintain this approach.
7. The four 'E's are based on evidence that people are more likely to comply after a police encounter if they feel they have been treated fairly, have received an explanation, and have been given the opportunity to give their view. The 'E's are:
  1. Engage – officers speak to people and try to establish their awareness and understanding of the situation. They may ask people about their circumstances if they are out in public. Officers give people the opportunity to express their views. They listen and take people's responses into account.
  2. Explain – officers try to educate people about any personal risks they are taking, they will explain the social distancing regulations and highlight the responsibilities all share. Officers treat people with dignity and respect. They highlight their trustworthy motives by explaining wider social factors, such as the risks to public health and the NHS by not sticking to the rules.
  3. Encourage – officers may need to guide individuals, suggesting they return home. Officers can encourage people to act reasonably, emphasising that staying alert and safe (social distancing) saves lives. They demonstrate consistency in their approach and are willing to explain why they are requesting a certain course of action.  
 If an officer has been explicit in their request for someone to take action, has explained the risk and encouraged them to be reasonable to save lives and they refuse, then it may become necessary to:
    4. Enforce – officers may, as a last resort, remove a person to the place where they live, using reasonable force only if it is a necessary and proportionate means of ensuring compliance. They may also fine individual(s) for breaching the Regulations.
8. Fixed Penalty Notices (FPNs) are a form of out of court criminal justice outcome that offers those accused of breaching the Regulations the chance to avoid criminal proceedings by paying a fine. Those issued with FPNs under the Regulations have 28 days to pay the fine otherwise court proceedings may follow.

9. Recognising that some may still be in the system, from 27 March to 19 October, the Force issued 127-130 Fixed Penalty Notices, equivalent to 7 per 100,000 population.
10. As a result of the lockdowns, there has been less people on the roads and therefore a natural reduction in emergency calls. As a result, the Roads Policing Unit (RPU) has deployed with different tactics and provided additional capacity to help manage other demand, seeing a 40% increase in call attendance and 76% increase in arrests. The Unit also supported the National Police Chiefs Council speed campaign where Kent came 2<sup>nd</sup> in terms of people dealt with for speeding and not wearing a seatbelt (450 offences).
11. Despite the risks associated with Covid-19, a small minority of people have continued to assault emergency workers. From March to 13 September, 346 offences of spitting and coughing were recorded against all emergency workers; of which 260 were against police officers and staff. The Force always deals with such incidents robustly, with offenders being arrested, charged and remanded into custody.
12. In terms of monitoring performance and service delivery, a report is produced which forms part of the Deputy Chief Constable's Weekly Performance Report, as well as a separate Covid-19 Weekly Summary Report which is distributed to key people in the Force, including the Community Impact Cell and Op Iowa (the Force's Covid-19 command structure). Returns are also required to be sent by the Force on a weekly basis to the Home Office for national comparison.
13. The key problem solving measures implemented most frequently in Community Safety Units include implementing the 4 E's approach, high visibility patrolling in risk areas and the issuing of Covid-19 fines as part of the enforcement. Other tactics such as Section 34 Dispersal Orders, offender intervention programmes and engagement such as Community Street Surgeries have also been used where required.
14. In addition to managing operational demands, the Force has introduced a flexible approach to working and endeavoured to protect all officers and staff from infection. This has required the provision of appropriate personal protective equipment; rapid deployment of hardware and development of products to support remote working; temporary revisions to numerous policies and protocols; completion of Covid-19 risk assessments for teams as well as work activities; and physical changes to working environments across the county. Whilst the exact costs of Covid-19 are still to be determined, the Force expects the net cost to be circa £1.7m – although it is anticipated that much of this will be reimbursed.
15. Importantly, the flexible approach to working has had a positive impact on absences with the Force averaging 2.5-3.0% compared to 5.5% nationally. For a force of equal size to Kent, this equates to having 260 more officers on the ground on a daily basis.
16. The Force has, and continues to also work closely with partners to keep the county safe, provide reassurance, and protect the most vulnerable in local communities – as per the examples below.

#### Changes in Youth Justice

17. Due to the government and public health guidelines on lockdown and social distancing and the risks involved with young people attending police stations, a review of the Youth Caution clinics was completed.
18. The clinics are now being completed virtually, ensuring that all appropriate adults and details of the offence and cautions are explained in full and clearly understood. This has avoided unnecessary delays to both the young person and victim. This has received some very positive feedback from officers and young people and their families involved.
19. The Force is looking to continue the virtual process on MS Teams in the medium term. Equally for those subject of Youth Justice Panel decision making, over 150 cases so far have been discussed at a virtual panel which is held weekly and has enabled more engagement from partners owing to the cessation of travel required for attendance.



### Community Safety

20. District and Central Community Safety Units have continued to work in partnership throughout the pandemic. A full Community Impact Cell has been in place from the outset to ensure the Force is capturing community concerns and tensions, directing resources and working in partnership to address emerging threats, breaches or risks.
21. Licensing has been key to this and the Force response in respect of close working partnerships with both local authorities and trading standards to manage the high demand ensuring the right agency is in place to enforce, educate and utilise the legislation as it develops. The sharing of intelligence and communication have been key.
22. The Kent Community Safety Partnership and Kent Resilience Forum collaborated this year to deliver an online seminar to replace the annual community safety conference. The theme of the conference was resilience and there were inputs from academics and leading professionals in a number of areas such as mental health and suicide. The event also looked at the work the Partnerships Cell established to support vulnerable communities including links to the Kent Resilience Forum.
23. The Force has sat on a number of cells set up to support the partnership response to the pandemic, including the Recovery Co-ordination Group and Vulnerable Communities Cell. The Kent Community Safety Partnership has produced monthly bulletins to ensure good work and best practice is highlighted.
24. Mental health police and partners have continued to work in partnership to ensure a consistent service is delivered throughout the pandemic. Where some face-to-face services have been lost (e.g. Safe Havens), some community cover has been enhanced with 24 hour provision. A Section 136 improvement group has been established which has met regularly throughout the pandemic, where challenges and improvements are discussed in a partnership forum. Different technology and working methods have been invested in to allow criminal investigations to continue in mental health establishments.
25. The first Problem Solving Task Force has now been launched on the East which is made up of PCSOs as part of the precept uplift. The team are dedicated to problem solving in communities where issues have become entrenched and this has led to empowering communities to take ownership as part of a long-term sustainable solution.

