

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, County Hall, Maidstone** on **Wednesday, 12th June, 2019, at 10.00 am** when the following business will be transacted

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

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

Membership

Cllr Jo Gideon	Ashford Borough Council
Councillor Pat Todd	Canterbury City Council
Councillor Richard Wells	Dartford Borough Council
Councillor Michael John Holloway	Dover District Council
Cllr Shane Mochrie-Cox	Gravesham Borough Council
Mr Mike Hill (Chairman)	Kent County Council
Councillor Fay Gooch	Maidstone Borough Council
Councillor Habib Tejan	Medway Council
Councillor Peter Fleming	Sevenoaks District Council
VACANCY	Folkestone and Hythe District Council
VACANCY	Swale Borough Council
Councillor Lesley Game	Thanet District Council
Councillor Nicolas Heslop	Tonbridge and Malling Borough Council
Councillor Sarah Hamilton	Tunbridge Wells Borough Council
Cllr Steve Iles	Co-opted member
VACANCY	Co-opted member
VACANCY	Co-opted member
VACANCY	Co-opted member
Elaine Bolton	Independent Member
Mr Gurvinder Sandher (Vice-Chairman)	Independent Member

UNRESTRICTED ITEMS

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

1 Introduction/Webcast Announcement

2 Election of Chair

3 Election of Vice-Chair

4 Membership

To note the following changes to Panel Membership

Cllr Jo Gideon has replaced Cllr Brad Bradford (Ashford)

Cllr Shane Mochrie-Cox has replaced Cllr John Knight (Gravesham)

Cllr Mark Rhodes has replaced Cllr Nicolas Heslop (Tonbridge and Malling)

Cllr Steve Iles has replaced Cllr Josie Iles (Medway)

Membership will be further updated pending final appointments by all relevant Local Authorities within Kent Police force area.

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 6 February 2019 (Pages 5 - 12)

A - Statutory Requirements

A1 PCC's Annual Report 2018/19 (Pages 13 - 48)

B - Commissioner's reports requested by the Panel or offered by the Commissioner

B1 HMICFRS - PEEL Assessment (Pages 49 - 54)

B2 Update on PCC's expenditure to support the Police and Crime Plan (Pages 55 - 58)

B3 Mental Health - verbal update

C - Commissioner's Decisions

C1 Support for increase in Taser trained officers (Pages 59 - 60)

D - Panel Matters

D1 PCC Complaints Report (Pages 61 - 62)

D2 Future work programme

E - Questions to the Commissioner

E1 Questions submitted by Panel Members

F - For Information

F1 Minutes of the Commissioner's Performance & Delivery Board meetings held on 12 December 2018 and 20 March 2019 (Pages 63 - 74)

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

Tuesday, 4 June 2019

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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, 6 February 2019.

PRESENT: Mr P M Hill, OBE (Chairman), Mr Gurvinder Sandher (Vice-Chairman), Mrs E Bolton, Cllr J Burden, Cllr M Conolly (Substitute for Cllr MJ Holloway, OBE), Cllr M Dearden, Mrs L Game, Cllr F Gooch, Ms S Hamilton, Cllr A Horton, Cllr J Knight, Cllr K Maskell (Substitute for Cllr P Fleming), Cllr H Tejan, Cllr P Todd and Cllr R Wells

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 J Cook (Scrutiny Research Officer) and Mrs A Taylor (Scrutiny Research Officer)

UNRESTRICTED ITEMS

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

(Item 3)

Cllrs Horton and Todd declared an interest as they were both in receipt of a Police pension.

305. Minutes of the Police and Crime Panel held on 14 November 2018

(Item 4)

1. The Commissioner updated Members on the follow up items raised at the last meeting.

RESOLVED that the minutes of the meeting held on 14 November 2018 were a correct record and that they be signed by the Chairman.

306. Draft refreshed 'Safer in Kent: The Community Safety and Criminal Justice Plan' and Precept proposal for 2019/20

(Item B1)

1. The Commissioner introduced the refreshed 'Safer in Kent Plan' and set out the minor changes to the Plan.

2. The Plan covered the period 2017-21, there had been minor wording changes but the principles contained within the plan remained valid with strong ethics, integrity and honesty.

3. Members discussed the findings of the Annual Policing Survey, one member raised concerns that the plan and its minor amendments did not reflect the results of the public consultation. The Member asked the commissioner whether he intended a

major rewrite of the plan on its next review. The Commissioner considered that the plan reflected what residents wanted to see action on, there was still a lot of misunderstanding about Police funding and it was hoped that the plan would improve future consultation responses and that people would feel like they were getting better value for money.

4. Referring to the question within the survey 'Tell us one thing you think Kent Police could do better' a Member suggested that the response 'Recruit more police officers and/or deploy more visible patrols' should be split into two responses, the Commissioner confirmed that he would consider this for future surveys.

5. In response to a question about what visible policing looked like in the modern world the Commissioner explained that the aim of the recruitment drive was to go back to police officers and PCSOs on the streets.

6. In response to a comment about the types of crimes Kent Police were dealing with the Commissioner explained that demands to policing had changed, there was an Investigation Management Unit dealing with low level investigations along with teams looking at areas such as Domestic Violence to try to improve levels of service. Where Members were aware of areas of poor service the Commissioner encouraged them to tell him to that he could ensure this was being looked at and if there were wider issues, he could hold the Chief Constable to account.

7. A Member raised the point of crime prevention and diversion and what was available locally in terms of diversionary activities, the commissioner explained that there was a commissioning strategy and he had given money to local councils to enable them to make decisions about what was needed locally. The Safer in Kent Fund funded local projects focusing on prevention and diversion. Nationally, the Commissioner explained that during 2018 the Home Office had run an early intervention youth fund and the Commissioner hoped to be able to make an announcement next week about partnership work with the Home Office.

8. In response to a comment the Commissioner confirmed that burglary remained as one of his, and the Chief Constable's, priorities. A Member congratulated the Commissioner on how policing was progressing in the county.

9. The Commissioner referred to the precept and thanked his team who had done an exceptional job in ensuring that the precept proposal was as accurate as possible. He also thanked the Panel for their engagement at both formal and informal meetings and other engagements. The Commissioner considered the Panel meetings to be important and he felt supported whilst being challenged appropriately.

