

## 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 in the **Darent Room - Sessions House** on **Thursday, 19th July, 2018, at 2.00 pm** 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

*Tea/Coffee will be available 15 minutes before the start of the meeting in the meeting room*

#### Membership

Councillor Brad Bradford	Ashford Borough Council
Councillor Pat Todd	Canterbury City Council
Councillor Richard Wells	Dartford Borough Council
Councillor Michael John Holloway	Dover District Council
Councillor John Knight	Gravesham Borough Council
Mr Mike Hill (Chairman)	Kent County Council
Councillor Fay Gooch	Maidstone Borough Council
Councillor Josie Iles	Medway Council
Councillor Peter Fleming	Sevenoaks District Council
Councillor Malcolm Dearden	Folkestone and Hythe District Council
Councillor Alan Horton	Swale Borough Council
Councillor Lesley Game	Thanet District Council
Councillor Brian Luker	Tonbridge and Malling Borough Council
Councillor Sarah Hamilton	Tunbridge Wells Borough Council
Mr Nick Chard	Co-opted member
Dr Mike Eddy	Co-opted member
Councillor Habib Tejan	Co-opted member
Councillor John Burden	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/Webcast Announcement

2 Election of Chairman

3 Election of Vice-Chairman

4 Membership

To note that Cllr Lesley Game has replaced Cllr Trevor Shonk and that Cllr Sarah Hamilton has replaced Cllr Don Sloan as a member of this Panel.

5 Apologies and Substitutes

6 Declarations of Interests by Members in Items on the Agenda for this Meeting

7 Minutes of the Police and Crime Panel held on 25 April 2018 (Pages 5 - 10)

### **B - Statutory Requirements**

B1 PCC's Annual report 2017/18 (including financial information) (Pages 11 - 42)

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

C1 Update on PCC's expenditure to support the Police and Crime Plan (Pages 43 - 46)

C2 Mental Health - verbal update

C3 Police officer recruitment - verbal update

C4 Accountability - how the PCC holds the Chief Constable to account (Pages 47 - 54)

### **D - Commissioner's Decisions**

### **E - Panel Matters**

E1 Complaints against the PCC (Pages 55 - 56)

E2 Future work programme (Pages 57 - 58)

**F - Questions to the Commissioner**

F1

Questions from Panel Members

**G - For Information**

**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

**Wednesday, 11 July 2018**

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## KENT COUNTY COUNCIL

### KENT AND MEDWAY POLICE AND CRIME PANEL

MINUTES of a meeting of the Kent and Medway Police and Crime Panel held in the Council Chamber - Sessions House on Wednesday, 25 April 2018.

PRESENT: Mr P M Hill, OBE (Chairman), Mr Gurvinder Sandher (Vice-Chairman), Cllr B Bradford, Mr N J D Chard, Cllr M Dearden, Cllr MJ Holloway, Cllr A Horton, Cllr J Iles, Cllr J Knight, Cllr B Luker, Cllr P Todd, Cllr R Wells, Cllr H Tejan, Cllr J Burden, Mrs E Bolton and Cllr R Hogarth (Substitute) (Substitute for Cllr P Fleming)

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

IN ATTENDANCE: Mr M Campbell (Policy Officer) and Mrs A Taylor (Scrutiny Research Officer)

### UNRESTRICTED ITEMS

#### **261. Minutes of the Police and Crime Panel held on 8 February 2018**

*(Item 4)*

RESOLVED that the minutes of the meeting held on 8 February were an accurate record and that they be signed by the Chairman.

1. Members asked that an item on recruitment be brought to a future meeting of the Panel, earlier than in November as currently planned. The Commissioner agreed to update the Panel but pointed out that it would be necessary to ensure that enough information was available to make the updates valuable.
2. In response to a question the Commissioner confirmed that the judgement had been made on the case of Mr Bowler, although the Force had yet to receive the written judgment. There were elements found in Mr Bowler's favour and elements in favour of Kent Police, it was considered that lessons would be learned to ensure that no-one felt discriminated against in the work place. In answer to a Member's question the Commissioner advised that the response would be submitted to the Panel in due course.

#### **262. 999 and 101 service update**

*(Item B1)*

1. The Commissioner introduced his report and explained that although he had concerns about the service, particularly 101, he reassured Members that work was being done to improve the service. There had been a substantial increase in the number of 999 calls coming into Kent Police, which had a knock-on effect on the 101 service. The Commissioner confirmed that by definition 999 emergency calls were given priority over 101 non-emergency calls and there had been fluctuations in the number of 101 calls received. The calls were also more complex, time consuming and demanding. There had been no reduction in the

number of staff working in the Force Control Room, however there had been issues with vacancies; control room staff were often successful in securing other roles within the organisation. The service was also seeing an increasing number of mental health calls.

2. The Commissioner confirmed that he held the Chief Constable to account both at 1 to 1 meetings and his Performance and Delivery Board. Kent Police were also starting to see an increase in online reporting with 11% of crime reports being made online and 60% of road traffic collisions.
3. The Commissioner explained that with the support of the Panel, Kent Police were recruiting more people to work in the Force Control Room; not just filling vacancies, but an additional 40 members of staff specifically to answer phone calls and a further 20 in the Incident Management Unit.
4. A Panel Member asked whether consideration had been given to have a dedicated team to deal with 101 calls rather than within the general call system. The Commissioner explained that this, along with a number of other ideas to improve the process were currently being looked at by external consultants.
5. Members discussed the term 'abandoned' in relation to 999 calls (42,174 between April 17-March 18). 38% of 999 calls require an immediate response and 55% lead to an incident. The failsafe was if Kent Police were unable to answer a 999 call another force would answer. In response to a query about the term 'abandoned' Mr Harper confirmed that this was a national term which included accidental misdialling as well as a person phoning, saying help and hanging up; it was agreed that this term was not helpful.
6. In response to a question the Commissioner confirmed that he was satisfied with how people who repeatedly misuse the 999 system were being handled however he continued to hold the Chief Constable to account to improve the service. With regards to repeat callers by example, the Commissioner said research had found that 17 people who needed support with their mental health were responsible for 5000 incidents in one part of the county alone over a 4 month period; there was now a dedicated mental health team in place to work with these individuals and others to determine why they were calling Kent Police repeatedly and assisting them. He added that within the Force Control Room there was also the mental health triage service, provided by Mind mental health workers. The Commissioner offered apologies to residents who had experienced problems with the 999 or 101 service, and asked that people continue to provide Kent Police with information through 101, crimestoppers or country eye for example.
7. The Commissioner said he would provide statistics on the numbers of people using alternative channels, such as the text messaging service, to contact Kent Police. These additional channels were advertised through specialist charities and on the Kent Police website. He added that Victim Support offered similar services and funding had been provided to a charity which helps domestic violence victims who are deaf or experiencing hearing loss.
8. Members raised concerns about the differences between answering times within the report to the Panel and the Performance and Delivery Board minutes. The Commissioner acknowledged the comments and confirmed that he would try to

present information in a more consistent way in the future. In relation to abandoned calls the Commissioner considered it important to be aware of the context behind why calls were abandoned, he acknowledged that there needed to be an improvement in the way 101 calls were dealt with in the future. Mr Harper explained that abandoned calls included those where the phone was hung up or the line went dead, they put a significant demand on policing because they can fall into the most serious categories and Kent Police have to act on the call and decide the best course of action.

9. In response to a question about how call information was used the Commissioner explained that all calls to 999 or 101 relating to a crime were recorded and investigated either through telephone and desk top investigation or attendance at the scene. The Commissioner said all crimes in Kent were investigated for any leads and opportunities to secure a conviction. He urged Members to report to him any instances where residents had tried to report a crime and Kent Police advised they would not investigate.
10. In response to a question about artificial intelligence and its impact on processes in the future the Commissioner explained that Kent police was always looking at ways in which technology could be used to provide a better service, however human interaction was also very important.
11. A Member asked about morale amongst staff in the control room, how this was assessed and how this was monitored, the Commissioner confirmed that this was covered within his holding to account of the Chief Constable. He considered that whilst it was recognised that Kent police were supporting people better there were challenges that needed to be addressed. The Force Control Room were commended for the outstanding ways in which they responded to heavy snowfall earlier in the year. It was considered that Kent Police were in a better position but there was still work to be done.
12. In response to a question about sanctions the Commissioner confirmed that he didn't use targets but if the response to 999 and 101 calls did not improve he might have to consider them as a mechanism to drive delivery.
13. The Chairman thanked the Commissioner for his report, the subject of which was a matter of significant public interest. There was interest from the Panel in the use of technology, and particularly online reporting.

RESOLVED that the Panel note the Commissioner's report on 999 and 101 service.

## **263. Road traffic policing**

*(Item B2)*

1. The Commissioner introduced this report, the subject of which was of great concern to the people of Kent. Roads policing was one of the priorities set for the Chief Constable.
2. A Member commented on Operation Stack and the special circumstances in Kent with 40% of all UK exports going through Dover. The Commissioner acknowledged the impact of Operation Stack and its effect on businesses in East Kent. There would be challenges from March 2019 when Britain leaves the EU

and the Commissioner had put forward representations to the Government that Kent needed to be considered as a special circumstance with additional money required for roads policing. Of the 200 additional officers being recruited in 2018/19, a number will be going to the Roads Policing Unit. Highways England were due to put forward their plans for lorry holding and there was a high level group within Kent Police, involving the Commissioner's Office, looking at issues, opportunities and partnership working to ensure the best outcome for Kent following the UK's departure from the EU.

3. Members had positive feedback regarding speedwatch, there was a better relationship with speedwatch practitioners and Kent Police than in the past. The Commissioner would feed this back to the relevant officers. In response to a question about whether speedwatch actually made people drive more slowly the Commissioner wondered whether running some pilots to capture additional information might be beneficial.
4. In response to a question about the additional police officers in the Road Policing Unit and what they would be focussing on the Commissioner explained that there would be 7 additional officers focussing on casualty reduction in partnership with Kent Fire and Rescue Service, as well as others. They would also be looking at ways in which enforcement and education could be used to reduce casualty numbers further.
5. The Chairman thanked the Commissioner for his report.
6. RESOLVED that the Panel note the Commissioner's report on road traffic policing.

**264. Mental Health update**  
*(Item B3)*

1. The Commissioner advised the Panel that substantial progress had been made during the last 6 months. He welcomed the investment by the Chief Constable to increase the size of the Mental Health Team, with a further increase as part of the additional officer uplift in 2018/19.
2. The Commissioner set out to Members the recipients of some of his funding, he had continued his commitment to the wellbeing centres in Tunbridge and Maidstone and would share more information with the panel at the next meeting in July.
3. The Commissioner had spent a week meeting teams within Kent Police to understand the challenges faced, nationally there was an independent review of the Mental Health Act and it was anticipated that this would raise issues for policing. The results of the interim review were due to be published in May and once the interim recommendations were available there would be a number of working groups before the full report was published later in 2018.

The Chairman thanked the Commissioner for his efforts in raising the profile of this subject, the Panel was grateful for his continuing updates.

RESOLVED that the Commissioner's mental health update be noted.

**265. Development of Ashford Police Station - Record of Decision**  
*(Item C1)*

RESOLVED that the decision ref OPCC.D.018.18 – Development of Ashford Police Station be noted.

**266. Permanent Appointment of Chief Executive - Record of Decision**  
*(Item C2)*

RESOLVED that the decision ref OPCC.D.019.18 – Permanent appointment of Chief Executive be noted.

**267. Future work programme**  
*(Item D1)*

1. Members requested that a report on 999 and 101 be brought back to the Committee once the recruitment of staff was in place, this should include comment on morale and health and wellbeing issues.

RESOLVED that Members note the future work programme.

**268. Panel SIG Update**  
*(Item D2)*

RESOLVED that Members note the Panel SIG update.

**269. Questions to the Commissioner**  
*(Item E1)*

1. *Question 1: Can the Commissioner tell the Panel what steps he takes to ensure that the Chief Constable is managing the fitness requirements for officers in an effective way and whether he is satisfied that absence levels in the Force are being managed effectively (Cllr Dearden)*
2. The Commissioner explained that there was a national requirement that all police officers had to pass a fitness test and then continued to be assessed as part of their role. There was an annual process to ensure officers were fit for duty. Officers and special constables got support and assistance to ensure they could keep up with requirements and the Chief Constable led circuit training classes. The Force also offered an alternative test for those with a disability, if anyone was unable to pass the test a bespoke plan would be put in place to improve fitness, if fitness didn't improve the force would consider invoking unsatisfactory performance procedures.
3. Regarding absence, the Commissioner received updates at his Performance and Delivery Board, the average days' absence for officers had reduced slightly, but there had been a slight increase for police staff. There was also a self assessment tool 'feel well live well' 790 individuals took part in this.

4. *Question 2: Following the recent increase in incidents of knife crime in London, what action is the Commissioner taking to ensure that Kent police are well prepared to deal with any similar increase? (Cllr Hill)*
5. The Commissioner advised the Panel that knife crime and violent crime featured within the Police and Crime Plan for the Chief Constable to address. This remained amongst the top priorities of people in Kent. The Police were aware that when there was an issue in London there was a risk that it would impact on Kent. The Commissioner mentioned Operation Raptor, violence was often linked to other crime such as drugs for example. The Commissioner was responding proactively to the Government's new Serious Violence Strategy. A Violence Reduction Challenge had been set up to bring organisations together to come up with a local plan to deal with violence. The Commissioner was keen to involve people with direct experience and was determined that this would be a challenge, not just another strategy.
6. *Question 3: Swale Borough Council was informed on 19 March 2018 by the Office of the PCC that any previously agreed roll-over of unspent/unallocated funds from 2017/18 could no longer be rolled forward and had to be spent or returned by the end of the financial year. This unexpected news in the last two weeks of the financial year resulted in a number of difficulties ensuring that remaining funding was spent to meet both the PCC's and local priorities. This exacerbated frustrations experienced during the year resulting from in-year changes in the conditions of the grants, changes which may in part have resulted in the accumulation of underspent/unallocated funds resulting from delays in the commencement of a number of projects.  
Can the Commissioner please explain the sudden change in direction and advise Councils whether the principal of 'roll-over' remains an option in appropriate circumstances or whether going forward we should plan on the assumption that 'roll-over' is no longer an option? (Cllr Horton)*
7. The Commissioner explained that there had been a number of changes to the way in which funding was allocated. It was essential to ensure councils were held to account for how money was spent. Funding had been increased by 10% and the Commissioner considered that the Community Safety Partnerships should have had plans to spend their funding in year. The Commissioner wasn't aware, prior to seeing the question, that there was a problem with this council or any other.

RESOLVED that the Panel note the Commissioner's answers.

**270. Minutes of the Commissioner's Performance and delivery Board meeting held on 7 March 2018**  
*(Item F1)*

RESOLVED that the Panel note the minutes of the Commissioner's Performance and Delivery Board meeting held on 7 March 2018.