### Safeguarding and Domestic Abuse

26. Kent Police has continued to work with partners through the pandemic, particularly to identify any hidden harm exacerbated by lockdown and Covid-19 restrictions. With partners from social care, health, education and beyond, the Force continues to consider those families and potential victims who were previously known due to domestic abuse or safeguarding concerns.
27. To date the Force has ensured that there has been appropriate contact with a number of vulnerable individuals across the county to ensure their continued safety, whilst being mindful of the wider impact of the pandemic such as child neglect and poverty.
28. In keeping with the priority to protect the public from harm and ensure an effective response to those who are most vulnerable in our communities, the Force has continued to consider innovative ways of reaching victims. It remains of paramount importance that victims of domestic abuse understand how they can access advice, support and assistance. During the first national lockdown, Kent Police collaborated with partners and local authorities to consider a variety of platforms to share this message. This included social media platforms, communication displayed in doctors' surgeries, pharmacy bags printed with messages and bespoke graphics displayed on refuse collection vehicles.
29. The second national lockdown has different restrictions from the first. Schools have remained open and the public have the opportunity to travel to work, providing professionals the additional natural surveillance of some of the most vulnerable in our communities. The Force has remained vigilant to the immediate risk of harm but has also focused on the deeper meaning of Hidden Harm by being more aware of the voice of

the vulnerable adult and the voice of the child, considering the impact of Adverse Childhood Experiences and the signs of potential exploitation.

## **Demand and performance:**

### Recorded crime

30. In April 2019 it became clear that the Force required a new approach to improve Effectiveness as measured by HMICFRS. Therefore, a systematic review of the 'requirement' was undertaken and six pillars of activity identified:

- 1) Investigations
- 2) Catching Criminals
- 3) Preventing Crime and anti-social behaviour
- 4) Protecting Vulnerable People
- 5) Tackling Serious Organised Crime
- 6) Specialist Capabilities

31. At the commencement of the programme, the six Tactical Delivery Plans started with a total of 344 actions and they have now all been discharged. This is outstanding progress and has led to significant improvement in Force performance across a range of outcomes and the improvements are being sustained. The plans have led to significant changes, for example to crime policy, the development of a new Victims and Witnesses Strategy and has created consistency across the Force in terms of its approach to criminal investigation.

32. The following performance improvements have been made in the last 12 months; however it must be noted that this includes the Covid-19 lockdown period where a number of offence types saw a substantial fall in volumes. All data is based on the 12 months to October 2020 compared to the previous 12 months:

- All crime decreased by 7.0% (13,431 less offences)
- Victim based crime decreased by 8.3% (13,711 less offences)
- Sexual Offences decreased by 11% (735 less offences)
- Robbery decreased by 23.7% (468 less offences)
- Burglary (residential and commercial) decreased by 28.3% (3,269 less offences)
- Vehicle Crime decreased by 23.3% (2,721 less offences)
- Theft and Handling offences decreased by 18.9% (6,244 less offences)

33. Improvements were also seen in crimes against the public; these are generally offences where the victim is classed as the public and they are typically discovered by police following stop searches and planned operations:

- Drug offences increased by 31.8% (1,076 more offences)
- Possession of weapon offences increased by 2.1% (32 more offences)

### Outcomes

34. Compared to last year, the Force has made more arrests during the pandemic and as a result reports with a positive disposal have also improved.

35. Whilst offences may have fallen, the Force has seen a higher number of solved outcomes being administered to suspects, with substantial improvements in the 12 months to October 2020 compared to the previous 12 months:

- 12,824 charges, up 33.1% (3,188 more charges); charge rate has increased from 5.0% to 7.2%
- Solved rate has increased by 3.2 percentage points from 7.5% to 10.7% (4,734 more solved outcomes)
- 2,564 cautions, up 16.7% (366 more cautions)
- 2,393 Community Resolutions, up 57.6% (875 more Community Resolutions)

### Anti-social behaviour (ASB)

36. Covid-19 related ASB has been closely tracked since the start of March by using data extracted from the incident recording system and use of a specific call-type and incident tag. The Force determine the fluctuations of various ASB call types and understands what volume and percentage of each are Covid-19 related.

37. Figures from the first Lockdown:

Month	All ASB	COVID Tagged	% COVID related
March	2962	270	9.1%
April	7069	3954	55.9%
May	7161	3466	48.4%
June	4937	815	16.5%
July	4805	320	6.7%

38. More recent figures:

Month	All ASB	COVID Tagged	% COVID related
August	4898	238	4.9%
September	3744	485	13.0%
October	3728	498	13.4%

39. Between April and August the Force recorded some of the highest volumes of ASB seen in 7 years with the following categories accounting for a significant proportion, and potentially all Covid-19 related:

- rowdy or nuisance gathering in public place
- neighbour disputes
- motor vehicle nuisance on roads
- noisy parties, organised events and raves

#### Force Control Room (FCR)

40. Whilst calls reduced, much of the demand moved into the digital space as the public were encouraged to report potential Covid-19 breaches online. The following data is for the period April to August:

- 999 calls: circa 140,000 (11,000 fewer than last year)
- 101 calls: circa 130,000 (40,000 fewer than last year)
- Live Chats: circa 25,000 (179% increase, or 16,000 more than last year)
- Online reporting: circa 13,500 (45% increase, or 4,500 more than last year)

41. Further to the investment in channel shift, the FCR has a robust triage service and is able to break-down any breach reporting to 19 different types; this information is reported on a daily basis. Should a breakdown be required by partners, this can also be provided under current data sharing protocols.

42. Throughout the changes in government policy regarding social distancing and the use of face masks, there was an increase in the public reporting breaches. The FCR proactively engaged with the national Single Online Home team (providers of Kent Police website platform) to ensure a product was available online to allow the public to report breaches rapidly, efficiently and accurately, providing an effective service to the public whilst allowing the FCR to manage its demand efficiently.

43. At the start of the pandemic the FCR initially moved to 4 sites; it remains split across several sites and the Investigation Management Unit split more widely across the county. The following measures are in place to ensure a Covid secure working environment:

- Covid-19 risk assessments have enabled a lot of staff who were higher risk due to pre-existing health conditions and therefore were initially working from home, to return to the workplace in their contracted role, in a Covid secure environment.
- The introduction of a one-way system in and out of the FCR has enhanced the Covid secure environment and the safety of staff when at work.
- FCR staff sit at every other desk to maintain clear social distancing

- Screening has been put in place around the reception area
- Face masks are utilised where social distancing cannot be achieved.

### Mental Health

44. Kent Police's use of Section 136 of the Mental Health Act (1983) to detain individuals who appear to be suffering from a mental health crisis has stabilised since December 2019 and the Force has started to see a sustained reduction in the number of detentions compared to last year. The table below shows its usage:

Month	2018	2019	2020
January	117	152	146
February	101	148	155
March	152	155	138
April	147	161	113
May	141	205	160
June	146	149	150
July	159	200	189
August	166	194	165
September	146	196	157
October	156	200	
November	139	170	
December	127	136	

45. Covid-19 lockdown restrictions have clearly had an effect on these numbers, but the easing of lockdown has not had an impact on the number of people presenting in crisis that require detention.
46. Of note, whilst the Force is seeing a reduction in the number of Section 136 detentions, this is not the case for many other forces where demand has returned to pre Covid-19 levels. This calendar year is likely to be the first year Kent Police will see a reduction in Section 136 detentions since recording started in 2014.