10. The Commissioner had taken all feedback into consideration, and he thanked all staff (including volunteers) working with Kent Police for the tremendous work carried out to keep Kent safe, they were to be commended.

11. Referring to the challenges to Kent Police there was continued increase in pressure and demand, the Commissioner hoped that staff felt supported by his office. It was evident that crime was changing, there was more focus on online crime with more risks relating to vulnerable people, grooming, human trafficking, sexual violence, stalking and domestic abuse which counted for 1 in 6 crimes recorded by

Kent Police. HMIC's latest State of Policing report stated that policing was becoming more complex.

12. Demands on policing had also changed, there had been a huge increase in calls relating to mental health issues and other vulnerabilities and missing persons. There were greater requirements around safeguarding and crime recording. Police staff were under pressure with police numbers falling every year from 2009 to 2016, there were currently fewer police staff working in Kent Police than there were in 2009 and fewer PCSOs. This also had an impact on the welfare of Police staff with officers taking time off for their own mental health and wellbeing.

13. Kent was in receipt of the 7th lowest amount of funding per head of population and in spite of all the challenges it was the only force in the country deemed outstanding in legitimacy and was the best police force in the country for accuracy of crime data with all other areas good or outstanding.

14. The Commissioner explained that the Government had allowed PCCs the flexibility to increase the police precept by up to £2 a month (Band D property). Based on the demands outlined and with the support of residents the Commissioner proposed to increase council tax by this maximum of £2 per month for a Band D property. Kent Police would continue to make efficiencies with £9.7million savings during the course of the next year. These combined would result in 180 additional police officers in addition to those who left or retired.

15. In response to a question about deployment the Commissioner confirmed that this was a decision for the Chief Constable, however this had been discussed and half of the new roles would be in local policing.

16. Referring to the longer term the next Comprehensive Spending Review needed to look at police funding, it was considered that the balance between central and local police funding could not continue as it was currently.

17. The Commissioner offered to facilitate any visits with Panel Members and local policing teams who were doing a fantastic job.

18. A Member asked whether the Commissioner was satisfied that the additional funding should be spent on increasing police numbers and not for funding pension liabilities for example, the Member also asked how sustainable the Commissioner's proposals were. The Commissioner explained that the strategic assessment of Kent Police stated that capacity would need to be strengthened because of increasing demand and an increase in areas of criminality. Referring to long term sustainability the Commissioner had built a 2% increase into the budget for next year.

19. Referring to preventative services a Member asked whether the Commissioner had considered reducing the number of additional officers and using some of the funding for Safer in Kent (SinK) Funding and putting money into local communities. The Commissioner explained that although the SinK fund would not continue there would be funding for preventative mechanisms in addition to money given to the Kent Community Safety Partnership. The Violence Reduction Challenge would be holding its final meeting on 13 February and the Commissioner would outline, in March, what would be a significant investment in preventative work from within existing resources.

20. A Member asked for more information on what the Commissioner meant by visible policing, and the Commissioner explained that the Chief Constable's intention with the additional 180 officers was: 86 into town centre beat policing and proactive community policing teams, 4 officers into the citizens and policing programme working alongside the special constabulary and the volunteers. The remaining 90 would be going into the vulnerability investigation teams and the crime squad.

21. In response to a query about running a publicity campaign alongside the precept increase launch, there was a element of mistrust amongst the public, the Commissioner was keen, if the Panel supported the increase, to communicate this alongside the Council Tax bills if possible and timely and run an awareness campaign on social media in the most cost effective and efficient way. The Commissioner was reminded that many district councils were due to have elections on 2 May and he should be mindful of the rules around Purdah.

22. A Member referred to the 7% 'other income' referred to in the report, the Commissioner explained that this referred to Kent Police re-charging from certain areas such as firearms licencing.

23. In response to a question the Commissioner confirmed that the precept would fund 180 additional officers and 15 police staff. Regarding the welfare and mental health of Police Officers the Commissioner explained that he hoped that increasing the numbers of staff sent a strong message and reduced pressure on existing officers meaning that victims still got a good service and freed up some officers to undertake more proactive work. The Commissioner outlined some of the ways in which staff were supported and given guidance.

24. In response to a question the Commissioner explained that he had taken on board all feedback and comments made through a poll on the Commissioner's website as well as a poll made on the Kent online website. The Commissioner would continue to hold regular meetings to challenge the Chief Constable on the effect of the additional officers.

25. Members congratulated the Commissioner on the cadets scheme, young people were being drawn from a wide variety of backgrounds and this was very successful.

26. The Chairman confirmed that he was happy to support the Commissioner's plan and precept and he congratulated the Commissioner on behalf of the Panel on the high quality of work from Kent Police.

27. The Clerk confirmed that the Panel would submit a formal report to the Commissioner confirming their support of the plan and precept, the Panel delegated the drafting and approval of this report to the officers and Chairman/Vice-Chairman.

RESOLVED that the Panel support the Commissioner's refreshed Safer in Kent Plan and approve the accompanying precept.

307. Crime Data Integrity
(Item C1)

1. The Commissioner introduced the Crime Data Integrity report which updated Members on Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) most recent re-inspection of Crime Data Integrity.
2. The Commissioner explained that there were minor areas which needed to be addressed and he received weekly 1:1 briefings from the Chief Constable.
3. The Chairman congratulated the Commissioner and the Force on the good news and their swift and effective action.

RESOLVED that the Commissioner and Kent Police be congratulated on the excellent inspection report received from HMICFRS.