**From:** Matthew Scott, Kent Police and Crime Commissioner  
**To:** Kent and Medway Police and Crime Panel  
**Subject:** Annual Report 2017/18  
**Date:** 19 July 2018



### **INTRODUCTION:**

1. Attached at Appendix A is the Police and Crime Commissioner's (PCCs) Annual Report for 2017/18.
2. As per the requirements outlined in Section 12 of the Police Reform and Social Responsibility Act 2011, the Annual Report documents progress made between 1 April 2017 and 31 March 2018 in meeting the objectives within the Police and Crime Plan.
3. In addition, the Annual Report:
  - discharges the PCCs duty under the Ministry of Justice's Grant Agreement for victim services funding<sup>1</sup>; and
  - reports on the number of deaths and serious incidents in Kent Police custody suites<sup>2</sup>.
4. With the agreement of Panel Officers, and in light of the financial year closedown being completed earlier than previously, the Annual Report also includes Key Financial Information for 2017/18.

### **STATEMENT OF ACCOUNTS 2017/18:**

5. The Statement of Accounts is a statutory document that is produced annually. It presents financial performance in a legally defined way in line with The Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice. As the PCC and Chief Constable are both classified as corporations sole they both have to produce their own set of accounts. The Chief Constable accounts show the financial resources used for operational purposes during the year. The PCC accounts incorporate the Chief Constable's accounts and are the financial statements for the Group.
6. Further to discussion with Panel Officers, there is no statutory requirement for the Statement of Accounts to be presented to the Police and Crime Panel. However, for Members information, and in light of the full set of accounts running to over 180 pages, please find below the Chief Finance Officer's update on the Statement of Accounts for 2017/18.
7. The closedown of the financial year was completed and the draft Statement of Accounts were published by the end of April 2018. This was a month ahead of the statutory deadline and earlier than Kent have closed before. The external auditors have examined the accounts and have provided an unqualified opinion. The final audited Statement of Accounts will be published in July, again ahead of the statutory deadline. This is a significant achievement and all those involved should rightly be congratulated. The early closedown for 2017/18 has been a success and the process highlighted a number of lessons to be learned to enable future year's closedown to become even more efficient.
8. It should be noted that during the audit of the accounts an error of approximately £1m was discovered on the balance sheet. Although this did not meet the materiality threshold for the accounts, it did have a significant impact on a number of the notes to the accounts and increased the level of reserves held by the PCC. The PCC felt that in the interests of transparency that the accounts should be reworked to reflect the error. The PCC's Chief Finance Officer is also going to commission an independent review of the financial figures included in the balance sheet to provide assurance to the PCC that there are no further issues.
9. The full Statement of Accounts, Audit Results Report and details of the changes between the draft and final audited accounts were discussed at the Joint Audit Committee on 10 July 2018, and can be found [here](#).

<sup>1</sup> Section 3.2 'The PCC must specify the Support Services they have commissioned or provided with a Grant, including referral services, in any Annual Report they produce pursuant to Section 12 of the Police Reform and Social Responsibility Act 2011

<sup>2</sup> Recommendation 53, Independent Review of Deaths and Serious Incidents in Police Custody 'PCCs should report annually on deaths and serious incidents in police custody in their jurisdictions'.





# Annual Report

2017 - 2018

*Version: Final*

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- Put victims first
- Fight crime and anti-social behaviour
- Tackle abuse, exploitation and violence
- Combat organised crime and gangs
- Provide visible neighbourhood policing and effective roads policing
- Deliver an efficient service

##### **My commitments:**

- Hold the Chief Constable to account for the delivery of Kent Police's priorities
- Support all victims of crime and abuse
- Commission services that reduce pressure on policing due to mental health
- Invest in schemes that make people safer and reduce re-offending
- Make offenders pay for the harm that they have caused
- Actively engage with residents in Kent and Medway

##### **Opportunities for the future:**

- Calling for more criminal justice powers for Police and Crime Commissioners
- Lobbying for a fairer funding settlement for Kent
- Further collaboration with other organisations
- Oversight of the police complaints process
- Ideas tested during my Police and Crime Plan consultation
- Backing volunteering

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## **Commissioner's Introduction**

As the Police and Crime Commissioner (PCC) for Kent, welcome to my 2017/18 Annual Report and thank you for taking the time to find out more about what my office and I have achieved over the past year.

The main part of this report, the Review of 2017/18, is divided into three sections which reflect the components of my Safer in Kent: The Community Safety and Criminal Justice Plan. The first section focuses on the strategic policing priorities that I set the Chief Constable, based on what local people told me was important to them, and includes a few succinct examples of how the Chief Constable has demonstrated that he has been delivering on them.

The second and third sections outline how I have delivered on the commitments I made to you as your PCC. I have held the Chief Constable to account - over crime data integrity and 101 performance, for example; commissioned new services to enhance the support offered to victims of crime; and, along with my PCC colleagues, secured more investment from Government to help policing in the UK meet the growing and changing demand.

2017/18 was certainly a challenging year for policing, dominated by the atrocities in Manchester and London last summer. Yet out of these tragic events emerged stories of bravery and courage, not least from our emergency services personnel who again put themselves in harm's way to protect us, as they do every day.

I would like to take this opportunity to thank all those people who strive to make us Safer in Kent. This includes not only our police officers and staff - whose outstanding efforts have again been recognised by the independent Inspectorate - but those who work in my office, the wider policing family, our partner agencies and all of our dedicated volunteers.

I pay tribute to you all and pledge to keep doing all I can to support you in your roles, now and in the future.

## **Safer in Kent: The Community Safety and Criminal Justice Plan**

By law, PCCs are required to publish a Police and Crime Plan that covers their term of office, and to keep the plan under constant review. PCCs also have a duty to consult with victims and the wider community on the priorities within their plan.

For me, the process of seeking the views of local people on policing and crime in the county commenced in the period leading up to my election in May 2016, and led to the development of my Six Point Plan. However, having been elected, it felt only right and proper to consult more widely on what the priorities should be, in order to inform a new Police and Crime Plan.

In autumn 2016 I therefore launched a multi-channel consultation to reach out and hear from as many people as possible. With around 1.8 million people living in diverse communities across Kent, I was keen to obtain feedback from as many victims, communities and partner agencies as possible. As well as attending community meetings and talking to people at street stalls and events across the county, I received 1,690 responses to my policing survey. I would like to take this opportunity to thank all those who took the time to have their say and helped shape my plan.

Having heard what was important to the public and partners, considered the national and local context, as well as my own views, in April 2017 I published my 'Safer in Kent: The Community Safety and Criminal Justice Plan – April 2017 to March 2021'. Whilst it will be refreshed each year, in principle it sets the priorities for Kent Police, partners and the Office of the PCC (OPCC) over the next four years, as well as the overall strategic direction of policing and community safety in the county.

At its core is leadership. As an elected PCC, the public rightly expects the highest standards of behaviour from me, and I therefore believe that strong ethics, transparency and integrity must be at the heart of everything I do. It is equally important that from the Chief Constable, to the officer on the street, their honesty, integrity, impartiality and openness are beyond reproach too.

Underpinning mine, and Kent Police's actions, there are three overarching guiding principles, namely:

People suffering mental ill health need the right care from the right person: it is estimated that around a third of Kent Police time is spent dealing with incidents involving mental health illness. Sadly, more people in crisis are coming to the police's attention and being assisted by police officers, sometimes in place of healthcare professionals.

Whilst policing has demonstrated a clear commitment to improving outcomes for people experiencing a mental health crisis, there remain multiple unresolved problems outside of policing. Together with Kent Police, other police forces, the NHS, the Government, and wider partners, I am committed to finding a way forward that fully meets the needs of vulnerable people in our communities.

Crime is important, no matter where it takes place: with a mixture of urban, rural and coastal communities within the county, I am determined to ensure all crimes are considered important and investigated, no matter where they take place.

It is vitally important that Kent Police has the right resources, with the right skills, in the right places to respond effectively to the demands of all Kent's communities.

Vulnerable people must be protected from harm: one of the key themes to come out of the public consultation was the importance of protecting vulnerable people. This includes tackling child sexual exploitation – which was the number one concern raised by the public – as well as abuse, drugs, gangs and human trafficking.

The police, other key bodies and I need to continue working together to raise awareness of vulnerability, in order to protect both adults and young people from harm, support victims of crime and ensure those perpetrating serious and heinous crimes are brought to justice.

The plan then outlined the priorities that I set for the Chief Constable and myself over the next four years:

My priorities for the Chief Constable:

- Put victims first
- Fight crime and anti-social behaviour
- Tackle abuse, exploitation and violence
- Combat organised crime and gangs
- Provide visible neighbourhood policing and effective roads policing
- Deliver an efficient service

My commitments as PCC:

- Hold the Chief Constable to account for the delivery of Kent Police's priorities
- Support all victims of crime and abuse
- Commission services that reduce pressure on policing due to mental health
- Invest in schemes that make people safer and reduce re-offending
- Make offenders pay for the harm that they have caused
- Actively engage with residents in Kent and Medway

Opportunities for the future:

- Calling for more criminal justice powers for PCCs
- Lobbying for a fairer funding settlement for Kent
- Further collaboration with other organisations
- Oversight of the police complaints process
- Ideas tested during the consultation
- Backing volunteering.

## Review of 2017/18

### My priorities for the Chief Constable:

Having considered the enormity and complexity of policing across the county, I felt the best way to illustrate how the Chief Constable has delivered on my priorities was to draw on real life case studies that have been brought to my attention through the year.

From numerous possible case studies, I have selected a couple of examples for each priority which illustrate the qualities of policing in the county, as below.

- **Put victims first**

For many victims, their initial contact will be with the police, and it is my expectation that they are at the heart of everything Kent Police does. Victims must receive a quality service, and be treated with dignity, fairness and respect so that victims of all crimes have the confidence to come forward and report.

- An 83 year old victim had two concrete swans and plants stolen from her garden. The swans were given to her by her son who had passed away, and she had painted the heads. Information was received from the victim's daughter identifying the swans as being for sale on the website "Schpock". An investigator asked for photos of the swans and completed social media research, identifying a possible suspect; they remained in close contact with the victim and her family whilst they conducted fast-track enquiries. The crime was allocated to the Local Policing Team who recovered the swans and returned them to a very emotional victim. The following e-mail of thanks was received, "My mum is so pleased to have her property back. I would very much like to write to your Head of Department to say how grateful we are for all your hard work. You have made an elderly lady so happy, she didn't expect to see them again so seeing them tonight was overwhelming. Thank you so much".
- On receiving a report of a missing 14 year old, the Missing and Child Exploitation Team immediately took responsibility for the investigation. The team quickly established the child had been collected by a male in contravention of a social services recovery order. Enquiries identified the child had gone missing in the same circumstances the previous day in another force and that the offender was given a 'verbal warning'. The team were quickly able to coordinate and interrogate social services information and identified that the suspect was due at a family court hearing in London. An operation to recover the child to a place of safety was successful and the team subsequently charged the male with two counts of child abduction. Further enquiries identified the male as a member of an organised crime group responsible for human trafficking and the exploitation of children.

- **Fight crime and anti-social behaviour**

Crime and anti-social behaviour (ASB) are issues that residents care deeply about, and it is my expectation that Kent Police works with partners and the public to understand and address the causes, and where appropriate, bring offenders to justice.

- Following an attempted cash point robbery on the Isle of Sheppey, using a stolen digger and causing significant damage, a 39 year old male fled the scene in a vehicle. The vehicle was spotted moments later by police officers and pursued onto the M2 London-bound. The male turned the vehicle's lights off and sped away, travelling at speeds of up to 150mph before crashing into a roundabout off Junction 3 and fleeing the scene. He was found lying in dense undergrowth by a police dog and was subsequently arrested. Crowbars, bolt croppers, metal bars and other items were found within the vehicle. In February 2018 he was sentenced to six years' imprisonment after pleading guilty to attempted theft, damaging property, aggravated vehicle taking, dangerous driving and driving while disqualified. The judge also banned him from driving for eight years.

- Following a spate of burglaries within the Nepalese community where family gold was targeted, local officers worked with the community and introduced a 'Smart Water Village'. To date, 155 homes within the small community are now protected with Smart Water marking kits and registered with Smart Water. Further community engagement with the Community Liaison Officer is taking place and work to finalise the last few homes with the kits underway. A further operation has been launched in Canterbury with a particular focus on students, where the combination of crime prevention advice and Smartwater is intended to reduce the risk of burglary.

## • **Tackle abuse, exploitation and violence**

There is no place for abuse, violence or exploitation in our society, and it is my expectation that Kent Police works with partners to tackle offences such as human trafficking, child sexual exploitation and domestic abuse, protecting the vulnerable and those often too afraid to seek help.

- A 16 year old child was referred to the St Giles Trust as a result of concerns about their involvement in a county line [where criminal gangs use children to traffic drugs]. As a result of relationships built with the St Giles Trust, the Missing and Child Exploitation Team were notified of some significant safeguarding concerns in that 'elders' of the county line were looking for the child. Due to the enhanced relationship between the statutory agencies, a smooth and coordinated safeguarding plan was put in place that effectively managed the child's removal from the area.
- A 17 year old vulnerable female was identified as showing significant child sexual exploitation concerns whilst missing. The report was immediately raised to high risk and a coordinated approach by the Missing and Child Exploitation Team resulted in her being found in London. By having consistency in the individual conducting safe and well checks and engaging with the female about follow up interventions, a trusting relationship developed. This in turn led to the disclosure of sexual exploitation and gang involvement potentially involving up to 10 members of a significant county line affecting Canterbury, Brighton and London. The investigation is on-going, but the main suspect has been arrested.

## • **Combat organised crime and gangs**

Organised crime and gangs present considerable challenges, and it is my expectation that by working seamlessly with other partners and law enforcement agencies, Kent Police targets, disrupts and tackles organised criminality across the county.

- A 24 year old male was arrested when officers carried out a warrant in January 2018 as a result of an investigation by the Serious Crime Directorate. During the search a large quantity of heroin and crack cocaine was discovered. Officers subsequently searched his vehicle where further drugs were found. He was charged with two counts of possessing class A drugs with intent to supply and jailed for five years and seven months at Maidstone Crown Court in February 2018 after pleading guilty.
- In March 2018 Swale Community Policing Team officers conducted a safeguarding visit to a potential cuckooing victim [where drug dealers take over the home of a vulnerable person and use it as a base for dealing]. Upon attending the address a male attempted to flee the property. He was detained after a short foot pursuit and was subsequently searched. The male, whose last known address was in Bromley was found to be in possession of over 100 wraps of heroin and crack cocaine, over £1,000 in cash, mobile phones and a lock knife. He was sentenced to forty months imprisonment and the cash forfeited. Importantly, the vulnerable victim was safeguarded.

## • **Provide visible neighbourhood policing and effective roads policing**

Neighbourhood policing is fundamental to policing in the county and it is my expectation that Kent Police engages with local residents to improve the quality of life within communities, and works with partners to address behaviour that puts public road users at risk of death or serious injury.