### Holding to account:

47. One of the principle ways the Commissioner holds the Chief Constable to account is through the quarterly Performance and Delivery Board.
48. Open to Panel Members and the public, on a non-participating basis, the meeting is chaired by the Commissioner and papers are submitted by the Force in advance and published [here](#). The Chief Constable is required to attend the meeting in order to present and discuss the papers, as well as answer questions about delivery of the [Safer in Kent Plan](#) and policing generally in the county.<sup>1</sup>
49. The Commissioner has, and will continue to also hold the Chief Constable to account via their regular 1:1 briefings which allow discussion of a wide variety of subjects.<sup>2</sup>
50. Supplementing the above, the Chief Executive attends the Op Iowa Gold weekly meeting and the monthly Force Performance Management Committee where the Deputy Chief Constable challenges performance.<sup>2</sup>
51. In holding the Force to account the PCC also considers other feedback, such as reports from HMICFRS whose priority in 2020 has been to support policing and fire & rescue services as they continue to respond to the pandemic. As such, Kent was one of the forces selected for a Covid-19 inspection looking at:
- How well the police prepared for the pandemic?
  - How are they responding to it?
  - How are they learning, adapting and improving?

<sup>1</sup> Due to Covid-19 the meetings are currently being held virtually and instead of papers the Chief Constable provides a verbal briefing. Unfortunately, due to technological constraints the public were unable to view the June and September meetings, but the Meeting Notes are available on the PCC's website (as per normal).

<sup>2</sup> Due to Covid-19, currently being held virtually.

52. The fieldwork was conducted at the end of October, involving a paper feed, virtual focus groups and one-to-one virtual interviews; a national report is due to be published in early 2021.

**Recommendation:**

53. The Kent and Medway Police and Crime Panel is asked to note this report.

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**From:** Matthew Scott, Kent Police and Crime Commissioner  
**To:** Kent and Medway Police and Crime Panel  
**Subject:** Victim satisfaction update  
**Date:** 8 December 2020



### Introduction:

1. In the [Safer in Kent](#) Plan, one of the priorities the commissioner has set the Chief Constable is to 'Put victims first'.
2. This paper provides an update on Kent Police's victim satisfaction survey data and approach to delivering a quality service.
3. The Commissioner is grateful to Kent Police for its assistance with this paper.

### Victim satisfaction:

4. The Force currently conducts the following three satisfaction surveys:
  - Domestic abuse - this is the only mandatory national survey, but the question set can vary force-to-force as there is no specific template that must be followed. In addition to overall satisfaction, the survey focuses on four areas: first contact; action taken; being kept informed; and supported police prosecution.
  - Rape – this is an internal survey bespoke to Kent. In addition to overall satisfaction, the survey focuses on the following: attendance; being kept informed; treated with dignity and respect; and supported police prosecution.
  - Hate crime - this was established in 2011 and is completed via LIME Survey. In addition to overall satisfaction, the survey focuses on four areas: first contact; action taken; being kept informed; and treatment.
5. The domestic abuse and rape surveys are conducted over the telephone by staff within the Research Bureau; a small in-house team that have the experience and expertise to empathetically engage with victims.
6. Research Bureau staff are required to adhere to strict processes with regards to the selection of victims, with each survey having slightly different exclusion rules. Reasons for exclusion include:
  - Victims who have indicated that they are unwilling to be surveyed
  - Victims under the age of 16
  - Victims who are considered vulnerable (i.e. mental health problems)
7. An overview of the data in relation to each survey and brief summary of performance is provided below.
8. Domestic abuse victim satisfaction

<b>Domestic Abuse</b>	<b>Apr to Jun 19*</b>	<b>Jul to Sep 19</b>	<b>Oct to Dec 19</b>	<b>Jan to Mar 20</b>	<b>Apr to Jun 20**</b>	<b>Jul to Sep 20</b>
Total Surveys	0	85	158	168	13	119
Satisfied with first contact	u/a	58.8%	65.2%	64.3%	61.5%	63.9%
Satisfied with Action taken	u/a	76.5%	93.0%	92.3%	92.3%	91.6%
satisfied with being kept informed	u/a	69.4%	78.5%	78.0%	84.6%	83.2%
% Supported a Police prosecution	u/a	21.2%	24.7%	27.4%	46.2%	30.3%
<b>Overall Satisfaction</b>	<b>u/a</b>	<b>80.0%</b>	<b>88.0%</b>	<b>88.7%</b>	<b>92.3%</b>	<b>92.4%</b>

\* Surveys were not conducted between April and July 2019 due to resourcing issues

\*\* Surveys were not conducted between April and June 2020 due to an operational decision relating to Covid-19 lockdown

- **First contact** – 63.9% of victims were satisfied with first contact in the most recent quarter; this was in line with previous quarters.

- **Action taken** – 91.6% of victims were satisfied with action taken in the most recent quarter; this was the fourth consecutive quarter to see a satisfaction rate of over 90%.
- **Being kept informed** – in the most recent quarter 83.2% of victims were satisfied with being kept informed by officers; this was slightly below the previous quarter (-1.4%), but above earlier quarters which ranged between 69.4% and 78.0%.
- **Supported prosecution** – in the most recent quarter 30.3% of victims stated that they supported a police prosecution.
- **Overall Satisfaction** – 92.4% of victims were satisfied with the service received in the most recent quarter, the highest rate in the last five quarters and second consecutive quarter over 90%.

9. Rape victim satisfaction

Rape - Rape Survey data starts from April 2019.	Apr to Jun 19	Jul to Sep 19*	Oct to Dec 19	Jan to Mar 20**	Apr to Jun 20	Jul to Sep 20
Total Surveys	53	0	83	37	81	63
Satisfied with Attendance	73.6%	u/a	75.9%	73.0%	85.2%	79.4%
satisfied with being kept informed	69.8%	u/a	84.3%	89.2%	88.9%	84.1%
Felt staff treated with Dignity and Respect	94.3%	u/a	98.8%	100.0%	100.0%	95.2%
% supported Police prosecution	62.3%	u/a	67.5%	43.2%	58.0%	55.6%
<b>Overall satisfaction</b>	<b>90.6%</b>	<b>u/a</b>	<b>94.0%</b>	<b>91.9%</b>	<b>90.1%</b>	<b>90.5%</b>

\* Surveys were not conducted between July and September 2019

\*\* Surveys were not conducted in February 2020

- **Attendance** – in the most recent quarter, 79.4% of victims were satisfied with the time it took for an officer to attend; this was below the previous quarter, but above earlier quarters.
- **Being kept informed** – in the most recent quarter, 84.1% of victims were satisfied with being kept informed by officers; this was down on the previous three consecutive quarters.
- **Treated with dignity and respect** – 95.2% of victims felt they were treated with dignity and respect in the most recent quarter, this was down on the previous three consecutive quarters.
- **Supported prosecution** – in the most recent quarter, 55.6% of victims stated that they supported a police prosecution.
- **Overall satisfaction** – 90.5% of victims were satisfied with the overall service received in the most recent quarter, this was up on the previous quarter and consistent with earlier quarters at over 90%.