308. Mental Health - verbal update *(Item C2)*

1. The Commissioner gave the Panel an update regarding Police involvement in mental health issues. He was grateful to the Panel for their continued interest in the mental health agenda.
2. The Commissioner had commissioned Victim Support to better understand how people with mental health issues were supported through the criminal justice system and the findings and recommendations of this work were scheduled to be available in March with a report in May.
3. In December the Commissioner had attended the launch of the independent review of the Mental Health Act. The recommendations that the Commissioner made to the review had been incorporated, one pertinent recommendation was that police cells should no longer be used as a place of safety for anyone, by 2023/24. The preferred place of safety was defined as a health-based place of safety or a S136 suite.
4. Following a review of the Mental Health Crisis Care Concordat Governance Arrangements it was agreed that the current Mental Health and Policing Oversight Board would be refreshed to become the strategic decision-making body for Kent and Medway.
5. The Commissioner offered congratulations to Sevenoaks District Council on the opening of their Mental Health Crisis drop in centre. The Commissioner had also chaired a new group with the national police chiefs and national fire chiefs council amongst other bodies to improve performance across country.
6. A Member commented that mental health was not mentioned anywhere in the public survey. Was there a variance between the effect of mental health issues and public perception? The Commissioner explained that there was not enough public awareness of how much police time was spent tackling mental health. In raising awareness, the Commissioner aimed to inform people to phone the crisis team or 101 rather than come to the police.
7. Members discussed the use of the Armed Services Covenant Champion, and the mental health of veterans. The Commissioner explained that when veterans came to the attention of the police it was sometimes through police custody. Kent

Police had an agreement with SSAFA, a charity which supported members of the armed forces. If someone was identified as a veteran, they would have the support of the charity and a dedicated case worker. There was further collaboration which could be looked at with the network of armed forces champions and the OPCC role in policing and the Mental Health Oversight Board.

8. A Member asked whether Police Officers were reporting increased mental health problems as a result of the pressure they were under. The Commissioner confirmed that PTSD, stress, depression, anxiety were all issues, in the last 5 years 4 out of 5 officers out of work took time off because of mental health rather than physical health.

RESOLVED that the Panel note the Commissioners Mental Health verbal update.

309. Brexit - verbal update

(Item C3)

1. The Commissioner provided the Panel will an update on preparations for leaving the EU. The Commissioner received regular updates from the Assistant Chief Constable and the Chief Constable about local progression, particularly around roads and the OPCC was also represented at some of the local meetings. The OPCC engaged with KCC and DDC regarding the Brexit Task Force and the Commissioner had visited the Calais border. Some additional funding had been secured, £850k had been received to pay for costs incurred for contingency planning. The key principle was that the Government was willing to ensure that Kent Police and Kent Council Tax payers were not left out of pocket over the decision to leave the EU.

2. The Commissioner was working nationally, the Association of Police and Crime Commissioners established a cross party Brexit working group which had met with the Home Secretary.

3. A Member asked about plans for coping with the number of domestic cars travelling through the channel tunnel and on the M20. The Commissioner explained that there had been work done to determine issues around heavy goods vehicles coming into the county. He was not aware that there was a substantial issue regarding domestic vehicles, but he would look into this, particularly with reference to the Channel Tunnel link.

4. Members referred to the huge resource required if vehicles had to be moved around the county, the Commissioner explained that those considerations had been put into plans and the mutual aid would sit with the national police coordinator.

5. The Chairman summarised and stressed the importance of partners working together post Brexit.

RESOLVED that the Panel note the Commissioner's Brexit verbal update.

310. Panel Annual Report

(Item D1)

1. A Member commented that the informal meeting to review the effectiveness of the Panel held in 2018 was useful and it was hoped that this would be repeated.

RESOLVED that the Panel's Annual Report be approved.

311. Future work programme
(Item D2)

RESOLVED that the Panel note the future work programme.

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From: Matthew Scott, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: Annual Report 2018/19
Date: 12 June 2019



INTRODUCTION:

1. Attached at Appendix A is the Police and Crime Commissioner's (PCCs) Annual Report for 2018/19.
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 2018 and 31 March 2019 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 funding¹;
 - includes Key Financial Information for 2018/19; and
 - reports on the number of deaths and serious incidents in Kent Police custody suites².

STATEMENT OF ACCOUNTS 2018/19:

4. 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.
5. 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 2018/19.
6. The closedown of the financial year was completed and the [draft Statement of Accounts](#) made available for public inspection on 1 May 2019. This was a day later than planned due to a late notification from our actuary regarding their pension figures which necessitated last minute changes. However, it was still a month ahead of the statutory deadline. The external auditors have examined the draft accounts and initial feedback has identified a couple of adjustments required before publication of the final accounts. The lead auditor has stated that preparation for the accounts has been 'good' and that there are 'no governance or control issues'. The auditors overall opinion is expected in July. 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. Whilst the early closedown is a success, it is also challenging and all processes will be reviewed to ensure the production of the Statement of Accounts is as efficient and accurate as possible.
7. Members may recall that during the 2017/18 accounts process an error of approximately £1m was discovered on the balance sheet. As a result, the PCC instigated an independent review of the financial system used by the force which reported back earlier this year. The review has provided assurance that the system is configured correctly and in line with business processes. However, there were some recommendations around user training and performance monitoring which either have been, or are in the process of being implemented. The PCC's Chief Finance Officer retains oversight and it is being monitored by the Joint Audit Committee (JAC).
8. The draft Statement of Accounts were scrutinised by the JAC at their Annual Review meeting on 23 May 2019. The full Statement of Accounts, Audit Results Report and details of the changes between the draft and final audited accounts are scheduled to be discussed at the JAC on 11 July 2019.

¹ 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

² 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'.

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Annual Report

2018 - 2019

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 and accessible service

My commitments:

- Hold the Chief Constable to account for the delivery of Kent Police's priorities
- Enhance services for 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
- Developing new crime prevention and diversion practices
- Backing volunteering

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Commissioner's Introduction

Since I took office, residents and businesses have been consistently clear in telling me that what they want is for Kent Police to be more accessible and visible.

Having held the force to account, I am delighted to report that over the past year Kent Police has delivered a marked improvement in its 101 call handling performance. This has been achieved partly as a result of money I raised through council tax being invested in additional Force Control Room staff.

The investment also triggered the biggest police officer recruitment drive in a generation, with 200 additional officers being deployed to local towns, rural areas and the road network.



This was also the year Kent Police received independent confirmation that it is leading the way in crime recording accuracy. Indeed I honestly believe that Kent Police, having now been judged 'Outstanding' in three of four key areas by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services, can and should be regarded as the best force in the country. The Policing Minister himself has singled out Kent as "...an outstanding example of an excellent force".