- In response to ASB and low value crimes, a housing development in Swale was made a focus tasking for local PCSOs. They identified that there were very limited recreational facilities and liaised with local Youth Workers and Parish Councillors to identify a venue for a new Youth Club. The local Parish Council agreed to provide the building and Youth Services to assist with the training. In addition, the PCSOs conducted numerous home visits to perpetrators and victims, seized uninsured vehicles and issued warnings under Section 59 of the Police Reform Act to nuisance motorists. One persistent perpetrator was placed on an Acceptable Behaviour Agreement resulting in a significant improvement in his behaviour within the local community, at home and also at school. As a result of this action, reports of both ASB and crime have reduced.
- In Tunbridge Wells a joint operation involving PCSOs, Special Constables, DVLA and Council Licencing was carried out targeting driving offences. The operation resulted in:
  - 55 vehicles being seized for no tax (2500+ vehicles checked);
  - 1 vehicle being seized for no insurance and no tax;
  - 1 vehicle being seized for no MOT and no tax;
  - Over 13 taxis being checked; some were found to have multiple faults;
  - 18 words of advice given;
  - 5 reports for a traffic offence;
  - 27 vehicles examined, with 1 seized for an environmental offence.

## - **Deliver an efficient service**

Kent Police must remain efficient and effective, and my expectation is that they continue to review processes and reduce bureaucracy where appropriate, to make sure the demands of local communities are met, while providing good value for tax payer's money.

- The force was successful in securing financial support from the Home Office Innovation Fund for a project to design and develop a digital asset management system (DAMS) that will remove the need for digital evidence to be presented in DVD format. The force currently purchases some 120,000 blank DVDs a year and collects over 10,000 in person from shops and businesses, formatting approximately 4000 of those for use in court; the DAMS system will allow the public and the force to upload multimedia evidence via the internet.
- The force has invested in major building schemes, equating to £6.1m over four years, in order to improve and rationalise the estate. For example in January 2018 it was announced that, following extensive research into the future of the Ashford Police Station building and its facilities, the force would retain and develop the existing premises rather than moving to a rented building, re-locating or building a new station.

## My commitments as PCC:

- **Hold the Chief Constable to account for the delivery of Kent police's priorities**

As your PCC, one of my key duties is to be democratically accountable for the provision of an efficient and effective police force by holding the Chief Constable to account.

Whilst challenge and support forms part of 'business as usual' for the OPCC, it is vitally important for accountability arrangements to also be visible and accessible to the public in order to build and maintain trust and confidence. My formal governance arrangements have therefore included:

- weekly one-to-one meetings;
- a quarterly Performance and Delivery Board;
- a joint Audit Committee;
- bespoke briefings; and
- attendance at key internal meetings.

### Performance and Delivery Board

Held in public, with the date, venue and Kent Police papers published in advance on the OPCC website, the Board met on the following dates:

- 7 June 2017
- 6 December 2017
- 27 September 2017
- 7 March 2018

As one of the principle ways I hold the Chief Constable to account, standard papers at each meeting have included Kent Police's performance; delivery of my Safer in Kent Plan; financial matters; staffing; and collaboration with partner agencies. Outlined below are some examples of topics discussed.

Visible policing: From my conversations with residents right across Kent, I know that the number one thing they want to see is local policing.

As a result of my decision to raise the council tax precept by £5 for an average household, in 2017/18 Kent Police was able to increase its police officer establishment from 3,180 to 3,260, and PCSOs to 300.

New Horizon: Following extensive consultation and stakeholder engagement, New Horizon, the name given to Kent Police's change model, went live on 12 September 2017. The model firmly places victims and witnesses at its centre, with a particular focus on the most vulnerable in society. It has put in place enhanced central services with regard to the highest levels of vulnerability and created new teams including Vulnerable Investigation Teams, Missing Child and Exploitation Teams and a Mental Health Team to support vulnerable people in our communities. Overall, the model saw an increase from 166 officers dedicated to vulnerability to almost 600.

The model also secured the future of the 300 PCSOs, and introduced specialist roles including Youth Engagement Officer, Domestic Abuse Support Officer and Vulnerable Adult Intervention Officer. PCSOs were also granted extra powers to support them in tackling truancy, ASB involving young people and the sale of alcohol to children and other vulnerable people.

Crime and ASB: Compared to the previous year, in 2017/18 Kent Police recorded a 27% increase in victim based crime (approximately 32,500 more crimes). This was predominantly driven by a 50% increase in violent crime, and largely violence without injury which includes offences such as common assault, malicious communications, and stalking and harassment.

In challenging the Chief Constable, I am reassured that this is largely linked to increased recording accuracy (see below), but also the introduction of online crime reporting, and greater public trust and confidence to report to Kent Police.

In 2017/18, Kent Police recorded a 22% decrease in ASB incidents compared to the previous year, equating to over 10,200 less incidents across the county.

Call handling: In 2017/18, the number of 999 emergency calls received by Kent Police was 317,599, an increase of 10,885 on the previous year. The number of 101 non-emergency calls received was 548,274, a reduction of 36,090.

The significant increase in volume of 999 calls unfortunately had a negative impact on 101 call answering times, as Force Control Room staff worked to protect and answer 999 emergency calls as a priority over non-emergency calls. As a result, the average 101 wait time to answer increased, as did the number of calls abandoned.

While I understand the need to prioritise 999 emergency calls, I have made it very clear to the Chief Constable that expect to see an improvement in 101 call answering times.

For further information on my Performance and Delivery Board, click [here](#).

### **Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)**

All police forces are also subject to a formal inspection regime undertaken by HMICFRS (formerly HMIC). This forms a vital part of my assurance process in holding the Chief Constable to account.

Crime Data Integrity: On 30 January 2017, HMIC informed Kent Police they would be conducting a Crime Data Integrity Inspection commencing the 6 March 2017. Their inspection – [Kent Police: Crime Data Integrity Inspection 2017](#) – was published on 15 June and graded the force 'inadequate'. Making seven recommendations and highlighting one area for improvement, HMIC estimated that the force failed to record over 24,000 reported crimes each year – representing a recording accuracy of 83.6%.

The findings of this report were totally unacceptable and highlighted some serious issues that needed to be resolved as a matter of urgency. Whilst not a reflection on frontline officers and staff, it showed that vulnerable victims of crime were not always getting the service they expected.

Kent Police took immediate action to address the issues identified, developing a comprehensive improvement plan, and at each of my Performance and Delivery Boards I have monitored progress closely. The Chief Constable has assured me that Kent Police is dedicated to ensuring that when a member of the public reports a crime it is recorded accurately in the first instance, and internal monitoring indicates the level is now consistently around 92-94%.











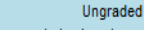

I am reassured that Kent Police is now in a much better position and vulnerable victims are receiving a quality service. I have invited HMICFRS to return to Kent to conduct a further inspection.

PEEL Assessment: Each year, HMICFRS assesses all police forces in England and Wales on their Efficiency, Effectiveness and Legitimacy (PEEL). Forces are judged as outstanding, good, requires improvement or inadequate based on inspection findings, analysis and professional judgment.

Based on PEEL 2017, I am very pleased that once again HMICFRS judged Kent Police to be one of the top performing forces in the country.

The force was assessed as 'Good' for Efficiency, 'Good' for Effectiveness and 'Outstanding' for Legitimacy – for an unprecedented third year in a row and the only force to achieve this judgement. Indeed, the force has been graded 'Outstanding' or 'Good' in every PEEL inspection since 2015.

### **Summary of HMICFRS PEEL Assessments for Kent Police in 2017:**

<b>Efficiency</b>  <b>Good</b> How efficient is the Force at keeping people safe and reducing crime?	<b>Effectiveness</b>  <b>Good</b> Overall effectiveness	<b>Legitimacy</b>  <b>Outstanding</b> How legitimate is the force at keeping people safe and reducing crime?
How well does the force understand demand?  <b>Outstanding</b>	Investigating crime and reducing re-offending  <b>Good</b>	To what extent does the force treat all of the people it serves with fairness and respect?  <b>Outstanding</b>
How well does the force use its resources?  <b>Good</b>	Protecting vulnerable people and supporting victims  <b>Good</b>	How well does the force ensure that its workforce behaves ethically and lawfully?  <b>Good</b>
How well is the force planning for the future?  <b>Good</b>	Specialist capabilities  <b>Ungraded</b> Comment: Kent Police has the necessary arrangements in place to ensure that it can fulfil its national policing responsibilities.	To what extent does the force treat its workforce with fairness and respect?  <b>Outstanding</b>

Legitimacy, or policing by consent is vital. The more that people trust Kent Police, the more likely it is that victims will seek help, witnesses will come forward with evidence, and members of the community will get involved in volunteering and community safety initiatives which make the county safer.

In 2018/19, I expect Kent Police to make progress in the few areas HMICFRS found for improvement.

For further information on Kent's PEEL Assessment, click [here](#).

- **Support all victims of crime and abuse**

It is my responsibility to commission support services for victims of crime across the county, whether they report to police or not. I am committed to providing services that treat victims as individuals, and are tailored to their needs.

### **Victims and witnesses**

To ensure victims and witnesses are able to access the right support to help them cope and recover, my commissioning approach has continued to focus on the following:

- Compass House;
- Core Victim Service; and
- Specialist Victim Services.

#### Compass House

Compass House in Ashford is the co-located hub for victim services in Kent. It aims to provide a central point through which victims and witnesses can access support services whilst also encouraging those services to work together more collaboratively.

Victim Support, as the commissioned service provider, Kent Police's Witness Care Unit and the nationally commissioned Citizens Advice Court Based Witness Service are co-located within Compass House.

Other facilities provided at Compass House include:

- a staffed reception / welcome desk;
- support / counselling rooms for face-to-face meetings;
- two Live Link suites, for vulnerable witnesses to provide evidence at court remotely;
- private waiting room;
- training room; and
- 'hot desk' facilities.

These continue to be utilised regularly by organisations, free of charge, that support victims in Kent.

#### Core Victim Service

Following a thorough tendering process and funded through a Ministry of Justice (MoJ) grant, on 1 April 2016 the independent charity Victim Support was awarded a three-year contract to deliver support services to victims of crime, from Compass House.

The service focuses on providing a tailored and individual response for victims reporting to Kent Police, British Transport Police or Action Fraud, no matter how long ago the crime took place. The service is also accessible to those who do not wish to report a crime to the police.

As well as providing initial telephone support for those affected by crime, community based volunteers and staff offer on-going emotional and practical help. Victims can also meet face-to-face with Victim Support on a walk-in basis or by booking an appointment, either at Compass House or through Compass Points located within communities. Compass Points are held in a variety of locations and open for two hours every week, enabling people to access support closer to where they live and providing a discrete service for those affected by crime.

On 1 April 2017, the contract was varied to include delivery of the initial triage, assessment and referral service for all domestic abuse victims either reporting to Kent Police, or self-referring directly for support. This forms part of the integrated Domestic Abuse Service commissioned by Kent County Council which aims to provide greater co-ordination of service delivery for domestic abuse victims.

To provide greater accessibility, in December 2017, Victim Support also launched an online 'live chat' service for those victims who may find it difficult to access support over the phone or in person. Run in addition to the other contact methods, the text based live chat service offers a safe online space for people to talk openly about their experience, providing anonymity and a quick response. Available to anyone with a smart phone, tablet or computer, users are able to have a real-time conversation with a trained support worker based in Compass House, and receive emotional support and practical help tailored to their needs.

For further information on victim and witness services, click [here](#).

#### Victim Specialist Services Fund

Whilst Victim Support provides the core support service, it is vital that victims of crime get the help they need to cope with what's happened to them. People can be affected by crime in many different ways, and that is why there is a need to ensure appropriate specialist support services are in place, such as trauma counselling and support for sexual assault victims, that treat people as individuals and offer support tailored to their needs. These specialist services need to work in collaboration with the core support service to ensure there are effective referral pathways for victims to access the right services.

In total, I awarded grants worth £533,374 to 17 organisations in 2017/18. The money went to groups offering a range of specialist services including support to children and young people, victims of hate crime and male victims of crime, as well as therapeutic services and trauma counselling. Recipients included:

- East Kent Rape Crisis Centre (£35,000) – specialist counselling for child victims of sexual abuse
- Rubicon Cares (£90,300) – trauma counselling for anyone affected by crime
- Sign Health (£40,588) – support for deaf women experiencing domestic abuse
- Rising Sun (£34,693) – male mentoring service
- Family Matters (£35,000) – specialist therapy for young victims of rape and sexual abuse
- DAVSS (£10,546) – specialist support for male victims of domestic abuse
- Dandelion Time (£41,000) – therapeutic programme for families affected by abuse
- Choices (£22,572) – specialist Independent Domestic Violence Advisor for LGBT and male clients
- NSPCC (£35,000) – specialist support for child victims of sexual abuse
- MCCH (£48,170) – Jigsaw Project: raising awareness of disability hate crime

To view an interactive map of where services are currently commissioned, click [here](#).

#### **Male Domestic Abuse conference**

Domestic abuse can affect anyone – irrespective of their gender, sexuality or background – and I am committed to ensuring all victims have access to the same levels of support. Reflecting this commitment, and to mark International Men's Day (17 November 2017), I hosted a conference to shine a light on the issues affecting male victims and to raise awareness of the support available.

Whilst the majority of domestic abuse victims are women and girls, male victims of domestic abuse sometimes do not have as much faith in the criminal justice system and don't feel that they will be believed. The charity ManKind estimates that as many as 40% of all domestic abuse victims are men, yet in Kent the number coming forward is more like 20%.

More than 100 representatives from policing, health services, local authorities, housing services and victims' charities attended. The aim was to challenge some of the misconceptions around male victims of domestic abuse and to highlight the support that is in place, both from policing and from the victims' services that I commission.

Speakers included representatives from Oasis, DAVSS, Dads Unlimited, Choices Domestic Abuse Service and Victim Support; organisations that I have funded to support vulnerable men.

As a White Ribbon UK Ambassador, I am committed to being a positive role model for other men, but equally will continue to encourage Kent Police and criminal justice partners to undertake work to give men the same confidence as women, so that they report in greater numbers.

If you are a victim of abuse, please click [here](#) to see what help is available where you live.

### **Independent Domestic Violence Adviser pilot**

In July 2017, the OPCC and Kent County Council were successful in securing three years funding of £344,115 through the Home Office Violence Against Women and Girls (VAWG) Transformation Fund.

The funding is being used to deliver a pilot programme involving an Independent Domestic Violence Adviser being based in the A&E Departments of Darent Valley Hospital and William Harvey Hospital in order to provide immediate support to victims. The aims are to intervene earlier with domestic abuse victims and their children, to help reduce escalation and ensure the right support is provided at the right time.

### **Restorative justice**

PCCs are responsible for commissioning Restorative Justice schemes in their force area. Following the award of a new contract in August 2017, Restorative Solutions in partnership with Salus began delivering a consistent, countywide service for those affected by crime from 1 October.

To raise awareness of the service, I also held a launch event at Compass House in Ashford on 15 December.

Restorative Justice offers a safe and controlled way for victims and offenders to engage in conversations to repair the harm caused. It enables victims to tell offenders the real impact of their crimes, get answers and possibly receive an apology. It also gives offenders the chance to understand what they have done, take responsibility for their actions and consider ways to make amends for their behaviour.

Restorative Justice is free, entirely voluntary and can be used at any point during the criminal justice process – or even after someone is found guilty – provided both the victim and offender are willing.

For further information on Restorative Justice, click [here](#).