10. Hate crime victim satisfaction

Hate Crime	Oct to Dec 18	Jan to Mar 19*	Apr to Jun 19	Jul to Sep 19	Oct to Dec 19	Jan to Mar 20	Apr to Jun 20**	Jul to Sep 20
Total Surveys	131	0	142	187	159	78	192	124
Satisfied with first contact	55.7%	u/a	59.9%	58.8%	64.8%	60.3%	19.3%	62.9%
Satisfied with Action taken	74.8%	u/a	78.9%	75.4%	78.0%	87.2%	90.1%	79.8%
satisfied with being kept informed	65.6%	u/a	78.9%	71.1%	74.2%	83.3%	74.5%	74.2%
Satisfied with Treatment	88.5%	u/a	90.1%	86.1%	84.3%	91.0%	92.2%	91.1%
<b>Overall Satisfaction</b>	<b>76.3%</b>	<b>u/a</b>	<b>79.6%</b>	<b>79.1%</b>	<b>75.5%</b>	<b>84.6%</b>	<b>84.4%</b>	<b>79.8%</b>

\* Surveys were not conducted between January and March 2019

\*\* The 19.3% figure was due to an administrative issue where the result was not recorded on 120 surveys

- **First contact** – 62.9% of victims were satisfied with first contact in the most recent quarter; excluding the previous quarter due to data issues, this was an increase compared to four out of five earlier quarters.
- **Action taken** – 79.8% of victims were satisfied with action taken in the most recent quarter; this was down on the previous two quarters.



- **Kept informed** – in the most recent quarter 74.2% of victims were satisfied with being kept informed by officers; this was similar to the previous quarter and within the range of earlier quarters.
  - **Treatment** – 91.1% of victims were satisfied with the treatment received in the most recent quarter; this was the third consecutive quarter to see a satisfaction rate of over 90%.
  - **Overall Satisfaction** – 79.8% of victims were satisfied with the overall service received in the most recent quarter; this was down on the previous two quarters but in line with satisfaction levels in 2019.
11. It should be noted that where a victim answers ‘neither satisfied nor dissatisfied’ to a question it is not included in either. As a result, it may have an adverse effect on reported satisfaction levels as opposed to victims actually being dissatisfied with the service that they received. This is being reviewed by the Force.
  12. It is also important to highlight that due to Covid-19 the courts were suspended resulting in the backlog of cases increasing significantly and victims now having to wait longer for justice. Despite it being out of the Force’s hands, clearly this may affect a victim’s level of satisfaction and has also led to a 100% increase in the Witness Care Unit’s workload. In March 2020 there was an average of 55 cases per Witness Care Officer, but in September this had increased to 110 - a result of cases being unable to progress and maintaining regular contact with victims in order to keep them informed. As Chair of the Kent Criminal Justice Board, the PCC is pushing hard to ensure the backlog in Kent is taken seriously and continues to hold HM Courts to account in relation to case delays.
  13. Victim satisfaction data is regularly shared with both individual managers and at Force level board meetings. For example, the hate crime survey data is reviewed by supervisors and line managers to identify improvements in service delivery by their officers and staff; where something negative or positive is identified, with the agreement of the victim, it is fed back for training purposes. However, the Central Analytical Team is currently making changes to the analysis in order to better support the three Divisions in making interventions at relevant points to make improvements.
  14. The Force has no plans to change or expand on the current domestic abuse, rape and hate crime victim satisfaction surveys. There is an aspiration to conduct a burglary dwelling residential victim satisfaction survey when resources allow and the Research Bureau has conducted some surveys around Stalking and Harassment, but they have proved problematic with regards to the length of time each survey takes.

#### **Witness Care Unit (WCU):**

15. Based at Compass House, the WCU deals with all cases that have been charged and have a civilian witness involved or are Not Guilty Anticipated Plea. The WCU's contact with victims and witnesses begins once the defendant has been charged and given a court date and ends once the case has reached its conclusion.
16. All contact between the assigned Witness Care Officer (WCO) and the victims/witnesses is via the telephone, but confirmation letters/emails are also be sent.
17. The WCU deal with all case types; including more sensitive cases such as murder, rape, child abuse, serious sexual offences and offences against the person.
18. The main purpose of the WCO is to manage the expectations of victims and witnesses regarding the court process, updating them through the key stages of Criminal Justice process, and signposting and referring to appropriate support services where necessary. The WCO is bound by the guidelines of the Victims Code of Practice.
19. Contact is managed through a Needs Assessment. The Needs Assessment establishes any specific requirements that the person may have throughout the process and also keeps a log of all contact made.
20. The WCU makes appropriate referrals to victim support agencies, including the PCC commissioned Victim Support service. The WCU also updates key partners with information relevant to the trial; including the Witness Service and the CPS.