Nationally, the policing conversation has centred on violent crime. Kent has not experienced the same levels of serious violence as neighbouring London; however, I still undertook a year-long study to better understand the local picture and to agree ways in which the police and partners could work together to make local communities even safer. I have continued to commission services which provide support to some of the most vulnerable victims of crime and abuse too.

I would like to take this opportunity to thank each and every Kent Police officer, Police Community Support Officer, member of staff and volunteer for their tireless efforts in keeping us all safe; and also to thank the staff in my office for continuing to support me as your elected Police and Crime Commissioner.

Matthew Scott

Kent Police and Crime Commissioner

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.

In April 2017, I published my 'Safer in Kent: The Community Safety and Criminal Justice Plan'. In principle it sets the priorities for Kent Police, partners and the Office of the PCC (OPCC), as well as the overall strategic direction of policing and community safety in the county to 2021.

In keeping the plan under review, I have taken the decision to formally refresh it annually, and am committed to encouraging feedback and hearing from as many of the 1.8 million people living within the county as possible.

My Annual Policing Survey was launched on 23 June 2017 and closed on 10 January 2018, with a total of 1,661 individuals and organisations participating. In terms of the policing issues that mattered most, there was very little difference in the results and priority order compared with the previous year, with child sexual exploitation rated the number one concern, followed by anti-social behaviour (ASB) and sexual offences (including rape). In addition to the survey, the refresh took account of feedback received throughout 2017/18, including from my public 'Street Stalls', visits to community organisations, engagement with partners and correspondence received by the OPCC. I would like to take this opportunity to thank all those who took the time to have their say on policing and crime in the county.

On 8 February 2018, my refreshed Safer in Kent Plan was considered and supported by the Kent and Medway Police and Crime Panel; the accompanying precept proposal was also approved. The plan was published on 1 April 2018.

The following provides an overview of the structure of the plan. As a refresh, it was not extensively re-written, but there were some minor wording changes and amendments which are also noted below.

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 police officer on the street, their honesty, integrity, impartiality and openness are beyond reproach too.

This was updated to include commitments to support the Chief Constable in developing and supporting the workforce, to tackling all forms of inequality and to holding the Chief Constable to account for the equality duties as described in the Equality Act 2010.

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.

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: this includes tackling child sexual exploitation - which was the number one concern raised by the public in my Annual Policing Survey - 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.

It then outlines the priorities that I set for the Chief Constable and myself up to May 2021:

My priorities for the Chief Constable to deliver:

- 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*

My commitments as PCC:

- Hold the Chief Constable to account for the delivery of Kent Police's priorities
- *Enhance services for 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
- *Developing new crime prevention and diversion practices*
- Backing volunteering

(* represents change from previous year)

Review of 2018/19

My priorities for the Chief Constable to deliver:

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**

Being a victim of crime or witness can affect people in very different ways, but as their initial contact is often with the police it is my expectation that they are at the heart of everything Kent Police does. Victims and witnesses must receive a quality service where their needs are identified and met from the outset. They must also be treated with dignity, fairness and respect so that victims of all crimes have the confidence to come forward and report.

- A 74 year old female with early onset dementia was driving when youths threw black paint at her vehicle. The window of the car was open and paint hit her and the inside and outside of the car. Attending patrols took immediate action to support the victim and gather evidence. Accounts were taken, CCTV and 'house to house' enquiries made and the 'first names' of three local 14 year olds were given as suspects, although enquiries could not confirm they were responsible. The Youth Engagement Officer made enquiries with local schools and quickly ascertained full details for the three suspects and their parents. All three were interviewed in the presence of their parents and admitted involvement. The victim was consulted and did not wish to criminalise the young men, but did want to stop it happening to anyone else. A decision was taken to complete a community resolution. The offenders were sincerely remorseful, giving the victim a card and flowers, and offering to pay for the damage, remove the paint themselves or do other jobs for the victim. The outcome allowed the victim to ask questions and ensure the offenders understood the consequences of their actions, whilst avoiding a criminal sanction.
- A victim reported that an offender had made threats to kill her, assaulted her and damaged her property. Whilst on bail for domestic abuse matters, the offender continued to contact the victim and was charged with witness intimidation. Throughout the investigation, the victim was reluctant to engage in the process as she was heavily pregnant with the offender's child. This presented a challenge for the investigating officer, but they worked extremely hard to resolve the issues and give the victim the confidence to continue, enabling it to progress to court. The offender pleaded guilty to threats to kill, assault, stalking and racially aggravated harassment. In his summing up the Judge stated the offender was a man whose history identified him as prolific offender who had repeatedly committed serious abuse against a number of partners. He was sentenced to 4 years and 6 months imprisonment.

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

Crime and ASB are issues that residents care deeply about and it is my expectation that Kent Police has the right resources with the right skills to investigate, and bring to justice those who harm local communities. The force must also work with partners and the public to understand and prevent crime and ASB, addressing its sometimes complex causes. Local communities across Kent need to feel safe.

- An 83 year old victim had had two concrete swans and plants stolen from her garden. She had painted the heads herself and they were given to her by her son who had passed away. Information was received from the victim's daughter identifying the swans as being for sale on the website 'Schpock'. An investigator in the Investigation Management Unit completed social media research and identified a possible suspect, whilst confirming with the victim the unique identifiers on the statues. The investigator asked for photos of the swans, and remained in close contact with the victim and family.

The crime was allocated to the Local Policing Team who recovered the swans and returned them to an 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 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".

- Following an attempted cash point robbery on the Isle of Sheppey, using a stolen digger, the offender fled the scene in a vehicle. The vehicle was spotted moments later and pursued onto the M2. The offender turned the vehicle's lights off and travelled at speeds of up to 150mph before crashing into a roundabout and fleeing the scene. He was found lying in dense undergrowth by a police dog and was arrested. Crowbars, bolt croppers, metal bars and other items were found within the vehicle. At trial in February 2018, the offender 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.

- **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 protects the most vulnerable and supports those who may be too afraid to seek help. Working with partners the force must tackle crimes that often occur behind closed doors, such as domestic abuse and child sexual exploitation, as well as those that pay little respect to traditional borders, such as modern slavery and human trafficking.