### **• Commission services that reduce pressure on policing due to mental health**

Those with mental health issues are reportedly three times more likely to be a victim of crime and may find the criminal justice process particularly scary or confusing. It is estimated that around a third of Kent Police time is spent dealing with mental health incidents and in many cases the police only become involved as the service of last resort.

Vulnerable people must be protected from harm and that means equipping the police, and other partners who might come into contact with someone in crisis, with the skills they need to provide the best initial care and support they can. It also means enhancing the support available elsewhere to relieve some of the pressure on policing.

### **Mental Health and Policing Fund**

My Mental Health and Policing Fund has continued to support projects which help ease the demand of mental health on Kent Police.

Thirty bids were received, from which 14 projects across the county received a total of £124,150 in funding, including:

- The Talk It Out well-being café in Deal (£9,690) which acts as a meeting place, not only for people with mental illness but also those who don't feel socially included, offering peer support.
- Young Kent (£10,000) to help vulnerable young people with mental health difficulties access youth clubs with a peer mentor, raise awareness about mental health and support the safety of young people.

- Dads Unlimited (£9,786) to run monthly support groups for men and provide advice, emotional support, and access to counselling for fathers with relationship or parenting challenges.
- Dover Outreach Centre (£10,000) to help employ a cognitive behavioural therapy nurse and to make their services available to more homeless people in Dover.
- Homeless Care (£10,000) to help fund a mental health nurse to provide support to vulnerable people using their services.

In addition, some of the funding was used to provide on-going support to the following projects:

- Counsellors from the mental health charity Mind working in the Force Control Room (£40,000), able to take calls where a mental health issue has been identified and it is safe for the person to be dealt with in this way. This helps to free up call handlers and, on occasions, has resulted in individuals getting a better service than they would have done otherwise and officers not being dispatched. It also means call handlers and officers have been able to ask for advice on cases, or on personal matters.
- The [Solace Café](#) in Tonbridge and the [Hope Café](#) in Maidstone (£10,000 each), which are run by local branches of the mental health charity Mind and offer out of hours support with the aim of preventing mental health problems escalating and unnecessary referrals being made to the emergency services, A&E departments and secondary mental health services. The cafés also aim to improve mental health and wellbeing, increase independence and reduce isolation.
- The Medway Safe Haven Bus (£7,000) which raises awareness of issues such as substance misuse, sexual health, self-harm, and drug and alcohol abuse, and on weekend evenings offers a 'safe haven' for people in the night time economy, providing first aid, a place to wait and immediate non-judgemental assistance.

### **Mental Health Conference**

On 20 June 2017, I hosted a Mental Health Conference to mark the launch of a joint Mental Health Strategy between Kent Police and the Kent and Medway NHS and Social Care Partnership Trust (KMPT).

Whilst Kent Police and KMPT already works together on a number of initiatives, they recognised more needed to be done and so the strategy aims to ensure those in crisis receive the right care and support.

Sarah Newton MP, Minister for Crime, Safeguarding and Vulnerability at the time, was a keynote speaker and told the conference '...we should not expect the police to act in the stead of health professionals. They cannot be expected to do this satisfactorily. And it cannot be in the best interests of the people affected. Instead they need quick access to appropriate professional mental health assistance, according to their needs.'

She added: 'I am particularly encouraged that your strategy talks not only about crisis point resolution, but about work to prevent people from ever reaching that crisis point. And that it talks about a range of services and interventions and joint working to achieve this - building on some proven good practice.'

This was the first Mental Health Conference of its kind in Kent, with around 100 delegates from charities, local authorities, commissioning groups, and community safety and criminal justice partners represented.

### **National influence**

PCCs are represented at a national level by the Association of Police and Crime Commissioners (APCC), a national body that supports PCCs and other local policing bodies to provide national leadership and influence change in the policing and criminal justice landscape. A portfolio approach means that individual PCCs have responsibility for leading on specific national policy development areas; in 2017/18 I was appointed portfolio lead for Mental Health and also continued as the portfolio lead for Performance.

As the national lead for mental health, I have been invited to have a say in helping shape future mental health legislation by joining the Prime Minister's Independent Review of the Mental Health Act. The review, announced on 4 October 2017, was set up to look at how the legislation in the Mental Health Act 1983 is used and how practice can be improved.

Led by Professor Sir Simon Wessely, a former President of the Royal College of Psychiatrists, and bringing together a number of influential stakeholders, the review meets around four times a year. The first meeting took place on 14 November 2017, and the purpose of the review is to understand the reasons for:

- rising rates of detention under the Act;
- the disproportionate number of people from black and minority ethnic groups detained under the act; and
- processes that are out of step with a modern mental health care system.

I am also privileged to have been asked by Professor Wessely to chair the Independent Review's Policing Sub-Group.

There will always be a requirement for the police to deal with mental health issues, but police officers are not mental health professionals. Having uniformed officers taking care of vulnerable people or taxiing them around is not a good use of police resources and, more importantly, it is not what a person in mental health crisis needs. Current legislation is outdated and I will be gauging the views of my colleagues from around the country to inform the review, and how we can ensure people suffering mental ill health receive the right care from the right person at the right time.

For further information on the Independent Review, click [here](#).

### • Invest in schemes that make people safer and reduce re-offending

The allocation of funding to community safety partners, Kent Police, voluntary, charity and community groups helps to support individuals turn their lives around, and to tackle the harm caused to communities.

#### Community Safety Partnerships

The Community Safety Partnerships (CSPs) play an important role in bringing the police, fire, local councils and other partners together locally to understand, prevent and tackle crime and ASB wherever it takes place in our county.

In total I provided £511,228 funding to the CSPs, and whilst their priorities reflect those set out in my Safer in Kent Plan, each CSP is able to determine how best to use the money in order to address crime and ASB locally. Examples of the type of projects and services funded include:

Ashford CSP	Night Shelter / Domestic abuse training / Safety Shop / Cybercrime campaign
Dartford CSP	Domestic abuse services / CCTV / Street Pastors / Mindfulness training
Dover CSP	Islam awareness training / Clean Sweep / Wag Watch / Domestic abuse training
Gravesham CSP	Youth engagement / Street Drinking / CCTV / Domestic abuse services
Maidstone CSP	Mediation services / Town centre marshalling / Blue Bus / Youth workshops
Medway CSP	Domestic Homicide Reviews / Domestic abuse services / CCTV / Youth sports
Sevenoaks CSP	Substance misuse / Domestic abuse services / Neighbourhood initiatives
Shepway CSP	Mediation services / One Stop Shop / Social inclusion project / Urban Pastors
Swale CSP	Reducing reoffending / Domestic abuse services / Offender training / Gangs
Thanet CSP	Road safety / Domestic abuse services / Mediation services / Youth Diversion
Tonbridge & Malling CSP	Safer Towns / Domestic abuse services / Offender training / Drugs projects
Tunbridge Wells CSP	Domestic abuse services / Street Pastors / Winter shelter / Drinkers outreach
Kent County Council CSP	E-Safety awareness / Road safety / Scam awareness / Gangs

#### Safer in Kent Fund

Targeted at voluntary, charity and community groups, my Safer in Kent Fund was aimed at supporting new or expanding projects and innovative approaches that would help address the priorities within my Safer in Kent Plan.

With an army of volunteers and community-minded people right across Kent wanting to do their part to make the county safer, I invited bids from local projects. In July 2017 I awarded a total of £45,870 in grants to eight organisations, all of which had one thing in common – a desire to make local communities safer, including:

- CXK (£9,000) to raise awareness of child sexual exploitation in schools in Dartford, Gravesham and Medway.
- Magnate Generation CIC (£10,000) to support young disadvantaged people experiencing challenges by providing local workshops, business mentoring and peer support.
- Swanley Town Council (£10,000) to support 'Active Swanley' by engaging young people in regular activities at weekends and throughout the holidays.
- Redeeming Our Communities (£5,000) to support 'Go Make a Difference', a summer competition to engage those aged 11-18 years in social action.
- Active Life (£6,110) to support the 'Doorstep Sports Club', giving young people aged 14-25 years in East Kent a pathway, using sport, to help them deal with life's difficulties.
- Birchington Parish Council (£1,000) to set up a Youth Parish Council to give young people aged 12 to 17 years a voice in the village.

Later in the year I opened the fund once again and a further 12 organisations received a total of £130,807 in grants, including:

- Thanet Community Development Trust (£20,000) to support their 'New Beginnings' course which provides ex-offenders, and those unemployed or deemed at risk of offending with skills, work experience and assistance with their CVs to help start a new chapter in their lives.
- Olympia Boxing CIC (£5,875) to provide day-time boxing sessions for young people in Chatham and Medway.
- Rising Sun Domestic Abuse Service (£18,342) to support their 'Break4Change' project that, through one-to-one and group support, works with families in Canterbury and Ashford where an adolescent is becoming abusive towards a parent.
- Thanet Winter Shelter (£13,532) to support the provision of a range of welfare and accommodation services for rough sleeping homeless people in the local area.
- Kent Union (£12,350) to provide training for licensees in managing the reporting of sexual harassment on their premises.

For further information on the Safer in Kent Fund, click [here](#).

## • **Make offenders pay for the harm that they cause**

An important principle of criminal justice is to ensure that those who cause harm give back to victims and the community they have hurt.

Each year Kent Police receives money by seizing and auctioning vehicles from offenders who use them to commit crime - drug dealers, for example - and I reinvested this money back into local communities.

## **Support for volunteers**

To fund training and capital costs for organisations which volunteer with the force, I provided a £25,000 one-off grant to Kent Police. Without the extensive support of a great number of charities and voluntary groups, who do not formally wear a police logo, Kent Police would need to find extra costs and resources to keep the county safe.

I also provided a one-off grant of £25,000 to specifically fund new equipment for Speedwatch volunteers, who do fantastic work monitoring the roads.

## **Communities Together Fund**

Through my Communities Together Fund, I set aside a further £15,000 for bids from local volunteer, community and charity groups, as well as social enterprises. The maximum grant available was £750 per project, and to be successful, a bid had to meet at least one of the following criteria:

- Support volunteering, community involvement or neighbourhood action to reduce crime and ASB
- Promote social inclusion, community cohesion and integration

- Improve and support the awareness of local residents in mental health and wellbeing
- Improve community safety
- Enable approaches which support the wellbeing of children and young people

In total I awarded £15,818 to 26 organisations working to bring communities together, with funding going towards sports equipment, community improvements and special events. Organisations that received funding included:

- Young Lives Foundation (£654.50) – football equipment for the Children in Care Council
- Tonbridge Dementia Friendly Community (£500) – new website to promote events and news
- Northfleet Big Local (£750) – hold a Summer Celebration event, featuring a talent show
- Cobham Community Stores (£200) – stock and costs for volunteer-run community shop
- Bekesbourne Recreation Ground Charity (£750) – venue heating for coffee mornings
- St Mary the Virgin Parish Church, Swanley (£750) – promote and hold a Fun and Games Gift Day
- Maidstone and Mid-Kent Mind (£600) – organise free fun runs to raise awareness of mental health
- Kenward Trust (£600) – dance and movement therapy sessions
- CXK, Maidstone (£750) – first aid equipment for Prince's Trust Team
- Medway Street Angels (£750) – Christmas event to support homeless and vulnerable people
- Diversity House, Sittingbourne (£650) – training for volunteers from hard-to-reach communities
- Action with Communities in Rural Kent (£358.46) – mobile pop-up café and information hub

For further information on the Communities Together Fund, click [here](#).

## • **Actively engage with residents in Kent and Medway**

Listening to residents and ensuring their needs are met is one of my main jobs. I feel it is important that I get out of the office and speak to real people about their concerns and to understand what is happening in local communities.

### 'Street stalls'

I have actively sought opportunities to engage face-to-face with residents by setting up my 'street stall' in town centres and locations with high footfall, including:

- Bluewater;
- Canterbury;
- Faversham;
- Kings Hill;
- Rainham;
- Rochester;
- Chatham; and
- Tunbridge Wells.

### County events

Over the weekend of 1-2 July 2017, Kent Police held their sixth Public Open Day and fifth Staff Day at the Kent Police College in Maidstone. Record numbers attended on both days, with 8,000 officers, staff, family and friends on the Saturday, and 13,000 members of the public on the Sunday. The OPCC had a stand on both days and the event enabled me to engage with a large number of Kent Police staff and members of public.

I also funded Kent Police's return to the Kent County Show which took place over the three days 7-9 July 2017. The OPCC was represented on all three days and I also took the opportunity to speak to some of the show's 80,000 visitors about rural crime and ASB.

### Public consultations

Occasionally, I have sought public and partner views on a specific topic/idea and embarked on a multi-channel consultation exercise designed to reach as many people as possible. For example, I received almost 1,700 responses to my Annual Policing Survey on the priorities for my refreshed Safer in Kent Plan (published in April 2018).

### Traditional and social media

The OPCC has regularly issued press releases to the local and national media to showcase my work. Where appropriate, these have been supplemented by me giving interviews with local and national TV, radio, online and print journalists.

The OPCC website and social media have continued to offer opportunities to engage with residents and partners, and good use has been made of popular digital channels. The corporate [@PCCKent Twitter account](#) boasts more followers (11,200) than any other PCC account in England and Wales.

I also personally use Twitter, YouTube, Facebook and Instagram to keep residents and partners up-to-date. I have published a number of [audio podcasts](#) on platforms including iTunes and Stitcher, talking about my Performance and Delivery Boards, and topics such as roads policing and mental health support and provision in the county.

### Direct engagement

I have met with various organisations that I have funded including Talk It Out in Deal, CXK, Young Lives Foundation and the mental health charity Mind. I have also met with partners and other community groups, such as the National Farmers' Union, Highways England, Kent Association of Local Councils, YMCA and attended various Neighbourhood Watch and Town Council meetings. These have enabled me to talk about my work and also helped me to understand different groups' priorities.

I have also met with the Minister of State for Policing and the Fire Service, Nick Hurd MP, other local MPs and elected officials, to better understand their priorities and those of the residents they represent.

### Proactive E-News alerts

More than 5,000 subscribers received free news alerts, as well as regular e-newsletters with updates on my work and that of the OPCC. To make it as accessible as possible, an easy-read version is also published which has been developed in consultation with a local mental health charity.

### Engaging with harder-to-reach audiences

I have the ability to communicate with harder to reach groups and support those who might feel left out, disenfranchised or cannot vote at all due to their age.

Therefore, I am keen to be accessible to as many of Kent's diverse communities as possible and have actively sought opportunities to engage with harder to reach audiences. For example, I have met with Dementia Friendly Kent, Sevenoaks District Seniors Action Forum, MCCH which supports people with autism and learning difficulties, visited Canterbury and Maidstone Mosques and also attended a North Kent Asian Residents meeting and the Vaisakhi celebrations on 15 April 2017.

Alongside my plan, I also published [Safer in Kent: Backing Young People](#) which sets out how I will support the vast majority of young people who are good citizens, who want to be involved and want to have a say over what happens in their communities. After all, under-24s make up around 30% of the population of the county.

