

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 2nd 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