- Paedophile and Online Investigation Team (POLIT) officers arrested a 24 year old male following information that his computer was being used to access indecent images of children. In interview, the suspect denied the allegations; nevertheless, child protection referrals were completed and the children whom he'd had contact with, aged 5 and 8 years, were visited. No disclosure was initially forthcoming from the children, but the suspect's computer was forensically examined and indecent images of children discovered. He was re-arrested in September 2017 and admitted downloading the images. The parents of the children then contacted police to report that their daughters had disclosed sexual offences; he subsequently admitted he was a paedophile. In total 194 indecent images of children were found on his computer. In June 2018, he was charged with three sexual assaults against girls under 13-years, three counts of inciting a child to engage in sexual activity and three counts of making indecent images of children. He appeared before Canterbury Crown Court and admitted the offences; he was sentenced to 9 years 9 months in custody, with a 5 year extended licence.
- A victim of domestic abuse had tried to end the relationship on a number of occasions. Despite being assessed as High Risk the victim refused to engage with the police and regularly withheld details of what had occurred between the two parties. The suspect was arrested on multiple occasions during the investigation for offences including assault, criminal damage, harassment, burglary and actual bodily harm as well as witness intimidation. After multiple breaches of police bail he was charged and remanded in custody. Thanks to the good work of officers from the Vulnerable Investigation Team, the victim eventually gained in confidence and agreed to engage with police, providing a statement and thus enabling the suspect to be charged. He pleaded guilty to two offences and was found guilty of a further two. Notably these included convictions for controlling and coercive behaviour and witness intimidation, which can be challenging to prove. He was sentenced to a total of 3 years imprisonment.

- **Combat organised crime and gangs**

Organised crime and gangs present considerable challenges, and it is my expectation that Kent Police deploys the right resources to disrupt and investigate organised criminality in order to keep the county safe. At a regional, national and international level the force must develop and share intelligence with other law enforcement agencies, working together to deliver effective coordinated action that protects local communities.

- Following intelligence from a partner agency, a lorry was stopped at the Dartford Crossing. When the driver was unable to provide sufficient information or relevant paperwork relating to the load, a search of the lorry container was carried out. Several pallets holding boxes of rabbit hay were found but with the assistance of a police dog, cannabis with an estimated street value of over £10 million was seized. As a result, one offender was sentenced to 9 years and 8 months and another to 9 years for their part in the supply and distribution of drugs.
- In April 2018, Kent Police ran an operation over four days using prevention and disruption techniques to specifically target gangs which resulted in:
 - the execution of 9 warrants;
 - 24 arrests for drug, theft and driving offences; and
 - 3 vehicles being seized.
 Later that month, a further 20 misuse of drugs warrants were executed, from which 44 intelligence reports were submitted and £5000 in cash, £9,900 in Class A drugs and £3,000 worth of Cannabis were seized. In total, 55 arrests were made during the operation.

- **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 and works with partners to improve the quality of life within local communities. The force must take a problem solving approach to tackling community issues, address behaviour that puts road users at risk of death or serious injury and disrupt criminality by making the roads hostile for those intent on causing harm.

- In late 2018 Maidstone suffered from a high number of Asian gold burglaries; the Community Safety Unit worked closely with CID to proactively target suspect vehicles and persons, whilst offering crime prevention advice to affected communities. The Police Community Support Officers (PCSOs) were also an integral part of the operation. Due to their in-depth local knowledge, a PCSO noticed a suspect vehicle in the area where breaks were taking place. This led to the vehicle being stopped by a traffic unit. Unfortunately the occupants made-off; however, as a result of forensics from the vehicle a suspect was located and arrested in the town centre. This was the first arrest and a significant step forward in the investigation, with a number of offenders subsequently being charged.
- Maidstone Community Policing Team executed a warrant under Section 23 of the Misuse of Drugs Act at large semi-detached property following receipt of intelligence gathered by local PCSOs. The search uncovered a large scale professional cannabis factory where a whole 5 bedroom house and garage was being used to cultivate a very healthy crop worth between £150,000 - £200,000. Whilst on scene officers obtained a further warrant for the landlord's home address in the same road. At this address officers located documents relating to the landlord's ownership of several other properties in the town, a clear indication that he was living beyond his means. The other properties also had previous links to cannabis cultivation but had not previously been linked to the owner.

- **Deliver an efficient and accessible service**

Kent Police must be efficient and effective, and it is my expectation that they exploit collaborative opportunities with Essex Police, as part of the Seven Force Strategic Collaboration and with other public sector organisations. The force must provide value for money by utilising new technology, reviewing processes and reducing bureaucracy, whilst remaining accessible to the public and addressing the needs of local communities.

- The Mobile First programme, funded by the OPCC went live across Kent at the start of the year. Approximately 2,200 smart phones were issued to frontline uniformed officers, PCSOs and Special Constables. Through the use of an integrated App, the devices enable users to search police intelligence databases as well as review and update reports whilst at the scene of an incident.

As functionality has expanded further benefits have been realised, with police officer efficiency increases and returns to the police station being reduced. January to March 2019, Kent officers and Force Control Room (FCR) staff saved a total of 11,907 hours by changing the way they work to self-service via the App, enabling them to be deployed to address other demands. The total number of hours saved in the financial year 2018/19 was 31,600.

- Following extensive planning over a number of months, Athena launched successfully in Kent on 8 November 2018. As an integrated IT platform, Athena improves the force's management of Investigations, Custody, Intelligence and Casefiles with the additional benefit of being able to exchange information electronically with eight other forces who already use the system, and the Crown Prosecution Service. It replaced the previous system called Genesis, which had been in use since 1996.

The following examples illustrate how Athena is helping officers to fight crime more effectively:

- There was a series of burglaries in Kent with intelligence suggesting the suspects may be associated with an organised crime group. There was CCTV, but positive identification of the suspect was not possible. Various names came into the enquiry, including a specific suspect. The individual was not local to Kent and subsequently very limited intelligence was held on force systems - including no imagery. Athena enabled officers to pull a wealth of intelligence from the other Athena forces, including details of associates, vehicles and importantly images. As a result the suspect was identified.
- Officers investigating an offence of theft from a dwelling in another Athena force identified a Kent suspect by searching for a mobile telephone number given to the victim. Following his arrest in Kent, the suspect's phone was examined and evidence found connecting him to the offence in the originating force, but also identifying other potential victims across a number of other counties including Kent, who he had befriended through the use of a gay dating app. The new line of enquiry provided an opportunity to identify and support vulnerable victims from the gay community who may have been reluctant to previously come forward.