#### **Building confidence and delivering a quality service:**

21. Kent Police's Community Safety Units (CSUs) work in partnership with other agencies and are instrumental to engaging with communities and fostering good relations across Kent and Medway. Whilst there are no hard to reach communities, there are those that may require additional support and tailored methods to access Kent Police.
22. The Force employs Community Liaison Officers whose primary role is to engage with groups and individuals from all protected characteristics and communities, to build trust, confidence and identify gaps in service provision. They are key to identifying and managing community tensions and providing reassurance where appropriate. This is achieved through specialised community knowledge and use of local contacts to ensure that Kent Police take a measured and understanding approach to dealing with sensitive issues.
23. By gaining community feedback from diverse groups, the Force aims to implement measures that will ensure no group or individual receives a lesser service.
24. The Quality Policing Programme was launched by the Force in April 2019 to drive improvements in crime performance, investigations and case file quality, and levels of service to victims and witnesses. Six-pillars were identified that were underpinned by Tactical Delivery Plans to drive progress that went live in November 2019; these included relevant key elements of: investigations, catching criminals, and, preventing crime and anti-social behaviour (ASB).
25. The Force has now embarked upon transitioning to the development of 8 Strategic Improvement Plans with a focus under specific areas, including: Data Provision & Visualisation, Investigation, Domestic Abuse, Rape, Mental Health, Data Quality, Victims and Witnesses and Harm Reduction. The governance and drive around these plans will be through the Force Improvement Board, chaired by both Deputy Chief Constable and Deputy Chief Officer dependent upon the relevant section.
26. A significant amount of work has also been undertaken to design and implement a victim and witness strategy for the Force, which takes into account the new Victim Code 2020.
27. Whilst clearly Covid-19 has dominated 2020, the PCC's Annual Policing Survey that ran from June to December 2019 revealed that the top five issues that mattered most to residents were:
  - ASB
  - Burglary / Robbery
  - Serious violence, including gangs / weapon offences
  - Sexual offences, including rape
  - Child sexual exploitationBased on this, the Force is reassured that residents have the same view as it does around what should be a priority. The Control Strategy gives a clear direction around where to focus attention, with all of the issues listed covered within it except for ASB which is part of the Force's Mission, Vision, Values and Priorities.
28. CSUs have a real focus on ASB, with both Community Policing Teams and PCSOs committed to tackling issues by working with partners to problem solve. The establishment of a PCSO Taskforce which will be a national first and provide the ability to move a group of PCSO's around the county flexibly will also bolster the Force's commitment in this area.
29. The Force has invested in a vulnerability focussed model, and with the implementation of specific Rape Investigation Teams and Missing and Child Exploitation Teams there is appropriate resource dedicated to sexual and child sexual exploitation investigations from a proactive and reactive perspective.
30. The Chief Constable's Crime Squad, County Lines and Gangs Team and the multi-agency Violence Reduction Unit deal with the remaining crime types that were highlighted by residents in the Annual Policing Survey. These teams have proven to be highly impactful:
  - Crime Squad
    - arrested 450 people
    - proactively stopped 251 people
    - conducted 210 search warrants

- handled 654 prisoners
  - obtained nearly 1,500 charges
  - secured sentences equivalent to 650 years imprisonment
- County Lines and Gangs Team
    - 92 people charged with 155 offences
    - nearly £100,000 cash seized
    - 21 weapons seized
    - quantities of heroin, cocaine and cannabis seized
    - 75 arrests since June across the three Divisions

31. Victim based crime teams deal with volume crimes which may not be considered as serious as those being investigated by the high-harm teams under the Control Strategy. Importantly, this is supported at the point of crime recording by an effective desktop investigation team within the Investigation Management Unit which adds real value at the early stages of a crime investigation, including swiftly engaging with victims of crime.

32. As a result of precept funding the number of dedicated Town Centre officers has also increased to 54. The officers tackle ASB, work with the retail community and partners to reduce crime and disorder and provide reassurance to residents and visitors.

**Holding to account:**

33. One of the principle ways the Commissioner holds the Chief Constable to account is through the quarterly Performance and Delivery Board.

34. Open to Panel Members and the public, on a non-participating basis, the meeting is chaired by the Commissioner and papers are submitted by the Force in advance and published [here](#). The Chief Constable is required to attend the meeting in order to present and discuss the papers, and answer questions about delivery of the [Safer in Kent](#) Plan and policing generally in the county.<sup>1</sup>

35. The Commissioner has, and will continue to also hold the Chief Constable to account via their regular 1:1 briefings which allow discussion of a wide variety of subjects.<sup>2</sup>

36. Supplementing the above, the Chief Executive attends the quarterly Force Performance Management Committee where the Deputy Chief Constable rigorously challenges performance internally.<sup>2</sup>

37. Equally though, in relation to those organisations that receive funding from the Office of the Kent Police and Crime Commissioner (OPCC), there is an expectation that they provide a good service. As a result, they are required to comply with strict monitoring requirements, including the provision of relevant information.

38. For example:

- Victim Support service user feedback data (Qtr 1, 2020/21) was as follows:
  - 92% of victims would recommend the service to someone else impacted by crime
  - 90% of victims said the service helped them cope/recover more quickly from the impact of their crime
  - 91% of victims were highly satisfied or satisfied with the service
- Rubicon Cares - trauma counselling for anyone affected by crime. The service received 475 referrals in the period April to September; clients who completed the counselling reported the following:
  - 100% improvement in managing/reducing their symptoms (e.g. flashbacks, panic attacks)

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<sup>1</sup> Due to Covid-19 the meetings are currently being held virtually and instead of papers the Chief Constable provides a verbal briefing. Unfortunately, due to technological constraints the public were unable to view the June and September meetings, but the Meeting Notes are available on the PCC's website (as per normal).

<sup>2</sup> Due to Covid-19, currently being held virtually.

- 100% reduction in suicide ideation/planning/attempts
- 95% Improved day to day functioning
- 83% reduction in medication
- 86% increased involvement with local community
- 97% improved relationships/family dynamics
- 85% improved employment/educational opportunities

**Recommendation:**

39 The Kent and Medway Police and Crime Panel is asked to note this report.

**Police and Crime Panel Forward work programme (November 2020)****4 February 2021**

Safer in Kent Plan	Statutory requirement	PCC
Budget and Precept proposal 2021/22	Statutory requirement	PCC
Mental health – verbal update	Proposed by PCC	PCC
Panel Annual report	Requested by the Panel	Panel

**17 June 2021**

TBC – for discussion with Panel and OPCC.

Standard item at each meeting

Questions to the Commissioner

Items to note at each meeting

Commissioner's decisions

Performance and Delivery Board minutes (if available)

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# Draft Meeting Notes

**Title:** Performance and Delivery Board

**Date & time:** Wednesday 30 September 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 invited everyone to observe a moments silence in memory of police sergeant Matiu Ratana who died on 25 September whilst on duty at Croyden Custody Centre.

## 2. Notes of Previous Meeting

The notes from the meeting held on 3 June were noted as a true and accurate record.

## 3. Chief Constable's Overview

- In relation to the trust and confidence of communities and the core policing principle of 'the police are the public and the public are the police', the Chief Constable said the last time something caused a huge rift like Covid-19 was the miners strikes in 1983/84.
- Noting that some communities still disliked the police, he said if Covid-19 was policed incorrectly, there was a risk the public would take their frustration and anger out on British policing.
- Important policing continued to use the four E approach to maintain trust and confidence; onus also on individual's and collective communities to do everything possible to stop the virus spreading.
- From March to now, whilst some were still in the system, the Force had issued 127-130 Fixed Penalty Notices; the result of Enforcement or the fourth E.
- In relation to recent changes to the rules, the Chief Constable noted the main two to affect policing were 'Rule of 6' and 10pm closing of pubs.
- He advised that as some rules were clearer there may be an increase in Fixed Penalty Notices, with Enforcement focused on those consistently and repeatedly breaking the rules.
- Patrol policy reviewed and little change; due to Government funding, local policing response would be enhanced in the night-time economy resulting in greater visibility and resource to deal with Covid-19 breaches.
- 9,973 Covid-19 cases recorded in Kent and Medway, but figure fluctuated daily.
- Thanking the PCC for his support, the Chief Constable reported the Force had a flexible approach to working which was having a positive impact on absence rates - 2.5% compared to 5.5% nationally. For a force of equal size to Kent, this equated to having 260 more officers on the ground on a daily basis.
- 220 officers and staff tested for Covid-19, of which 21 were positive; none admitted to intensive care or hospital, and all in recovery or recovered and doing fine.
- Despite Covid-19, from March to 13 September 346 offences of spitting and coughing recorded against all emergency workers; of which 260 were police officers and staff. The Chief Constable said offenders were being arrested, charged, remanded into custody and Magistrates giving more appropriate sentences.
- Overview of performance:

- Calls for service about back to normal in September. In August, 999's were down 6% and 101's by 20% but now close to pre-March levels.
- Following recent investment, online reporting up 14% and Live Chat by 170%; the Force Control Room had been modified to deal with call handling, online reporting and Live Chat. Latter two now more important due to reporting of potential Covid-19 breaches.
- Victim based crime – rolling year up 1% compared to last year, but domestic abuse up significantly.
- The Chief Constable reported that Kent had been selected for a HMICFRS Covid-19 inspection at the end of October looking at how the Force managed vulnerability, investigations, reporting (requests for service), enforcement and wellbeing of officers and staff. He said it would involve a paper feed; virtual focus groups; one-to-one virtual interviews; and a visit - but only if Covid secure compliant. A 'hot' debrief would be held at the end of the inspection and a national report published.
- The PCC said HMICFRS selecting Kent was a reflection of the Force's strong performance, not just in normal circumstances but also during the lockdown. He also placed on record his thanks to all officers, staff and volunteers for everything they had done to help keep the county safe over the last 6 months.
- The PCC asked if the Force had good access to tests for people displaying symptoms. The Chief Constable confirmed this to be the case, adding the Force struck a good deal with local NHS partners at the outset and continued to obtain tests and receive results quickly.

#### 4. Performance Update

##### ICO Report 'Mobile phone data extraction by police forces in England & Wales'

- The Chief Constable explained there were 13 recommendations and he had recently received an update report. Advising that the Force was working on all the recommendations, he offered to provide information outside of the meeting and the PCC agreed.

##### **Action**

- **Force: provide an update on the ICO recommendations outside of the meeting.**

##### Victims and witnesses

- Throughout pandemic full service provision maintained by the Witness Care Unit (WCU) despite a 100% increase in caseload and no additional staff.
- March 2020, the WCU was managing 1800 cases - average of 55 cases per Witness Care Officer / beginning of September had increased to 3895 cases – 110 per officer; now stabilised.
- Testing showed every victim had received an initial contact from a Witness Care Officer; despite 100% increase in demand and same number of staff, all phone calls and voicemails answered and responded to.
- The Chief Constable said the WCU had continued to operate so effectively due to its culture, its outstanding leadership and the brilliance of its dedicated staff.
- The Chief Constable highlighted a complex Crown Court trial managed by the WCU involving testimony from two deaf victims, requiring interpreters and witness service volunteers. It required a live link room able to accommodate four people safely and laptops so the jury could see the victims. He said unique and complex logistical challenges were overcome, but most importantly the victims were able to access justice.
- Biggest challenge remained suspension of trials due to lockdown. The WCU was contacting victims and witnesses to update them and vulnerable victims were receiving more frequent interaction to ensure supported effectively.
- The PCC expressed concern that the conclusion of cases was effectively out of the Force's hands due to the court backlog. He asked about the impact and whether there were future challenges that needed to be raised.
- The Chief Constable stated the main reason for the increase was delays in cases going to court. The WCU was keeping people in the system and in the right space to support a prosecution in line with their wishes.
- As national and local lead on courts, DCC Blaker was pushing hard around getting remand hearings and therefore potential guilty pleas much earlier in the system so the victims' journey could end.
- Maidstone and Canterbury Crown Courts were now holding trials with Covid precautionary measures in place. Whilst open again, the backlog was large and would take considerable time to work through.
- The PCC advised that through the Kent Criminal Justice Board he and the Force would continue to push; he also said he hoped to raise at the highest level as the situation in Kent was not being taken seriously enough.
- The Chief Executive sought reassurance that the welfare of WCU staff was being looked after. DCO Drysdale said they were working remotely and that through personal experience he knew how much support they were receiving, but equally how busy they were. He advised the workload was manageable but probably not sustainable without some additional temporary or permanent resource.

##### Domestic abuse



- The Chief Constable explained that during lockdown the Force undertook analysis with partners and identified three categories of victim:
  - Those calling Kent Police for the first time – should receive a good service with officers attending.
  - Those who called prior to Covid-19 and were still able to during lockdown – should receive a good service with officers attending
  - Those who called regularly for a period prior to lockdown and then went silent – should receive a proactive discrete visit from officers or partners. Necessity to check on most vulnerable outweighed associated risks. Importantly, victims stated they were reassured by activity and the Chief Constable confirmed it would continue in the future.

#### Satisfaction levels

- Hate crime: overall satisfaction 81% for rolling year to June 2020 (2% increase on previous quarter). Looking to improve making contact (88%), action taken (83%), treatment (89%) and keeping people informed (70%) which was currently more important due to backlog and delays.
- Domestic abuse: December 2019 to February 2020, 86.5% satisfaction with overall service (small decrease of 0.9%). Areas of good performance identified as action taken (89%) and keeping people informed (80%), but initial contact at 62% needed to improve. Example of work to improve was creation of a 2-minute video that victims would be shown at initial contact – includes officers and staff from range of agencies talking about the journey through the criminal justice system. Both Deputies also looking at response times to domestic abuse incidents.
- Rape: April to June 2020, 90.1% of victims satisfied with overall treatment received.
- Referring to a recent national survey, the PCC highlighted that the findings for Kent showed 1 in 5 victims of rural crime did not report to the police. He asked what steps the Force was taking to build the confidence of rural communities, but equally all communities.
- The Chief Constable reported he had recently met with the NFU and The Countryside Alliance. He said they were reminded of the 4 methods for contacting Kent Police and reporting crime – 999, 101, online reporting and Live Chat - but they recognised their members needed to take personal responsibility; they were sharing on social media and telling each other, but not the police. He also highlighted that the dedicated Rural Taskforce had doubled in size due to precept funding and that criminal activity would always be prioritised over people leaving gates open in the countryside.