I have engaged with students at the University of Kent, Canterbury Christ Church University and spoken to members of both Kent Youth County Council and Medway Youth Parliament who have good reputations for leading powerful and relevant campaigns. I have also attended Volunteer Police Cadet Unit meetings across the county and engaged directly with children at primary and secondary schools, including Sussex Road Primary School, St Pauls Church of England Primary School, Wyvern School, Hartsdown Academy, Fort Pitt Grammar School and Spires Academy.

I have funded Amelix to continue its programme of 'Is It Worth It?' visits to secondary schools which advises young people about the dangers of cybercrime and sharing information online, and also Reform Restore Respect which delivers talks about knife crime and the dangers of getting involved in gangs. I have funded summer holiday activities for young people through my Safer in Kent Fund, and projects that help build resilience and support young people with their mental health through my Mental Health and Policing Fund.

On 10 April 2017, young people from Medway Children in Care Council took on local police officers in a community football match at Gillingham Football Club's MEMS Priestfield Stadium. Refereed by the Minister for Sport Tracey Crouch MP, the event was about breaking down barriers and improving relationships between young people and the police. The game was played in a spirit of inclusion and fun, and whilst I had planned to attend as a spectator, I ended up donning a shirt and playing for the Children in Care Council team in the second half.

In February 2018, I also asked school children about their experiences of cyber-bullying to help lobby the Government and social media companies for more to be done to protect young people online. Having piloted the survey with a number of Volunteer Police Cadets, my Cyber-Bullying Survey was circulated to around 900 schools with the aim of helping to build a broader understanding of where, and how much cyber-bullying goes on, as well as the apps young people use.

#### Internal engagement

Many Kent Police officers and staff live within the county, and so their feedback is equally important. I have continued to engage with them directly at events throughout the year and also met with the Kent Police Federation, UNISON, and staff support associations, including Crystal Clear, Christian Police Association, Kent Network of Women and Kent Minority Ethnic Police Association.

I spent the week 12-16 March 2018 conducting force wide visits, speaking with staff in each of the three Divisions and a range of departments to better understand their work, the challenges they face and to thank them personally for their contribution to keeping our communities safe. My Chief Executive or I have attended the regular Passing Out Parades which have been held at the Kent Police College for police officers and PCSOs completing their initial training. It is a pleasure and privilege to attend and share in the pride that their families and friends clearly feel.

In addition, it was an honour to attend the Chief Constable's Annual Awards Ceremony on 3 May 2017. Every member of the Kent Police family – officers, staff and volunteers – sets out to give a first class service to the public, but there are times when individuals and teams perform exceptional police work which exceeds even the high standards the force expects of them. It is entirely right that they are recognised.

## Opportunities for the future:

- **Call for more criminal justice powers for PCCs**

I have engaged with a wide range of criminal justice organisations including the Crown Prosecution Service, the courts, probation and prisons. I am also a member of the Kent Criminal Justice Board that brings these organisations together to improve the efficiency and effectiveness of the overall criminal justice system.

However, I believe that further devolvement of criminal justice powers has the potential to improve the journey of all service users, as well as outcomes across the criminal justice system. Whilst the Ministry of Justice is yet to make a decision on the devolvement of more powers, I have continued to engage with Ministers to press for reform.

- **Lobby for a fairer funding settlement for Kent**

With growing demand and pressure on policing, the increasingly complex nature of offending, terrorist threat, as well as the unique 'Gateway to Europe' issues faced by Kent Police, I have engaged with local MPs, Ministers and the Government to highlight the challenges and lobby for a fairer funding settlement.

In July 2017, Nick Hurd MP, Minister of State for Policing and the Fire Service, visited Kent Police as part of a wider programme of engagement on the changing nature of demand on police resources and its impact. I spoke with the Minister about a number of issues including funding, resourcing and collaboration and also followed it up with a formal submission to his work looking at police funding.

Following a Home Office request to assess levels of stretch and resilience in the police service, I contributed to, and supported the APCC response which showed nationally an additional £440m was required in 2018/19 and £845m in 2019/20 (based on evidence gathered by both PCCs and Chief Constables).

- **Collaborate further with other organisations**

The Policing and Crime Act 2017 introduced a raft of measures to enhance collaborative working between the emergency services. This included a new statutory duty on the police, fire and rescue and ambulance service to keep opportunities to collaborate under review and a requirement to collaborate with one another where it is in the interests of either efficiency or effectiveness.

The Act also included provisions enabling PCCs to take on responsibility for the governance of fire and rescue in their area, with four options:

- Do nothing - continue with governance currently in place and take on the duty to collaborate within existing arrangements.
- Representation model - request membership on the local Fire and Rescue Authority (FRA) including voting rights for issues in relation to the fire and rescue service.
- Governance model - take responsibility for governance of the local fire and rescue service and employment of its staff, but keep police and fire as separate corporate bodies.
- Single Employer model - take on governance of fire and rescue and bring policing and fire together under one body, under the employment of one chief officer.

Following careful consideration, I decided to opt for the Representation model and at their meeting on 15 June 2017, Kent and Medway Fire and Rescue Authority accepted my request to be appointed as an additional Member as soon as permitted by legislation. In the meantime, I have continue to participate in meetings on an informal non-voting basis.

Primarily, my decision was based on the breadth and success of existing collaboration arrangements between Kent Police and Kent Fire and Rescue Service, including:

- A joint Control Room – the first in the UK to share a control room and work on a truly multi-agency mobilising system providing real-time information on incident location and resources.
- The Kent Resilience Team and the Kent Community Safety Team.
- The Search and Rescue Collaboration Board.

- Initiatives for learning and development, such as training in health and safety, driving, multi-agency debriefs, Strategic Command Courses and sharing of training venues and facilities.
- The Road Safety Experience, the UK's first purpose built interactive road safety centre aimed at reducing the number of young people killed or seriously injured.
- Embedded Joint Emergency Service Interoperability Principles (JESIP), with a joint Incident Command Vehicle, joint use of a 'drone' and assistance with building entry for emergency calls.

To help support those with poor mental health, I am working with the Chief Constable of Cambridgeshire Constabulary on a regional project - 'Mental Health East'. This brings together representatives from the seven Crisis Care Concordats in the Eastern Region (Cambridgeshire, Bedfordshire, Hertfordshire, Norfolk, Suffolk, Essex and Kent), with the aim of sharing learning to improve both the care provided to those in crisis and to help support the respective workforces with their mental health.

### • **Oversight of the police complaints process**

The Policing and Crime Act 2017 also introduced significant changes to the police complaints system, building on the previous years' reforms. My role increases substantially, both in terms of the actual handling of complaints, and also how I hold the Chief Constable to account for performance in complaints management.

PCCs will have an explicit statutory duty to hold Chief Constables to account for complaint matters, requiring a more in depth focus and analysis of information provided by forces, and of their processes and outcomes.

For the first time, it will also give elements of complaints handling to an outside body, namely PCCs. The main legal requirement is that it will be mandatory for PCCs to take on the appellate function (providing a review process for complainants if they are not satisfied with lower level complaints handling) currently carried out by force Professional Standards Departments (PSDs).

To allow a localised approach, PCCs will also have the ability to take on other functions of force PSDs, based on two options:

- being the recording body, and attempting to resolve very low level matters outside the formal process; or
- in addition to the above, being responsible for keeping complainants updated and providing the final outcome.

A decision to adopt either option will have an impact on the level of staffing and financing within the OPCC.

I anticipate the Regulations being updated during 2018/19, at which point I will assume the appellate function and increase the level of oversight of complaints handling as required by the Act. I am currently considering the two other options, and will be making a decision in due course.

### • **Ideas tested during the consultation**

My 2016/17 Police and Crime Plan consultation included an opportunity for respondents to indicate their level of support for a number of ideas.

Whilst no single idea was rated 'excellent' by more than 50% of respondents, all eight were rated 'excellent', 'good' or 'fair' by at least 50% of respondents. Accordingly, the OPCC and force explored these ideas further in 2017/18:

- Ride Along scheme: whether my existing scheme, involving a small group of volunteers observing police patrols and reporting back, should be opened up to the wider public.
  - I consulted further within my Annual Policing Survey, and based on 1,661 responses:
    - 31% supported the scheme being made available to the general public;
    - 23% supported the establishment of a panel to scrutinise Body Worn Video footage;
    - 41% felt the current scheme should continue as it is; and
    - 5% declined to answer.

In light of this feedback, I decided to retain the current scheme in its existing form.

- Volunteer PCSOs: whether the force should develop a group of volunteers who sit somewhere between the Special Constabulary and Kent Police's current volunteers, with designated powers to assist with their role.
  - To increase visibility and make best use of provisions within the Policing and Crime Act 2017, the force has developed Community Policing Volunteers (CPV). Similar in role to PCSOs, they will have a small number of powers and will predominantly focus on supporting PCSO colleagues on patrol and other engagement opportunities including working with schools and the Volunteer Police Cadets. Recruitment opened to the public within West Division in January 2018.
- Volunteer Police Cadets: whether the scheme should be expanded and made available countywide.
  - As outlined below, I have supported and funded the development of the Volunteer Police Cadet scheme. As at the end of March 2018, there were 420 Cadets based in units at Dover, Canterbury, Maidstone, Medway, Tonbridge and Gravesham, but the force's aspiration is to provide young people with access across the county.
- Engagement with schools: whether the force should send more police officers/staff into schools to deliver lessons in personal and online safety.
  - Implemented by Kent Police on 12 September 2017, the New Horizon policing model saw the introduction of 20 PCSO Youth Engagement Officers to support children and young people both inside and outside schools to build trust, confidence and develop positive relationships.
- Fraud and cybercrime: whether the force should invest more in tackling volume fraud and cybercrime.
  - Within the Serious Crime Directorate there is now a:
    - dedicated Cybercrime Unit which leads on serious and complex investigations. The unit also has two dedicated Protect officers who work to educate and safeguard the community from the ever changing cyber threat;
    - a Primary Investigation Team that receives and evaluates all referrals from the National Fraud Intelligence Bureau and completes initial enquiries to establish the most appropriate action to be taken;
    - a Volume Fraud Team that focuses on those fraud offences where further investigative opportunities are identified, in order to bring offenders to justice.

Three new Digital Hubs situated in police stations have also opened in order to provide advice on digital opportunities and to support investigations, including the downloading of mobile devices.

## • **Back volunteering**

I remain committed to supporting the Volunteer Police Cadet scheme, which is why I allocated £80,000 over my first two years in office to support its re-launch. I consider it really important to provide young people with opportunities to get involved in activities which support community policing and to learn about responsible citizenship.

The scheme is open to young people aged 13 to 17, who live in Kent irrespective of background or financial circumstances, including those vulnerable to crime or social exclusion. In 2017/18, the Cadets undertook over 10,000 hours of volunteering, including in domestic violence centres, care homes and participating in community events and clean-up projects. For more information click [here](#).

I'm very supportive and appreciative of the work of Special Constables; unpaid volunteers who wear a uniform, have the same powers as regular officers and put themselves in harms way like their paid colleagues – but all because they just want to give something back to their communities. As at the end of March 2018, the force had 287 Special Constables who provided a fantastic 110,871 hours of policing in 2017/18. In addition to supporting their regular Local Policing Team colleagues, a number are embedded in functions such as the Marine Unit, Roads Policing Unit, Dog Unit and Serious Crime Directorate.

As at 31 March 2018, Kent Police had 200 internal volunteers in roles conducive to the skills they bring, who provided over 12,500 hours of support. Examples include roles within the Force Control Room, Recruitment, Local Policing Teams, Intelligence, Public Protection and Crime Investigation.

Kent Police was the first force in the country to grant policing powers to volunteers under provisions introduced by the Policing and Crime Act 2017. With my support, South East 4x4 Response, a volunteer organisation where unpaid professionals give up their time to support the emergency services and other organisations, are now able to place cordons on roads (excluding motorways) and direct traffic. This enables its volunteers to deal with incidents such as fallen trees, broken down vehicles and vehicles trapped as a result of adverse weather without Kent Police having to attend. Not only does this benefit the public, but it also frees up police officers to attend incidents that only they can deal with.

Independent Custody Visitors (ICVs) make unannounced visits to custody suites around the county to check on the welfare of detained persons, ensure they have received their rights and make sure they are being held in conditions that are up to standard. I am responsible for managing the scheme and to recognise the work of the volunteers, I am seeking Investing in Volunteers (IiV) accreditation. IiV is the UK quality standard for good practice in volunteer management and accreditation will demonstrate to the volunteers that the work they are doing is valued, and that they are part of, and importantly have helped create, an effective scheme.

I have also provided grant funding to a number of charities and organisations across the county who rely on volunteers within local communities to deliver their services.

I'd like to thank the Special Constabulary, Volunteer Police Cadets and other volunteers who do not wear a police logo, such as South East 4x4 Response and Kent Search and Rescue, for their time and for all their hard work in helping keep the county safe. Without the extensive support of these, and a great number of other charities and volunteers, Kent Police would incur extra costs and require additional resources.

## MOJ Grant for Victim Services - Funding Recipients<sup>1</sup>

£		£	
<b>Domestic Violence</b>		<b>Sexual Violence</b>	
Medway Domestic Abuse	2,860.00	East Kent Rape Line - ISVA and CISVA Services	75,000.00
Rising Sun	34,693.00	Family Matters - ISVA and CISVA Services	75,000.00
Sign Health	40,588.00	Kent & Medway Adult Safeguarding	5,280.11
DAVSS - Support To Court Project	10,546.00		
DAVSS - Support Service for Male Victims	10,546.00	<b>Referral</b>	
Dandelion Time - Therapeutic Programme	20,500.00	Victim Support - Core Contract	178,523.30
Choices - IDVA for LGBT and Male Clients	22,572.00		
SATEDA	7,299.00	<b>Associated Costs for Commissioning</b>	
Dad's Unlimited	2,500.00	Compass House Running costs (Inc. gas/electric)	59,891.03
Victim Support - Enhanced DA Service	127,840.00	Receptionist Staff x2 (Inc. overtime)	22,598.83
Kent Safeguarding	11,483.50		
Medway Safeguarding	3,858.46	<b>Other</b>	
Kent & Medway Adult Safeguarding	5,280.11	Victim Support - Core contract	714,093.20
Domestic Abuse Service - KCC	50,000.00	Brake	1,500.00
Oasis - Time to Talk	50,000.00	Rubicon Care	90,300.00
Rising Sun	18,342.00	MCCH	48,170.00
Thanet Domestic Abuse Forum	13,450.28	CAB Medway	40,000.00
		Juvenile Justice International CIC	39,900.00
		Victim Support - Innovation Fund	43,237.00
		Mind - Counselling Service	3,900.00
		All CSP	25,561.44
<b>Child Sexual Abuse</b>			
East Kent Rape Line - ISVA and CISVA Services	25,000.00		
Family Matters - ISVA and CISVA Services	25,000.00		
East Kent Rape Line - Specialist Counselling	35,000.00		
NSPCC	35,000.00		
Juvenile Justice International CIC	39,900.00		
Family Matters - Specialist Therapy U18 victims	35,000.00		
Dandelion Time - Therapeutic Programme	20,500.00		
Medway Safeguarding Children's Board	5,000.00		
Child Sexual Exploitation	20,000.00		
Kent Safeguarding	11,483.50		
Medway Safeguarding	3,858.46		
<b>Restorative Justice</b>			
Maidstone and Kent Mediation Service	8,100.00		
Salus	25,000.00		
Restorative Solutions	92,000.00		

<sup>1</sup> Under Section 3.2 of the Ministry of Justice's Grant Agreement for victim services, PCCs must specify the Support Services they have commissioned or provided with a Grant, including referral services, in any Annual Report they produce pursuant to Section 12 of the Police Reform and Social Responsibility Act 2011.