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.

Challenge and support forms part of 'business as usual' for the OPCC, and it is vitally important that accountability arrangements are visible and accessible to the public in order to build and maintain trust and confidence. Below is an overview of my governance arrangements:

Key Principles: should be dynamic & risk-based; take account of, & have due regard for each parties distinct role

Informal Interaction (Daily)	My office and Kent Police being situated together at Police HQ enables, & in many ways encourages, spontaneous face-to-face discussions. This includes bespoke briefings and a standing invitation to key force meetings.
Joint PCC & Chief Constable Briefing (Weekly)	A closed briefing which enables dialogue & discussion on a routine frequent basis. Opportunity for me to discuss elements of Safer in Kent Plan delivery based on weekly themes, & receive updates on topical issues/operational matters.
Performance & Delivery Board (Quarterly)	Held in public during the day at Police HQ. Papers/presentations received from force in advance & published. Opportunity for me to formally hold the Chief Constable to account for performance against the Safer in Kent Plan & related policing matters.
Joint Audit Committee (Quarterly)	Combined committee with Kent Police. Scrutinises internal processes, spending & risk management policies. Has power to review finance issues referred by me &/or Chief Constable, monitors internal control processes, internal & external audit reports as well as Annual Statement of Accounts.
Kent Police Culture Board (Quarterly)	Chief Constable chaired meeting, but I have a standing invitation. Purpose is to continue the development of a culture which is consistent with the Chief Constable and my shared Mission, Vision, Values & Priorities.

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:

- 31 May 2018
- 26 September 2018
- 12 December 2018
- 20 March 2019

As one of the principle ways I hold the Chief Constable to account, the following papers are required at each meeting from the force: Safer in Kent Plan - Delivery & Performance; Inspections, Audits & Reviews; People; Finance; and Collaboration & Partnership Working. 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.

In light of this, as well as cutting the cost of the OPCC and requiring Kent Police to find £9m in cost savings, I took the decision to increase the 2018/19 policing precept by the maximum allowable amount of £12 (7.6%) for an average Band D property. Whilst a decision not taken lightly, this was to enable the Chief Constable to increase the total police officer establishment from 3252.5 Full Time Equivalent (FTE) at the end of March 2018 to 3,452.5 FTE by the end of March 2019 - it's highest level since 2012 and requiring the recruitment of up to 200 additional officers. It was also to enable the creation of over 80 new police staff roles, including boosting the number of call handlers answering 999 and 101 calls.

The media campaigns #morethanthebadge for police officers and #beyondthebadge for police staff commenced in March 2018. New avenues / opportunities for recruitment were also explored, including a programme of visits by senior officers to schools; pre-application workshops; liaison and enhanced activity with community based groups; joint emergency services recruitment events (including a Bluelight Jobs Fayre that I hosted); and attendance at large scale events, such as the Kent Police Open Days and the Kent County Show. The force also increased HR capacity to support the recruitment drive and provide additional training resilience.

As at 31 March 2019, the force's officer strength (i.e. actual number of officers) stood at 3,521.72 FTE, exceeding the establishment figure by 69.22 FTE officers. In addition, all the new police staff roles were recruited to and the number of PCSOs maintained at 300. Throughout the year I have had the pleasure of attending a number of Passing Out Parades as officers have completed their initial training, as well as meeting new staff recruits, and I would like to take this opportunity to congratulate the force on what is a considerable achievement and thank all the officers and staff involved for their dedication and hard work.

In February 2019, I again took the difficult decision to raise the policing precept to enable the Chief Constable to increase the total officer establishment to 3632.5 FTE by March 2020 - requiring the recruitment of up to a further 180 additional officers. If achieved, the number of Kent Police officers will have increased by 450 since my election in May 2016, and the force will be back to 96% of its peak officer strength from a decade ago. I am pleased the year has started so well, with the force already having effectively recruited 69.22 FTE of the 180 additional officers required.

Call handling: At times of peak demand, there is a necessity for FCR staff to prioritise the answering of 999 emergency calls, which by definition take precedence, over 101 non-emergency calls.

In 2017/18, the percentage of 999 emergency calls answered by staff in the FCR was 98.4% and the average answering time was 14 seconds. For 101 non-emergency calls, 80.4% were answered and the average answering time was 3 minutes.

Following implementation of a comprehensive improvement plan, and an increase in call handlers funded by the increase in policing precept, performance in 2018/19 improved. The percentage of 999 emergency calls answered was 99.2% and the average answering time was 9 seconds. For 101 non-emergency calls, 88.8% were answered and the average answering time was 1 minute 51 seconds (August 2018 saw 95.3% of calls answered in an average time of 1 minute 3 seconds).

Overall, the number of 999 emergency calls received by Kent Police in 2018/19 was 333,968, an increase of 16,369 on the previous year. The number of 101 non-emergency calls received was 455,597, a reduction of 92,677.

Whilst I congratulate the force for improving the service they provide to the public, I have made it clear to the Chief Constable that I expect performance to be maintained, particularly as technology enables the public to make contact via alternative methods.

Crime Data Integrity: In June 2017, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) graded Kent Police as 'Inadequate' in its Crime Data Integrity inspection, making seven recommendations and highlighting one area for improvement. The findings were totally unacceptable and highlighted some serious issues that needed to be resolved as a matter of urgency.

Initially a paper in its own right, but subsequently included within the 'Safer in Kent Plan - Delivery & Performance' paper, the force has provided comprehensive updates on governance arrangements, audit activity and training, as well as providing estimated levels of accuracy based on internal audits. This has enabled me to robustly challenge the Chief Constable on behalf of the public, and also seek reassurance that were HMICFRS to conduct a re-inspection (see below), the force would be in a much better position.

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

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services

However, I do not judge progress based on targets as I recognise that sometimes, despite Kent Police's best efforts, it is not possible to bring offenders to justice due to lack of available evidence or where the suspect has died, for example. I do though consider other feedback, including HMICFRS reports and other independent publications.