#### Demand and Outcomes

- Overall, non-Covid related demand was back to pre-Covid levels; however, overlay Covid ASB calls and the Force was incredibly busy, particularly moving into Christmas period and potential impact of EU exit.
- 999 calls: April to August, 140,000 (11,000 fewer than previous year).
- 101 calls: April to August, decrease of 40,000 from circa 170,000 previous year.
- Demand moved into digital space - for same period, received 25,000 Live Chats compared to 9,000 the previous year (179% increase). Online reporting also increased by 45%, from 9,000 to 13,500.
- Overall, during Covid period demand was down about 1% compared to pre Covid.
- The PCC asked if the Force could distinguish between ASB incidents that would be recorded under normal circumstances and those that were Covid specific and if the data was shared with partners. The Chief Constable confirmed both, adding that through the CSU's and Community Policing Teams the data was regularly shared.
- ASB: May to August 2020, circa 7,000 incidents per month and the highest volumes seen in 7 years. Whilst dropped in June and August, was still about 1,000 more incidents than last year.
  - 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.
  - Covid-19 related ASB incidents started to be tracked in March and overall account for about 25%; last week recorded 974 incidents (+175 on previous week), of which 24% had a Covid tag.
- Residential burglary: whilst increased slightly in June and August, averaging 405 burglaries per month compared to 620 last year.
- Business/Commercial burglary: 127 and 133 offences in June and August respectively; down 47% (630 offences) compared to last year.
- Supported through precept funding, new Crime Command consisted of:
  - Crime Squad – located across 3 Divisions and since creation in February 2019 had:
    - arrested 450 people;
    - proactively stopped 251 people;
    - conducted 210 search warrants;
    - handled 654 prisoners;
    - obtained nearly 1,500 charges; and
    - secured sentences equivalent to 650 years imprisonment.

- Example: knife point robbery in Gravesend; suspects travelled from London and stabbed victim multiple times to steal mobile phone. 7 of 8 offenders identified to date; 4 charged, remanded in custody and awaiting trial.
- County Lines & Gangs Team – continued to disrupt and dismantle criminal activity.
  - Example: County Lines drug dealers brutally tortured 2 victims, setting them alight, pouring boiling water on them and setting a vicious dog on them. 3 suspects arrested, including County Line head drug dealer and charged with false imprisonment, GBH with intent, Class A drugs supply, burglary dwelling and Dangerous Dog's offence. All remanded and County Line no longer exists.
  - Work monitored through County Lines Independent Police Advisory Group – acts as a critical friend, reviewing activity and ensuring transparency.
  - 71 County Lines affecting Kent – East 36, North 27 and West 8.
  - Notable activity:
    - 92 people charged with 155 offences;
    - nearly £100,000 cash seized;
    - 21 weapons seized;
    - quantities of heroin, cocaine and cannabis seized; and
    - 75 arrests since June across 3 Divisions.
- April to September headlines in relation to Force-wide operation focused on gangs:
  - 1,850 arrests;
  - nearly 2,000 stop searches;
  - 216 cash seizures;
  - 1,600 drug seizures;
  - 915 weapon seizures; and
  - circa £2m cash seized.
- Organised Crime Groups (OCGs): 29 operating in Kent - 2nd highest number in Eastern Region.
- The PCC said he believed the Force had made more arrests in lockdown, not less. He also sought confirmation that figures quoted for County Lines and OCGs were reductions from previous years. The Chief Constable confirmed both, adding that County Line activity was impacted by London with about 90% coming out of the capital and a third of all London lines coming into Kent.
- Having been in post for almost a year, the PCC asked how the Town Centre Officers were doing. Highlighting that as a result of precept funding the number of dedicated officers had increased to 54, the Chief Constable said the Force Inspectorate was undertaking a review that once finished would be shared with the PCC, but there was evidence to suggest they were doing an exceptional job.
- The PCC congratulated all the teams for their excellent work and said he would continue to share with pride the outstanding results they were achieving.

#### Roads policing

- The Chief Constable said there had been less people on the roads during lockdown and a natural reduction in emergency calls - therefore less demand on the Roads Policing Unit (RPU).
- RPU proactively deployed with different tactics, including use of camera vans and assisted with other demand, seeing a 40% increase in call attendance and 76% increase in arrests. Also supported the NPCC speed campaign where Kent came 2<sup>nd</sup> in terms of people dealt with for speeding and not wearing a seatbelt (450 offences).
- From March to August the Special Constabulary RPU provided 4,300 hours of policing – an average of 64 hours per officer per month. Responded to over 650 incidents, made 27 arrests mainly for drink or drug driving and dealt with people for excess speed and seat belt offences.
- The PCC thanked the Chief Constable for allowing him to go out with operational teams and in particular the RPU recently to witness their work during Project Edward week.

#### Impact of lockdown

- Absence rate of 2.5-3,0% and better than any other police force.
- Huge amount of innovation in way delivered business and being captured through the Zenith Programme.
- Due to importance of listening to officers and staff the Force had conducted two Force-wide surveys.
  - One in May which received 1,800 responses, including circa 900 from those working at home:
    - 83% said they were just as effective working from home as when in an office environment.
    - Overwhelmingly positive response to support received from the Force during pandemic.
    - PPE was of the highest standard and communication via line managers considered good.
  - Zenith survey on what the future looks like which closed end of August - nearly 1,900 responses:
    - 75% would like to be a home-based worker if the organisation thought it appropriate.
    - 78% preferred more flexibility between working at home and coming into office.
    - Highest demand was for operational zones to complement flexible working.

- Some officers and staff felt more disconnected than others; with 50 so far, Reconnection Hubs had allowed teams to come together and work in a Covid secure environment.
- Zenith Culture Board held fortnightly providing for two-way communication across organisation and plethora of workshops and focus groups held - 350 people participated so far.
- Elements identified which the Force would continue as wanted and known to work included:
  - County Lines and Gangs Team - doubled in size thanks to precept and Government uplift.
  - Schools Unit – progressing well but slowed due to Covid. About 70 staff consisting of constables, PCSO's and some volunteers. Expect every primary, secondary, pupil referral unit, college and university to be involved with unit in one way or another.
  - Crime Academy – developing at pace; the Chief Constable suggested it should be one of the themes for his weekly briefing with the PCC.
  - PCSO Taskforce – national first, providing ability for a group of PCSO's to be moved around flexibly to reassure communities and problem solve where needed. In total, would be 336 PCSOs in the county.