## Key Financial Information for 2017/18

### • Revenue Budget

On 15 December 2016, the Policing Minister announced the draft general grant allocation for each force area for 2017/18. The Minister stated that in 2017/18, no PCC would face a cash reduction in “direct resource funding” from 2015/16 levels assuming that precept income was maximised in 2016/17 and again in 2017/18. For policing, direct resource funding was deemed by the Government to be the sum of formula funding plus legacy council tax grants plus precept. This meant that each PCC received the same reduction of 1.3% to their settlement (formula funding plus grants). Funding for one year only was announced with no details of funding assumptions beyond 2017/18.

The precept referendum limit (the amount the council tax could be increased before a referendum) was set at 2%, but the 10 force areas with the lowest precept were able to raise it by £5.00. Kent was, and remains, one of the lowest 10 precepting areas and I decided to increase the precept by £5, the maximum available.

**Table 1: Funding Stream**

	Budget £'000's	% of Total Funding
<b>Central Government Funding</b>		
Police Core Settlement	104,799	32%
Ex DCLG Funding	65,666	21%
Legacy Council Tax Grants	13,297	4%
Specific Grants	14,872	5%
<b>Locally Raised Funding</b>		
Income	18,022	6%
Council Tax	95,589	30%
Collection Fund	1,802	1%
Reserves	4,386	1%
<b>Total</b>	<b>318,433</b>	<b>100%</b>

Locally, as a result of the settlement, in 2017/18 Kent received a total of £183.8m in general grants and council tax grants. This was a reduction of £2.4m on 2017/18 financial year's formula grant element.

The budget for 2017/18 was set in February 2017 and monitored closely during the year. A new financial reporting paper was produced with the full suite of information being presented quarterly to Chief Officers and the OPCC alongside a monthly summary. Financial information was also presented quarterly to the Joint Audit Committee (JAC). The revenue budget shows the day to day expenditure of running Kent Police and the OPCC.

The final position on the revenue budget for the Group is shown in Table 2:

**Table 2: Revenue Outturn 2017/18**

Directorate	Budget £'000's	Net Expenditure £'000's	Over / (Underspend) for 2017/18 £'000's
Central Operations	45,022	43,946	(1,076)
Chiefs Office	1,745	2,166	421
DCC Portfolio	7,728	8,172	444
Divisions	123,688	122,220	(1,468)
Serious Crime Directorate	29,341	26,746	(2,595)

Support Services	49,623	53,848	4,225
Local Policing and Partnerships	19,357	18,048	(1,309)
Corporate Charges	5,411	9,968	4,557
Transfer to / (from) reserves	(4,386)	(11,106)	(6,720)
Office of the PCC	3,623	3,092	(531)
<b>Net Expenditure</b>	<b>281,152</b>	<b>277,100</b>	<b>(4,052)</b>

The Kent Police revenue budget for 2017/18 showed an underspend of £4.1m. This underspend was transferred to reserves and is being used to support the delivery of future capital / revenue investment. This alongside the planned transfer to reserves of £0.7m in year meant Kent Police contributed £4.8m to reserves from the revenue budget during 2017/18, 1.4% of the total budget.

## • PCC Expenditure

My net budget consists of the costs of the OPCC and the grants I provide to support projects across Kent. Table 3 provides a breakdown of that expenditure:

**Table 3: OPCC Budget and Expenditure breakdown**

	<b>Budget</b>	<b>Spend</b>	<b>Variance</b>
	<b>£'000's</b>	<b>£'000's</b>	<b>£'000's</b>
OPCC	1,534	1,256	(278)
Grants	2,089	1,836	(253)
<b>Total</b>	<b>3,623</b>	<b>3,092</b>	<b>(531)</b>

The expenditure included an underspend of £0.5m. This represented in-year unallocated funding mainly due to vacancies within the OPCC and some projects not requiring their grant funding. This was transferred to reserves and used to support a number of special projects that the force and the OPCC selected.

Projects funded during 2017/18 included:

- Supporting the Volunteer Police Cadet scheme by making available funding for a hardship fund so that those from less affluent backgrounds could still get involved.
- Support for the Kent Police museum curator by providing guaranteed funding for the post over the next 3 years, allowing the force to apply for additional funds from the National Lottery.
- Volunteers with powers, to fund training and associated costs for volunteers, the first force in the country to give powers to volunteers.
- Support for the Kent Community Safety Team, in conjunction with partners to provide administration support to the team
- Anti-modern slavery co-ordinator, a joint post with Essex dealing with human trafficking and modern slavery.

As part of the 2018/19 budget, I have released £0.2m from the OPCC budget to support the recruitment of new officers.

## • Investment Budget

Investment Expenditure includes both capital and revenue expenditure on our assets such as property, vehicles and IT infrastructure which have a longer-term life. This is funded through a combination of Government grant, use of reserves and capital receipts. Capital receipts are the proceeds of the sale of an asset and can only be used for capital expenditure.

The Policing Minister's announcement stated that nationally capital grants to PCCs would be £45.9m, a reduction of 29% on the equivalent total for the current year. This was on top of a reduction of 40% the year before. Kent's capital grant allocation for 2017/18 was £1.1m, a reduction of £0.2m on 2016/17.

The final position on the investment budget for the Group is shown in Table 4:

**Table 4: Capital Budget 2017/18**

Provisioning Department	Revised Budget	Actual Expenditure	Variance
	2017/18	2017/18	2017/18
	£'000's	£'000's	£'000's
IT Department	9,084	4,298	(4,786)
Estate Department	3,866	774	(3,092)
Transport	2,334	1,743	(591)
Innovation Fund	1,585	1,360	(225)
ANPR Department	489	338	(151)
SB Projects	64	0	(64)
Plant and Equipment	982	610	(372)
<b>Totals</b>	<b>18,404</b>	<b>9,123</b>	<b>(9,281)</b>

The table shows slippage of £9.3m. This was due to a number of projects both locally and nationally that did not commence during the year. A number of projects in year did not complete during the financial year and this slippage has been carried over into 2018/19.

- Reserves**

Table 5 shows my usable reserves, i.e. those reserves I may use to provide services, subject to the need to maintain a prudent level of reserves and any statutory limitations on their use (for example the Capital Receipts Reserve that may only be used to fund capital expenditure or repay debt). These are the reserves that I use during the year to fund investment opportunities or the capital programme. Any underspend at the end of the year is transferred into usable reserves.

**Table 5: Usable Reserves**

	As at 31st March 2017	As at 31st March 2018
	£'000's	£'000's
General Fund	5,640	8,800
<b>Risk</b>		
Localisation of Council Tax Benefit Reserve	700	700
Public Order & Major Investigation Reserve	2,000	0
Grant Cut Volatility Reserve	4,000	4,100
Insurance	3,098	3,098
Compass House Renewals Fund	200	0
<b>Change</b>		
Invest to save	1,919	1,522
Redundancy, Relocation & Regulation A20	6,000	4,810
<b>Policing Opportunity</b>		
Policy Opportunities	5,883	1,219
POCA Incentivisation	858	1,012
<b>Policing Opportunity Other:</b>		
OPCC Budget Roll Forward	805	1,085
Budget Roll Forward / PSA1	915	777
Op Morris - Vehicle Seizure	90	68
Bank Holiday Overtime Reserve	714	936
<b>Investment Reserve</b>		
Investment Reserve	28,706	22,959
<b>Total</b>	<b>61,528</b>	<b>51,086</b>

Usable reserves stood at £51.1m, a decrease of £10.4m on the previous year. General reserves increased to a minimum of 3% of net revenue budget to bring us in line with other PCCs and HMICFRS comments.

## Independent Review of Deaths and Serious Incidents in Police Custody

Police custody is important to protect the public and to enable the effective investigation of criminal offences. It may only be used where it is both necessary and proportionate to the investigation of an offence. Simultaneously, it must be recognised that detainees in police custody are often among the most vulnerable individuals in society and there is a significant duty of care on the police.

As Home Secretary, Theresa May commissioned the independent review of deaths and serious incidents in police custody in July 2015, and in October 2015 appointed Dame Elish Angiolini as its independent chair.

The review looked at the wide range of circumstances around deaths and serious incidents in police custody and of suicides occurring shortly after release from police custody. The review had three aims:

1. To examine the procedures and processes surrounding deaths and serious incidents in police custody, including the lead up to such incidents, the immediate aftermath, through to the conclusion of official investigations.
2. To examine and identify the reasons and obstacles as to why the investigation system falls short of many families' needs and expectations, with particular reference to the importance of accountability of those involved and sustained learning following such incidents.
3. To identify areas for improvement and develop recommendations to ensure appropriate, humane institutional treatment when such incidents, particularly deaths in or following detention in police custody, occur. It should enhance the safety of the police custody setting for all.

Dame Elish Angiolini concluded her review in January 2017 and the report was published on 30 October 2017.

The report made 110 recommendations for improvement, categorised under 12 thematic headings - you can read the review [here](#). The Government response was also published on 30 October 2017, and can be viewed [here](#).

In recognition of PCCs being accountable to the public, and responsible for holding police forces to account, the report included the following recommendation:

'Recommendation 53 - PCCs should report annually on deaths and serious incidents in police custody in their jurisdictions'.

Reflecting my commitment to transparency and accountability, I have therefore included this information within my Annual Report. In 2017/18, a total of 30,266 people were processed through custody and, tragically, Kent Police recorded one death and two serious injury incidents<sup>2</sup>.

Over recent years, there has been a large reduction nationally in the number of deaths in or following police custody. This likely reflects improved training, guidance and practices in a number of areas, but most significantly in suicide prevention. The Policing and Crime Act 2017 also limits the use of police cells as places of safety for mental health detentions (banning them entirely in the case of children and limiting them to exceptional circumstances for adults); the intention being to stop police officers being used in place of medical professionals when dealing with people in mental health crisis. Furthermore, other Government initiatives have introduced more stringent governance and scrutiny of police use of force.

I am also reassured that there is a body of legislation, standards and guidance that set out detailed parameters for the use of the power of detention, and best practice in delivering police custody services. This includes, but is not limited to, the Police and Criminal Evidence Act (PACE) and its Codes of Practice as well as the Detention and Custody Authorised Professional Practice and supporting curriculum issued by the College of Policing, all of which are reviewed and updated on a regular basis as new learning emerges and which inform the development and delivery of training packages.

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<sup>2</sup> Dame Elish Angiolini's report does not include a definition of 'serious incident' and it is not a term that the Independent Office for Police Conduct (IOPC) or force PSDs use. This data is based on deaths and serious injury incidents where there is a mandated requirement for force PSDs to refer to the IOPC.

However, among the most important safeguards available to those in police custody are Appropriate Adults, who ensure that both children and vulnerable adults understand custody processes, and that their rights and entitlements are respected.

ICVs managed by the OPCC also have a key role to play in safeguarding people detained in police custody. By making unannounced visits to police custody suites, speaking to detainees about their treatment, checking they have received their rights and ensuring conditions are up to standard, ICVs provide a real insight into what is going on behind closed doors and help me to make sure Kent Police is upholding its high standards.

Whilst I acknowledge that due to the nature of policing, it is impossible to entirely eradicate deaths and serious incidents in police custody, I am reassured that Kent Police takes all reasonable steps to minimise the risks as far as possible, and that when such incidents do occur, they have procedures in place that are efficient, effective and humane.

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**From:** Matthew Scott, Kent Police and Crime Commissioner  
**To:** Kent and Medway Police and Crime Panel  
**Subject:** Update on expenditure to support the Police and Crime Plan  
**Date:** 19 July 2018



**Introduction:**

1. The commissioning allocations for 2018/19 are set out on page 19 of the '[Safer in Kent: The Community Safety and Criminal Justice Plan](#)'.
2. In accordance with The Elected Local Policing Bodies (Specified Information) Order 2011, the Office of the Police and Crime Commissioner also publishes all [expenditure over £500](#) via the website.
3. Further to previous reports, this paper provides examples of how recent published expenditure supports delivery of the Safer in Kent Plan priorities.
4. For information, the following items were selected by Panel Officers on behalf of Members.

**The Police ICT Company Ltd, £60,000.00 – 10 April 2018:**

5. Launched in 2015, [The Police Information & Communications Technology \(ICT\) Company](#) is a private company limited by guarantee, established, owned and funded by Police and Crime Commissioners (PCCs) to support policing and make the public safer through better ICT.
6. The role of The Company is to help policing make better use of ICT by:
  - Creating a bridge between the policing, technological and commercial worlds;
  - Helping the service buy better ICT, manage it effectively and exploit new opportunities quickly;
  - Aiming to cut the costs of police ICT, reduce duplication and improve collaboration; and
  - Improving the public's experience of dealing with the police.

Ultimately, it aims to pay more back into policing than is paid into the Company.
7. All but one of the police forces in England and Wales are members of the Company, and additional members include the British Transport Police Authority, the Police Service of Northern Ireland and the National Crime Agency. The Company also has a close working relationship with the [Association of Police and Crime Commissioners](#) (APCC).
8. The Company Board is chaired by Katy Bourne, Sussex PCC and funding comes from three primary sources:
  - The 'Core' services are funded by members' subscription, which for 2018/19 was a flat rate fee of £60,000 per member.
  - Funding for other services (i.e. new work programmes and commissions) comes from bids for grants available through sources such as the Home Office Innovation and Transformation Fund. The Company has also been asked to carry out work for national programmes and to support forces' ICT improvements, for which specific funding is provided.
  - Income is received from participants in commercial deals that the Company negotiates on behalf of policing and this is used to pay suppliers for services and products.
9. Achievements to date include:
  - Adobe – Single Enterprise Licence Agreement, currently being used by 26 forces, with savings in excess of £1m per annum.
  - IBM i2 Agreement – Work begun by the Home Office, and carried on by the Company, resulting in one contract for policing (instead of 122), with estimated saving of £3m.
  - VMware – Single Enterprise Licence Agreement, currently being used by 34 forces, with savings in excess of £1.5m.
  - Review of Invoicing – Identified savings through invoice consolidation across 12 suppliers; potential £2.6m savings if taken up nationally.

10. Each year, in conjunction with the National Police Technology Council, the Company arranges a summit to allow stakeholders in policing to come together and discuss how technology can be used to enable transformational reform in policing and blue light services. In addition, information technology providers are invited to the summit, therefore providing an opportunity for policing and the industry to meet and discuss new requirements, issues and solutions.
11. The Company also hosts a knowledgehub that allows those in policing:
- to share knowledge, learning and good practice, outside the public domain; and
  - to find and exchange information on local and national IT programmes and systems, including research, collaboration and procurement opportunities.