Crime Data Integrity: On 28 August 2018, HMICFRS informed Kent Police they would be conducting a re-inspection of Crime Data Integrity commencing the 1 October. The findings - [Kent Police: Crime Data Integrity re-inspection 2018](#) - were published on 15 January 2019.

HMICFRS examined crime reports for the period 1 April to 31 June 2018 and graded the force 'Outstanding', estimating that 96.6% of reported crimes were recorded - the highest nationally and at that time, one of only two forces to achieve an 'Outstanding' grade.

In comparison to the June 2017 inspection, HMICFRS estimated the improved level of accuracy had resulted in the force recording an additional 25,400 crimes for the year covered by the audit period. As a result, substantially more victims had their crimes recorded, received an improved service and were offered additional support by Victim Support and the other services I commission.

In addition to achieving an overall crime recording rate of 96.6%, HMICFRS found:

- 95.7% of reported violent crimes (including domestic abuse) were recorded; in comparison to the June 2017 inspection, HMICFRS estimated the force was recording an additional 12,380 crimes each year;
- more than 98.2% of reported sex offences, including rape, were recorded; estimating the force was recording an additional 660 crimes each year; and
- 62 of 63 audited rape reports were accurately recorded, with the force improving all aspects of rape recording.

Whilst HMICFRS found the force had completed all the recommendations from the June 2017 inspection, they also found a few areas where the force acknowledged it still had more to do, including work to ensure:

- it records all reports of crime within 24 hours of receipt of the report; and
- it records all third party professional reports at the first point of contact.

In conclusion, HMICFRS stated:

"Improvements to crime-recording arrangements in Kent Police since our 2017 report are impressive. Crime-recording and ensuring the best possible service to victims of crimes are priorities..."

"The leadership shown has resulted in a cultural change to the importance of crime-recording among officers and staff. This has ensured that more victims receive the service to which they are entitled and deserve..."

"The force has made excellent progress, and has substantially improved its crime-recording arrangements. We are confident that these improvements are sustainable".

I welcomed the findings from this re-inspection and was very pleased that Kent Police was found to be leading the way in this vital area. However, there is no room for complacency, and I will continue to receive updates on crime data integrity at my Performance and Delivery Board as appropriate and also hold the Chief Constable to account via joint weekly briefings.

HMICFRS continues to monitor progress, and Kent Police, as with all police forces, may be subject to a further unannounced crime data integrity inspection at any time.

PEEL Assessment 2018/19: 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' on the three pillars based on inspection findings, analysis and professional judgment.

During the second week of December 2018, Kent Police was subject to its first fully integrated PEEL inspection. Kent was one of 14 forces nationally to be inspected using HMICFRS' new integrated PEEL methodology, with force reports being published on 2 May 2019. I am very pleased that Kent Police was assessed as 'Outstanding' for Efficiency, 'Good' for Effectiveness and 'Outstanding' for Legitimacy.

These grades are impressive. Kent Police was one of only two forces to be assessed as 'Outstanding' in two pillars and the only force to achieve 'Outstanding' in both Efficiency and Legitimacy. Furthermore, it is the only force to be assessed as 'Outstanding' in Legitimacy and to have held this grading for four consecutive years.

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.

Based on these assessments, and also receiving an 'Outstanding' for Crime Data Integrity (as above), Kent Police can be considered the best police force in the country - holding more 'Outstanding' grades, and for longer - than any other force. Following a visit, Nick Hurd MP, Minister of State for Policing and the Fire Service echoed this sentiment describing Kent Police as "...an outstanding example of an excellent force" in the House of Commons.

I would like to congratulate the force on achieving this status, and express my thanks for all the hard work that officers, Special Constables, PCSOs, members of staff and volunteers continue to do to keep local communities safe.

Summary of PEEL Assessment 2018/19:

Efficiency <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> How efficiently does the force operate and how sustainable are its services? Outstanding	Effectiveness <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> How effectively does the force reduce crime and keep people safe? Good	Legitimacy <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> How legitimately does the force treat the public and its workforce? Outstanding
Meeting current demands & using resources <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Outstanding	Preventing crime & tackling ASB <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Good	Fair treatment of the public <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Outstanding
Planning for the future <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Outstanding	Investigating crime <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Good	Ethical & lawful workforce behaviour <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Good
	Protecting vulnerable people <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Good	Fair treatment of the workforce <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Outstanding
	Tackling serious & organised crime <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Good	
	Armed response capability <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> Ungraded	

The Chief Constable has made clear his intention to tackle effectiveness, with investigations and better support to victims being at the heart of that work. Whilst HMICFRS did not highlight any causes of concern resulting in recommendations, I also expect Kent Police to make progress in the few areas they found for improvement.

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

• **Enhance services for 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 and enhancing those support services so that victims and witnesses are treated as individuals, and services 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 continued to focus on the following:

- Engagement and Support Service (core referral service);
- Compass House; and
- Specialist Victim Services.

Engagement and Support Service (core referral service)

Funded through a Ministry of Justice (MoJ) grant, and currently awarded to the independent charity Victim Support, this service is based in Ashford at Compass House and provides free and confidential support, advice, information, signposting and referrals for Kent residents who have been a victim of crime.

As well as providing initial telephone support for those affected by crime, victims can meet with Victim Support on a walk-in basis or by booking an appointment, either at Compass House or via Compass Points located across the county. For those who find accessing support over the phone or in person difficult, the 'live chat' facility also enables contact with trained support workers online. Predominantly delivered by volunteers who work throughout the county, Victim Support is able to provide on-going emotional and practical help to support the recovery process.

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.

Victim Support also provides 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 and provides greater co-ordination of service delivery for domestic abuse victims.

To provide greater support to hate crime victims and to act as a single point of contact, I funded Victim Support to recruit a Hate Crime Advocate. Since taking up the post, the advocate has been busy meeting Kent Police's Community Liaison Officers, local community groups and other partner agencies in order to spread the word and ensure the service is accessible to all of Kent's diverse communities. Whatever the circumstances surrounding a crime and irrespective of whether there is sufficient evidence to lead to a prosecution, they are on hand to help victims every step of the way through the criminal justice process.