#### **Action**

- **OPCC: add Crime Academy as a theme for the PCC and Chief Constable weekly briefing.**

#### Brexit

- The Force expected the country to leave last December, so the team and all the preparations from 12 months ago had been re-energised. Aim was to achieve the best and most seamless exit possible.
- Traffic Management plan had been refreshed and due to be reviewed in October; unlikely to have changed – TAP, Brock and other contingencies would remain
- Not creating 'real border' in Kent requiring paperwork/passport to enter county as reported in media; by end of year though, hauliers would need compliant papers and policies (e.g. permits) to travel into Kent and onwards to Europe. The Chief Constable suggested it should be one of the themes for his weekly briefing with the PCC.
- The PCC asked about progress in mitigating against the potential loss of some police powers when the withdrawal agreement ended. The Chief Constable explained that the International Crime Coordination Centre (ICCC) situated in the NCA had primacy with regards to sharing of intelligence and crime. He said due to Kent's uniqueness, the Force had a dedicated member of staff from the European Liaison Unit sitting in the ICCC. In relation to the Schengen Agreement for sharing information, the Chief Constable stated it would in effect disappear, but Memorandum's of Understanding between British policing and European partners were being implemented; whilst a bit slower and clunkier until fully understood, he was reassured intelligence would still be shared. More locally, Kent Police had bi-lateral agreements with French counterparts which would remain in place.
- The Chief Constable said the Force was also still actively involved in civil contingency and public order planning. He added the Force was linked in and embedded with national groups and in the best place it could possibly be.
- Whilst not a policing responsibility directly, but impacting on Force resources, the PCC asked about migrants using small boats and landing on beaches. Recognising that other agencies had primacy, the PCC asked about the impact and how the Force was working with partners.
- The Chief Constable confirmed the PCC was correct on primacy and said that in September about 1,800 migrants crossed in small boats. He explained an ACC was leading on the issue and working closely with Home Office officials with regards to managing the situation.
- The Chief Constable said the Force was working with UK Border Force (UKBF) who had primacy with regards to intelligence led 'Red Days' when it was anticipated increased numbers of migrants would attempt the crossing. He reported that UKBF sometimes advised they didn't have capacity to deal with the numbers arriving, but the Force had taken the position that it would only deploy pre-planned resource when he was satisfied UKBF had used every available resource. He said this had resulted in less impact on the Force and now only required 1 Sgt and 6 PC's who worked Rest days paid for by UKBF. He advised that there had been 8 'Red Days' so far, with a number anticipated before Christmas; whilst they were not impacting on local policing resource, if they continued for a long time they would impact on officers taking their days off and that was being monitored carefully.
- Outside of 'Red Days' the Chief Constable said the Force had to respond as it would to any other incident.

#### **Action**

- **OPCC: add haulier requirements as a theme for the PCC and Chief Constable weekly briefing.**

## **5. People and Finance**

### People

- DCO Drysdale provided an update on recruitment and training: 1 April to August 2020, 157 new officers had joined via all entry routes, including 9 (5.73%) BAME.

- Most recent intake of 90 was on 17 August with 75 new recruits, plus 15 on Investigative First scheme. Of total, 6 were BAME and 40 female; of Investigative First officers, 11 were female and 2 BAME.
- He reported that the Force now had 138 (3.56%) BAME officers which was a marginal increase.
- Based on projections, 31 March 2021 uplifted establishment of 3,847 officers would be achieved by October 2020. Receiving 203 applications every month, with about 1 in every 8 making it through the recruitment process.
- Three more officer intakes planned, and with CC's approval would exceed March 2021 establishment figure.
- Monitoring leavers carefully as directly impacted on overall establishment and budget. During lockdown saw a slow-down in officers retiring at 30 years but now starting to return to normal levels. Whilst retaining officers could be positive, if slowed down would impact on recruitment numbers.
- Turnover: 82 officers left compared to 122 in the same period last year; 106 police staff compared to 129; and 17 PCSOs compared to 18.
- Supt and C/Insp promotion boards – getting more qualified candidates than vacancies; anecdotally the Force's reputation was attracting high level candidates from other forces as far afield as Manchester.
- C/Insp Board: appointed 2 BAME officers – 1 from Manchester and 1 from London.
- Absence: DCO Drysdale clarified that 2.5% was of the headcount (6,754); currently had 1 person ill with Covid (mild) and 3 suspected. Individuals self- isolating had increased to 26, but vast majority working.
- DCO Drysdale highlighted a third Force-wide survey which contained 4 questions and was developed to test whether the initial view of staff in relation to home working had changed:
  - 78% said they still felt valued by the organisation.
  - 88% said they still completely understood how they contributed to providing a first-class service.
  - 80% said they were still very inspired by the collective goals of the Force.
  - 93% said they still had a clear understanding of how they contributed to the Mission, Vision and Values.
- He said the Chief Constable would shortly receive two important Zenith papers: 1) Fixed and non-fixed sites - the 44 teams working across the organisation had been evaluated, with 21 identified as requiring a fixed site of some description, and 23 as requiring no site at all. Level of occupancy would therefore drop significantly. 2) Smarter working protocol – a collection of HR and finance policies to support the Force's future working arrangements.
- The PCC thanked and congratulated those teams who had done so much to support the changes required as a result of lockdown and helped to keep the organisation running effectively and efficiently.

#### Finance

- DCO Drysdale reported the Revenue Budget was £335.1m and that owing primarily to Covid related issues, there was a projected overspend of £5m.
- Investment forecast: projected underspend of £4.7m, generally due to contractors being unable to complete works identified in the Capital Programme and supplier issues.
- Working with PCC CFO to draft Medium Term Financial Plan, but currently many unknowns including the CSR, Funding Formula and precept; however, probably in a better place than thought previously.
- He said the costs of Covid-19 remained a concern but the Force was being diligent in trying to get reimbursements; however, timing and extent of any reimbursements uncertain. Current net cost was expected to be circa £1.7m.
- Going forwards, pressures were around officer uplift related costs, pay award funding, loss of council tax collection, liability for Emergency Services Network, the forensics market and any requirement around efficiency savings.
- The PCC agreed it was looking more positive and said he was cautiously optimistic as there was no doubt policing was one of the top three priorities for the Prime Minister and Chancellor. He added that it felt like there was a unified and positive discussion about policing at the very top of Government, something missing for 10 years. If Chief Constables and PCCs got most of what they had asked for, policing would be in a good position next year.
- Offering to support the Force financially, the PCC said he would always look at what further contributions could be made in order to try and avoid a too harsh savings plan if required.

The PCC thanked all present for a very productive and informative meeting, and all officers, staff and volunteers once again for their continuing efforts day-in and day-out in terms of Covid and regular business keeping the public safe.

#### **Overview of Actions**

Status	Owner	Due date
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Provide update on recommendations in ICO report 'Mobile phone data extraction by police forces in England & Wales' to PCC outside of meeting	Open	Force	09/12/2020
Add Crime Academy as a theme for the PCC and Chief Constable weekly briefing	Open	OPCC	09/12/2020
Add post Brexit haulier requirements as a theme for the PCC and Chief Constable weekly briefing	Open	OPCC	09/12/2020

**Date of next Performance and Delivery Board: 9 December 2020**

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