**The Police ICT Company Ltd, £29,357.06 – 18 April 2018:**

12. As outlined above, one of the functions of The Police ICT Company is to act as a bridge between the policing, technological and commercial worlds, and in particular, to secure value for money by helping police forces get the best deal from suppliers.
13. A good example of this is the IBM i2 agreement to which this funding relates.
14. The IBM i2 agreement initially came into effect in 2015, when the Home Office and APCC jointly managed it with support from The Police ICT Company. It consolidated 122 separate data software agreements with police forces into a single overarching one.
15. Now overseen by The Company, the one master agreement has been extended by a further two years and has enabled:
- around 130,000 police officers in the UK all to have access to additional new software;
  - continuous technical support and training from IBM;
  - savings of up to £110,000 per police force;
- as well as allowing other national law enforcement agencies to access integrated data.
16. The i2 analytical software helps officers and staff to quickly collate, analyse and visualise different sets of data such as telephone records, bank account activity, custody and intelligence, to show complicated links and relationships between criminals who may be involved in the drug trade or in organised crime. It provides a single view across many systems, which enables the identification of threats earlier and a quicker, targeted response to be initiated, reducing the potential for harm to the public, local communities and national security.

**Dandelion Time, £16,258.50 – 18 April 2018:**

17. In February 2018 the PCC offered organisations in receipt of 2017/18 funding from the Victim Specialist Services (VSS) Fund the opportunity to bid for a one year continuation grant. Organisations were asked to submit a business case which required details on outcomes achieved and expected, continued need for the project, lessons learnt and sustainability.
18. [Dandelion Time](#) were invited to bid for a continuation grant for their project providing specialist farm-based therapeutic programmes for children and their carers who have been victims of abuse or domestic violence. The activities are designed to help children and carers overcome trauma, gain greater confidence and achieve new skills to build resilience.
19. Dandelion Time were awarded £32,517 through the 2018/19 VSS Fund and the grant conditions for the award state payment will be made in two equal instalments. The second instalment being paid on receipt of satisfactory monitoring at the mid-point stage - 30 September 2018.
20. Since April 2017 the project has received 52 referrals from various sources including the police, social services and schools. 30 of these referrals were part funded through the VSS grant provided by the PCC in 2017/18. The referrals came from across the county but primarily from Mid and West Kent due to the location of the service.

21. The service sets goal based outcomes under the categories of emotional, relationships and behavioural. These enable families to set their own individual targets to work towards. On average all families showed a significant improvement across all the goal categories from their initial and final scores, with the greatest improvements in the emotional and relationships goals.
22. During 2018/19, support will be provided to 30 families with children aged between 6-14 years who are suffering from the emotional impact of abuse and domestic violence. The support is provided individually with families and in small groups of 2-3 families. They attend a half-day session weekly for 10-15 weeks.

**SignHealth, £15,944.50 – 18 April 2018:**

23. [Signhealth](#) were also invited to bid for a continuation grant (as per paragraph 17) for their project DeafHope, which provides a specialist Independent Domestic Violence Adviser (IDVA) able to offer support in sign language. This support includes crisis and 1:1 intervention, survivor workshops to enable victims to share their experiences, plus outreach support to help victims rebuild their lives.
24. They also provide Young DeafHope, which is designed to educate deaf children on healthy relationships, staying safe, bullying, cyber-bullying, sexting and abuse.
25. SignHealth were awarded £31,889 through the 2018/19 VSS Fund and the grant conditions for the award state payment will be made in two equal instalments. The second instalment being paid on receipt of satisfactory monitoring at the mid-point stage - 30 September 2018.
26. In 2017/18, 12 deaf victims received IDVA support through crisis intervention. Healthy relationships support was provided to 18 deaf adults, male and female. 27 young people were supported through workshops, and deaf awareness training was provided to 40 professionals, including in hospitals, refuges and victim services.
27. In 2018/19 they aim to support 15 deaf victims and their children through crisis IDVA intervention, support 30 deaf young people through workshops and 25 deaf women and men through healthy relationship workshops.
28. Evaluations of the service identify that 100% of victims feel more empowered, with increased levels of self-confidence, self-esteem and more able to live independent lives, as a result of the support received. In addition, 98% of young deaf people demonstrated a far greater understanding of what constitutes abuse and where to go for help.

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**From:** Matthew Scott, Kent Police and Crime Commissioner  
**To:** Kent and Medway Police and Crime Panel  
**Subject:** Holding the Chief Constable to Account  
**Date:** 19 July 2018



## **INTRODUCTION:**

1. In addition to a number of statutory responsibilities that flow from the Police Reform and Social Responsibility Act 2011, under the Policing Protocol Order 2011, Police and Crime Commissioners (PCCs) have the legal power and duty to:
  - Scrutinise, support and challenge the overall performance of the force including against the priorities agreed within the [Police and Crime] Plan;
  - Hold the Chief Constable to account for the performance of the force's officers and staff; and
  - Maintain an efficient and effective police force.
2. In discharging these responsibilities, PCCs are responsible for putting in place proper governance arrangements.
3. The local governance framework was revised in 2016-17 following the election of Mr Scott, and continues to be refined. Through a mix of regular and private meetings, the PCC holds the Chief Constable to account for the leadership of Kent Police, and the priorities he has set the Chief Constable in the [Safer in Kent Plan](#), namely:
  - To put victims first
  - Fight crime and anti-social behaviour
  - Tackle abuse, exploitation and violence
  - Combat organised crime and gangs
  - Provide visible neighbourhood policing and effective roads policing
  - Deliver an efficient and accessible service
4. Mr Scott, in discharging his personal duties, responsibilities and functions, is supported by a relatively small team of staff within the Office of the PCC (OPCC), led by the Chief Executive.

## **DAILY ENGAGEMENT / WEEKLY ONE-TO-ONE MEETINGS:**

5. Informally, on a daily basis, the PCC, Chief Executive, Chief Finance Officer (CFO) and senior OPCC staff liaise and engage with the Chief Constable's office and senior managers. Being sited together at Kent Police headquarters enables, and in many ways encourages, spontaneous face-to-face discussions to take place, such as around IT, estates and significant or critical incidents which may attract media attention.
6. The PCC also has weekly one-to-one meetings with the Chief Constable to enable an open exchange of information and help maintain an effective working relationship. The meetings are held in the OPCC, and allow discussion of a wide variety of subjects, including significant operational matters and delivery of the Safer in Kent Plan.
7. The PCC is currently refining the one-to-one meeting structure to further complement the governance framework. The aim is to develop stronger links to the Performance & Delivery Board in terms of themes discussed and future activities, as well as the provision of enhanced context around delivery of the Safer in Kent Plan.

## **PERFORMANCE AND DELIVERY BOARD:**

8. One of the principle ways the PCC holds the Chief Constable to account is through the quarterly Performance and Delivery Board.
9. Open to the public, on a non-participating basis, the meeting is chaired by the PCC and papers are submitted by the force in advance and published [here](#) on the OPCC website. 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.

10. The aims and objectives of the meeting include:

- Monitoring and scrutinising performance and service delivery against the Police and Crime Plan priorities, acknowledging success and challenging areas of concern.
- Holding the Chief Constable to account for organisational and operational performance of Kent Police.
- Receiving and reviewing reports on policing matters considered to be of particular interest and/or concern to local communities.
- Considering reports from external bodies, including (but not limited to) Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS), ensuring areas for improvement are addressed.
- Exploring areas that are fundamental to healthy and productive organisations, including how the Mission, Vision, Values and Priorities are being engrained.
- Monitoring and challenging wider performance delivery, including value for money, use of resources and the overall efficiency and effectiveness of Kent Police.

11. Originally, the agenda included two separate papers relating to Kent Police performance and Police and Crime Plan Delivery. Through discussion with the Chief Constable, the PCC determined that it was not necessarily helpful to have two separate papers and as a result, from March 2018, the agenda was tweaked to include one item titled 'Safer in Kent Plan: Delivery & Performance'.

12. With supporting force papers for each item, the standard agenda currently consists of the following:

- Safer in Kent Plan: Delivery & Performance
- Inspections, Audits & Reviews
- People (*including recruitment*)
- Finance
- Collaboration & Partnership Working

In addition, the Chief Constable has the opportunity to provide a verbal update on any topical issues and/or non-sensitive operational matters at each meeting.

13. Through the Performance and Delivery Board, the PCC has robustly held the Chief Constable to account for crime recording accuracy following HMICFRS' inspection – [Kent Police: Crime Data Integrity Inspection 2017](#) – which graded Kent Police 'inadequate'. Initially a paper in its own right, and now included within the 'Inspections, Audits & Reviews' paper, the PCC continues to receive updates from the Chief Constable, with accuracy now reported at around 92-94% consistently. Likewise, following escalating public concern nationally and locally, the PCC continues to receive updates from the Chief Constable in relation 999 emergency and 101 non-emergency call answering within the Force Control Room.

14. The meeting notes from each Performance and Delivery Board are submitted to the Police and Crime Panel for information/reference. Dates of future meetings are 26 September and 12 December – Panel Members are welcome to attend.

15. While the Performance & Delivery Board does not stand alone from other complementary governance structures employed by the PCC, it does allow the PCC and the Chief Constable to transparently fulfil their respective statutory obligations and accountabilities in respect of scrutiny, challenge and support.

#### **OTHER BRIEFINGS AND MEETINGS:**

16. In holding the Chief Constable to account, the PCC can request bespoke briefings that enable a more focused and detailed discussion on Kent Police activities, Performance and Delivery Board items, confidential matters or emerging issues. Examples include updates on specific policing operations, complex IT and procurement related matters, and issues of significant public interest, such as crime recording accuracy and 101 call answering. Most recently, the PCC received a briefing from the Director of HR on the [#MoreThanTheBadge](#) and the [#BeyondTheBadge](#) recruitment campaigns. Such briefings enable the PCC to gain a better understanding, provide support and, where appropriate, ensure the right questions are being asked on behalf of the public.

17. The PCC has a standing invitation to the Force Culture Board - the only board that the Chief Constable chairs. Its purpose is to continue the development of a culture where officers and staff are confident to do the right thing and put quality of service at the heart of all they do. The meeting has representation from across the force and all ranks/roles, and provides the PCC with an opportunity to engage with officers and staff direct, gain a better understanding of the challenges they face, and show support for the work they do.

18. In addition, the Chief Executive, CFO and senior OPCC staff have a standing invitation to Kent Police internal meetings. For example, the Chief Executive attends the Force Performance Management Committee; the CFO attends the IT Steering Board; and the Head of Standards and Regulation attends the Stop and Search Scrutiny Panel which includes representation from the Independent Police Advisory Group. Through this approach, the PCC retains oversight across a broad range of key business areas.

19. The governance framework around managing crime is well established, with the OPCC having:
- access to internal Kent Police data, as well as external data, such as the quarterly [ONS Crime in England and Wales Statistical Bulletins](#); and
  - a Research Officer who can extract data from Kent Police systems, and is able to provide analysis and interpretation to identify areas of specific interest.

However, the police can only record crimes that are brought to their attention and ongoing work to improve crime recording accuracy makes interpretation of trends over time difficult. As a result, within the Safer in Kent Plan, the PCC makes it clear that progress will not be judged on stipulated numerical targets, but will instead consider other feedback, including HMICFRS' reports and other independent publications.

#### **JOINT AUDIT COMMITTEE (JAC):**

20. Financial governance, assurance, risk management and statutory financial duties for both the OPCC and Kent Police are the responsibility of a JAC, as required by the Home Office Financial Management Code of Practice. The JAC is a key component of the corporate governance arrangements, providing an independent and high level focus on the adequacy of audit, assurance and reporting arrangements that support the PCC, the Chief Constable and statutory officers in ensuring good governance and financial standards are in place.

21. Open to the public, on a non-participating basis, the JAC meets at least four times a year and is chaired by one of five members who are independent of both the PCC and the Chief Constable. The PCC and the Chief Constable attend one JAC per year, with standing membership including an Assistant Chief Constable, the PCC and Chief Constable's CFOs and other senior staff, with papers submitted in advance and published [here](#) on the OPCC website. Dates of future meetings are 18 September and 6 December – Panel Members are welcome to attend.

22. The JAC is responsible for:

- Providing independent assurance on the adequacy and effectiveness of the PCCs and Kent Police's internal control environment and risk management framework;
- Independently scrutinising financial and non-financial performance to the extent that it affects the PCC's and Kent Police's exposure to risks and weakens the internal control environment;
- Overseeing the financial reporting process and external audit; and
- Advising the PCC and the Chief Constable on the adequacy of the Annual Governance Statement.

23. The JAC includes standing agenda items from both the Internal and External Auditors; audit updates are also reported at the Performance and Delivery Board.

#### **Internal Audit**

24. The PCC appoints the internal auditors to obtain assurance around financial governance and areas of perceived risk. The last financial year's internal audits (from RSM UK) were as follows:

Title of audit	Assurance level	Final report issued	Recommendations		
			Low	Medium	High
Leavers and movers	Partial	28-Jul-17	5	2	1
Procurement Improvement Plan	Reasonable	23-Aug-17	3	2	0
Capital Accounting and Fixed Assets	Substantial	10-Nov-17	2	0	0
Creditors	Reasonable	05-Sep-17	2	4	0
Debt collection and recovery	Reasonable	05-Sep-17	4	3	0
Firearms storage and disposal and Taser Stock Control	Partial	05-Sep-17	2	6	2
General Ledger	Substantial	04-Dec-17	4	0	0
Payroll	Reasonable	14-Nov-17	2	2	0
Mobile First	Substantial	29-Nov-17	4	1	0
Risk Management - assurance	Partial	17-Jan-18	0	3	0
Treasury Management	Substantial	29-Jan-18	0	1	0
POCA/Cash/Drug/Property seizures	None	04-Dec-17	4	4	3

25. All audits are reviewed, but those with negative assurance opinions are scrutinised by Kent Police and the OPCC more closely. Recommendations are taken seriously as they are designed to strengthen controls and improve efficiency and effectiveness. For example, the Proceeds of Crime Act (POCA) audit was completed in August 2017, and in light of the findings, a robust action plan was put in place by Kent Police to rectify the identified failings. The JAC has received confirmation that with the exception of two longer term actions (relating to training and the use of Athena), all have been addressed. In addition, the JAC has received assurance that on-going governance of POCA processes, and the outstanding actions, are now monitored through a newly formed Joint Kent and Essex POCA board chaired by the Assistant Chief Constable, Serious Crime Directorate.
26. The audits with substantial assurance give evidence of good practice, but the JAC recognises that business change and new risks can emerge in old areas. Kent Police guard against complacency by using Single Points of Contact to ensure recommendations are implemented and embedded, and utilise the full range of RSM's expertise in passing on industry best practice through their reports and discussions with the JAC and Kent Police.
27. The 2018/19 internal audit programme was agreed at the JAC on 13 March 2018 and is outlined below. Given the extent of the programme, there may be some slippage or rescheduling which will be agreed between the PCC and Chief Constable's CFOs and Audit Manager.

**As = Assurance**

**Ad - Advisory**

<b>Risk Based Assurance</b>		
Athena	As	Q4
IT Audit	As	Q2/3
GDPR (OPCC)	Ad	Q1
Business Continuity	As	Q2
Restorative Justice	Ad	Q1
Collaboration – 7F Procurement	Ad	Q3
Collaboration - Recharges	As	Q2
Delivery of Police & Crime Plan	As	Q1
Complaints	As	Q3
Body worn cameras	As	Q4
Fleet Management	As	Q2/3

<b>Core Assurance</b>		
Treasury Management	As	Q2
Capital Accounting & Fixed Assets	As	Q2
Payroll	As	Q3
Debt collection & recovery	As	Q3
Creditors	As	Q3
Payroll & Pension payments to HMRC	Ad	Q2

<b>Other activity</b>		
Custody management	As	Q3
Leavers & joiners	As	Q1
Training records	As	Q3
Pension Scheme governance	As	Q1
POCA/Cash/Drug/Property seizures	As	Q2
Performance management	As	Q3
Health & Safety	As	Q4
Follow up	As	Q4

#### External Audit

28. In addition to the internal auditors, the PCC and the Chief Constable have external auditors who perform the statutory function of reviewing the Statement of Accounts and stating a value for money conclusion. The current external auditors are Ernst & Young.

#### **HER MAJESTY'S INSPECTORATE OF CONSTABULARY AND FIRE AND RESCUE SERVICES:**

29. All police forces are subject to a formal inspection regime undertaken by [HMICFRS](#), and this forms a vital part of the PCC's assurance process in holding the Chief Constable to account.
30. HMICFRS' role is to objectively inspect and report on the efficiency and effectiveness of police forces and specified national police agencies. HMICFRS' overall objective is to provide, in the public interest, independent and professional assessments of police efficiency and effectiveness for the public, elected representatives and the police.
31. To keep the public informed and updated, under the Police Act 1996 (as amended by the Policing and Crime Act 2017), PCCs are required to comment on HMICFRS reports about their force. As well as the PCC's view, it must include any comments from the Chief Constable and the PCC's response, and actions taken or proposed to address recommendations. A copy has to be provided to the Home Secretary, published by the PCC, and a link also sent to HMICFRS. To view Mr Scott's comments on Kent Police's PEEL 2017 Effectiveness assessment, please click [here](#).

## PEEL

32. Each year, HMICFRS assesses all police forces on their Efficiency, Effectiveness and Legitimacy (PEEL). Forces are judged as outstanding, good, requires improvement or inadequate based on inspection findings, analysis and professional judgement.
33. Based on PEEL 2017, Kent Police was judged to be one of the top performing forces in the country, being assessed as 'Good' for Efficiency, 'Good' for Effectiveness and 'Outstanding' for Legitimacy for an unprecedented third consecutive year. The force has been graded 'Outstanding' or 'Good' in every PEEL inspection since 2015.

### Summary of PEEL 2017 assessments for Kent Police

<b>Efficiency</b> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> How efficient is the Force at keeping people safe and reducing crime? <b>Good</b> How well does the force understand demand? <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <b>Outstanding</b> How well does the force use its resources? <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <b>Good</b> How well is the force planning for the future? <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <b>Good</b>	<b>Effectiveness</b> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Overall effectiveness <b>Good</b> Investigating crime and reducing re-offending <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <b>Good</b> Protecting vulnerable people and supporting victims <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <b>Good</b> Specialist capabilities <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <b>Ungraded</b> Comment: Kent Police has the necessary arrangements in place to ensure that it can fulfil its national policing responsibilities.	<b>Legitimacy</b> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> How legitimate is the force at keeping people safe and reducing crime? <b>Outstanding</b> To what extent does the force treat all of the people it serves with fairness and respect? <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <b>Outstanding</b> How well does the force ensure that its workforce behaves ethically and lawfully? <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <b>Good</b> To what extent does the force treat its workforce with fairness and respect? <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <b>Outstanding</b>
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34. The programme for 2018/19 is set to change, moving from three individual inspections on Efficiency, Effectiveness and Legitimacy to one inspection covering all three PEEL pillars utilising a risk based approach. Kent Police has been notified that it will be in the first tranche of forces to be inspected, meaning the inspection will take place sometime in December 2018.

## Thematic and Joint Inspections

35. HMICFRS also carry out thematic and joint inspections. Their 2018/19 inspection programme includes:
- Hate Crime
  - Counter Terrorism
  - Fraud (including cyber-enabled fraud)
  - Older people in the Criminal Justice System
  - Cyber-crime
  - Child Protection (continuation of rolling programme of inspections, Kent have not yet been inspected)
  - Crime Data Integrity (continuation of rolling programme of inspections)
36. With the exception of Crime Data Integrity, Kent Police has not specifically featured in any of these to date, and is unaware whether it will feature as one of the visited forces in the future. However, they represent learning opportunities with best practice adopted, and any recommendations acted upon.

## Force Management Statement

37. The Force Management Statement (FMS) is a self-assessment that Chief Constables prepare and provide to HMICFRS each year. The first FMS was submitted in June 2018.
38. It is the Chief Constable's statement and explanation of:
- The demand the force expects to face in the next four years;
  - How the force will change and improve its workforce and other assets to cope with that demand;
  - How the force will improve its efficiency to make sure the gap between future demand and future capability is as small as it can reasonably be; and
  - The money the force expects to have to do all this.
- In addition, there is an expectation that Police and Crime Plans are referenced throughout the FMS, with those sections that are relevant clearly identified.
39. The FMS is also designed to improve and streamline the information police forces produce for their own management purposes, PCCs, Home Office, HMICFRS, other institutions and the public.

40. The Chief Constable has recently submitted Kent Police's FMS and the PCC received a copy. In addition to increasing the PCC's understanding of how effective and efficient Kent Police is, the FMS will help to assess whether the priorities set for the Chief Constable in the Safer in Kent Plan are likely to be met, how quickly and at what cost.
41. The FMS will also inform the new PEEL assessment process, what inspections HMICFRS will conduct in the future in which police forces, and how intensive they will need to be. HMICFRS have directed that the next FMS will be required by September 2018.

#### Value for Money profiles

42. The Value for Money profiles provide PCCs and the public with comparative data on a wide range of policing activities. For instance: does a force spend more or less than other similar forces? Does it receive fewer or more 999 calls? How does the crime rate differ from other forces?
43. They are based on data provided by forces to The Chartered Institute for Public Finance and Accountancy and the Home Office. The latest VfM profiles were published in November 2017, and key findings for Kent Police included being an outlier (lowest 10%) for non-staff costs and for police staff costs.
44. Used as part of the PCC's overall governance framework, and considered by the JAC, the VfM profile provides a comparison of Kent Police's costs and performance with other police forces, helping the PCC to ask the right questions and if necessary, seek further information. Where appropriate, it also enables the PCC to challenge the Chief Constable on behalf of public tax payers.
45. In addition to the programme of work outlined above, if deemed appropriate, PCCs are also able to commission HMICFRS to carry out inspections within their force area.

#### **POLICE COMPLAINTS:**

46. In relation to holding the Chief Constable to account for complaints management, the OPCC has well-established mechanisms, including:
- A monthly file audit of both complaints and misconduct cases, with the findings (and subsequent responses) reported to the PCC, the Chief Executive, and the leadership of the Professional Standards Department (PSD).
  - Monthly meetings between the Head of PSD and the OPCC Head of Standards and Regulation.
  - Regular OPCC review of complaints data and [Independent Office for Police Conduct](#) (IOPC) figures.
  - Reporting of complaints performance and related matters to the JAC and the Performance and Delivery Board.
47. In addition, the PCC, Chief Executive and Head of Standards and Regulation meet regularly with the IOPC Regional Director, Sarah Green, to review Kent Police's performance and discuss complaints handling in a regional and national context.

#### **CUSTODY PROVISION:**

48. Managing the [Independent Custody Visitors \(ICVs\) scheme](#) is one of the PCC's responsibilities.
49. By making unannounced visits to custody suites, speaking to detainees about their treatment, checking that they have received their rights and ensuring the conditions are up to standard, ICVs enable the PCC to hold the Chief Constable to account for the treatment of individuals who are often amongst the most vulnerable in society.

#### **HOLDING OTHER PARTNERS TO ACCOUNT:**

50. The PCC has recently taken over as chair of the Kent Criminal Justice Board. Membership includes Kent Police, Probation, the Crown Prosecution Service, Her Majesty's Courts and Tribunal Service, Her Majesty's Prison Service and the defence community. Meeting on a quarterly basis, its purpose is to improve the efficiency and effectiveness of the Kent criminal justice system and the experience of victims of and witnesses.

51. In addition to being a member of the Mental Health Crisis Care Concordat Steering Group, the PCC chairs a Mental Health and Policing Oversight Board. Meeting on a quarterly basis, with senior representation from Kent Police, Kent and Medway NHS and Social Care Partnership Trust (KMPT), West Kent Clinical Commissioning Group and South East Coast Ambulance Service, its objectives include:
- Reviewing delivery of the Kent Police and KMPT Mental Health Strategy.
  - Maintaining a strategic overview of system performance across mental health crisis care services.
  - Developing an understanding of demand relating to mental health issues across Kent, including repeat users.
  - Promoting models of mental health crisis care which have appropriate leadership, oversight and support partnership working.
  - Reducing the demand on Kent Police and supporting the development of alternative places of safety.
  - Enhancing partnership working in order to support the delivery of safe, effective and timely care for those in crisis.
52. Linked to the Government's [Serious Violence Strategy](#), the PCC is keen to bring together a wide range of stakeholders to better understand the causes of violent crime in Kent and agree ways in which it can be prevented and tackled.
53. The first phase of this year-long 'Violence Reduction Challenge' is a call for evidence. The PCC has asked victims of crime, as well as those who work with them, to share their experiences, relevant data and potential policy ideas. Next the PCC is convening a core steering group, as well as a larger advisory panel made up of interested parties which will meet in public. Both these groups will discuss the findings of the call for evidence, assess the reality of violent crime in Kent and look at ways Kent Police and its partners can work together to address the issues raised.

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By: Ben Watts, General Counsel, Kent County Council  
Mike Overbeke, Head of Public Protection, Kent County Council

To: Kent and Medway Police and Crime Panel – 19<sup>th</sup> July 2017

Subject: Complaints against the Police and Crime Commissioner

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## **1. Introduction**

- 1.1 The Police and Crime Panel asked, in June 2014, to receive an annual report on complaints against the Police and Crime Commissioner. The previous report covered the period May 2016 to June 2017, i.e. the period since Mr Scott was elected Police and Crime Commissioner. This report covers the 12 months ending in June 2018.
- 1.2 The Elected Local Policing Bodies (Complaints and Misconduct Regulations) 2012 set out the statutory arrangements for dealing with complaints against Police and Crime Commissioners. Police and Crime Panels bear the statutory responsibility for resolving complaints and the Panel has established a Sub-Panel to undertake this role.

## **2. Complaints procedure**

- 2.1 When a purported complaint is received the Regulations provide for an initial decision to be made on whether to record the complaint and, if so, whether to disapply the Regulations. The criteria by which these decisions are made are set out in Regulations and in the Panel's policy. The Panel determined that these initial decisions should be delegated to the PCC's Monitoring Officer. This delegation was in line with clear Home Office advice and is the approach adopted by most other Panels. The Explanatory Memorandum that accompanies the Regulations states: - "The Government takes the view that the task of the initial handling of complaints and conduct matters sits well with the role of the monitoring officer. Further, allowing scope for these matters to be dealt with internally in the first instance will promote the early resolution of minor complaints without unnecessary bureaucracy". The Panel agreed in 2016 that, while the initial decision should remain with the PCC's Monitoring Officer that decision should only be taken after discussion with Panel officers..
- 2.2 A complaint against the Police and Crime Commissioner is an allegation or expression of concern that he has taken or not taken an action personally. General criticisms of a PCC or of PCC's in general, or complaints about actions or lack of actions by the police do not come within the scope of the Regulations. Almost two years ago, the Government consulted on possible changes to the Regulations and one of those possible changes was to make this point clearer in the Regulations. However, to date no changes have been made in the Regulations.

### **3. Complaints since July 2017**

3.1 Since May 2017 there have been 2 recorded complaints against the Commissioner. 3 possible complaints were received. In the 2 cases which were recorded the Regulations were disappplied on the grounds that the complaints were “vexatious and oppressive” (the phrase used in the Regulations). In the third case the matter was considered not to be a complaint and was therefore not recorded. The reasons for disapplication and non-recording, were provided to and discussed with Panel officers at the time and officers are fully satisfied that the PCC’s Monitoring Officer made the correct decision in every case

3.2 In the previous period (May 2016-June 2017) there were 5 recorded complaints. In 4 of those cases the Regulations were disappplied and one matter came to the Sub-Panel for resolution. There were also 2 matters which were not recorded. This data shows a decrease in the number of recorded complaints made against the Commissioner and demonstrates a continuing overall very low level of complaints. Although no national data is published, officer contact with other Panels suggests that the number of complaints recorded against the Kent Police and Crime Commissioner remains low compared with most other Commissioners.

### **4. Recommendation**

4.1 That the Panel notes the contents of this report and requests a further report in June 2019.

**Contact:** Anna Taylor/Joel Cook

Tel: 03000 416478/416892

Mike Campbell

Tel: 03000 413346

**Police and Crime Panel Forward work programme (as at 19<sup>th</sup> July 2018)****27<sup>th</sup> September 2018**

<b>Subject</b>	<b>Reason for report</b>	<b>Author</b>
Crime data integrity -outcome of follow-up inspection (including update on recorded crime increase)	Requested by Panel	<b>PCC</b>
Mental Health - verbal update	Proposed by PCC	PCC
Recruitment of police officers -verbal update	Requested by Panel	PCC
Force response to Employment Tribunal judgment	Requested by Panel	PCC
Commissioner's preparations for the impact of BREXIT on Kent and Medway	Requested by Panel	PCC

**14<sup>th</sup> November 2018**

<b>Subject</b>	<b>Reason for report</b>	<b>Author</b>
Update on PCC's expenditure to support the police and Crime Plan	Proposed by PCC	PCC
Progress on recruiting and deploying additional officers	Requested by Panel	PCC
Victim Satisfaction	Requested by Panel	PCC
999 and 101 service - improvements following recruitment (including comment on staff morale)	Requested by Panel	PCC
Mental Health - verbal update	Proposed by PCC	PCC

**6<sup>th</sup> February 2019**

Refreshed Safer in Kent plan 2017/20	Statutory requirement	PCC
Budget and precept proposal 2018/19	Statutory requirement	PCC

Panel Annual report	Requested by Chairman	Panel officers
Mental health update	Proposed by PCC	PCC

### **24<sup>th</sup> April 2019**

Mental Health update	Proposed by PCC	PCC
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### **18<sup>th</sup> July 2019**

Election of Chairman and Vice-Chairman	Annual requirement	N/A
Complaints against the PCC	Requested by Panel	Panel officers
PCC's Annual report 2018/19 (including financial information)	Statutory requirement	PCC
Update on PCC's expenditure to support the police and Crime Plan	Proposed by PCC	PCC
Mental Health - verbal update	Proposed by PCC	PCC

Standard item at each meeting

Questions to the Commissioner

Items to note at each meeting

Commissioner's decisions

Performance and Delivery Board minutes