In 2018/19, Victim Support:

- received 112,782 referrals and made contact with 85,370 victims to offer support;
- held 400 Compass Points, through which 526 people approached the service;
- volunteers donated over 10,000 hours of their time to support victims; and
- reported that 96% of victims were highly satisfied or satisfied with the service received and 94.5% felt it had helped them cope and recover more quickly.

I would also like to congratulate Victim Support on being announced as the KentOnline, kmfm and KMTV's Charity of the Year 2019. It is fantastic to see the hard work of staff and volunteers recognised, but equally it provides a great opportunity to increase awareness of the service and the support available.

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

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, the nationally commissioned Citizens Advice Court Based Witness Service, and Restorative Solutions as the commissioned provider of restorative justice (RJ) in the county are co-located within Compass House.

Other facilities provided at Compass House include:

- A staffed reception / welcome desk
- Training room
- Support / counselling rooms for face-to-face meetings
- Two Live Link suites, for vulnerable witnesses to provide evidence at court remotely
- Private waiting room
- 'Hot desk' facilities

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

Victim Specialist Services

Whilst Victim Support provides the core referral 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 referral service to ensure there are effective referral pathways for victims to access the right services.

In total, I awarded grants worth £485,633 to 14 organisations in 2018/19. The money went to groups offering a range of specialist services, including the following recipients

- Rubicon Cares (£70,000) - trauma counselling for adult and child victims of crime
- Family Matters (£35,000) - specialist therapy for young victims of rape and sexual abuse
- Juvenile Justice International CIC (£70,000) - therapeutic services for adult victims of non-recent abuse and support for vulnerable young victims of crime
- East Kent Rape Crisis Centre (£35,000) - specialist counselling for child victims of sexual abuse
- Sign Health (£31,889) - accessible and effective sign language support for deaf abuse victims
- Rising Sun (£34,590) - one-to-one support for young male domestic abuse victims
- DAVSS (£10,546) - support for vulnerable and traumatised victims going through the court process
- Dandelion Time (£32,517) - therapeutic services for children and families affected by abuse
- Citizens Advice Medway (£38,000) - raising awareness and encouraging reporting of hate crime
- NSPCC (£32,655) - therapeutic services for children who have been sexually abused
- MCCH (£46,123) - raising awareness of hate crime against people with autism, learning disabilities or other mental health issues

I pledged to enhance services for victims of crime and abuse, ensuring they had access to faster and more tailored support. The various organisations that I supported delivered that across the county, making a real difference to the lives of victims.

In addition, the OPCC developed a collaborative bid with Kent County Council to pilot the basing of Independent Domestic Violence Advisers (IDVAs) in two major hospitals in Kent. The aim was to identify risk earlier to enable improved interventions for victims of domestic abuse and their families. To date, the response has been encouraging.

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

It is sadly the case that there is an increasing reliance on the police to assist those with poor mental health; in fact, it is estimated that more than a third of Kent Police's time is now spent dealing with individuals and cases involving mental health issues. To put it another way, 33 police officers out of 100 can now expect to spend their whole shift dealing with mental health incidents rather than tackling crime or ASB in local communities. This clearly isn't always best for the individual, but equally it is not fair on police officers, who are not healthcare professionals.

Vulnerable people must be protected from harm and that means equipping the police, and other partners who might come into contact with individuals who have poor mental health, 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

When my Mental Health and Policing Fund launched last year, it was the first of its kind in the country. Thanks to the money I awarded to charities like Mind, it ensured there was better community support for vulnerable people, reducing the numbers of people in crisis coming into contact with Kent Police.

As a result, in 2018/19 I again offered funding for even more innovative projects seeking to deliver positive outcomes. In total, nine projects were awarded just over £107,000, including:

- Talk It Out (£10,000) - to continue its well-being café in Deal which sees at least 60 different people each week and acts as a meeting place, not only for people with mental illness but also those who don't feel socially included.

- Tunbridge Wells Mental Health Resource (£12,705) - to run the Serenity Café which provides a safe and welcoming out of hours service for those at risk of developing a mental health crisis in need of support and guidance.
- Dads Unlimited (£19,920) - to run monthly emotional support groups for men, provide access to talking therapies and to fund a schools liaison officer to work with children caught up in domestic disputes.
- Dover Outreach Centre (£10,000) - to help employ a cognitive behavioural therapy nurse for homeless people and to increase accessibility to their services.
- Improving Mental Health Provision CIC (£18,715) - to help fund overnight provision of mental health services in Medway for those in crisis.

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 FCR (£40,000), able to take calls where a mental health issue has been identified and it is safe to do so. This helps to free up call handlers and officers, and on occasions has resulted in individuals getting a better service.
- 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 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.

National influence

PCCs are represented at a national level by the Association of Police and Crime Commissioners (APCC). A portfolio approach means that individual PCCs have responsibility for leading on specific national policy development areas - I am the portfolio lead for both Mental Health and Performance.

Independent Review of the Mental Health Act

In October 2017 the Prime Minister commissioned an Independent Review of the Mental Health Act 1983 to address concerns about use of the legislation.

As national lead for mental health, I was invited to sit on the Advisory Panel chaired by Professor Sir Simon Wessely, a former President of the Royal College of Psychiatrists. I was also privileged to be asked to chair the Police Role Topic Group - one of 18 group's set-up to inform the review.

The Police Role Topic Group submitted a number of recommendations, all of which were accepted and on 6 December 2018 the Independent Review's final report was launched. Key recommendations included:

- police cells being removed altogether as a place of safety by 2023/24;
- changing the Act so it specifies the preferred place of safety under sections 135 and 136 are defined as a 'health based place of safety' or 'section 136 suite';
- amendments to allow a police officer to end detention where it is clear a full assessment is unnecessary; and
- provision of healthcare for people in custody being commissioned to NHS England.

I have now been invited to sit on a new Advisory Group focused on implementation of the recommendations.

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

Mental Health Roundtable

On 5 February 2019, as mental health lead, I chaired a round table discussion in Westminster. In attendance were colleagues from a range of organisations including the National Police Chiefs Council (NPCC), The National Fire Chiefs Council (NFCC), HMICFRS and Public Health England.

Whilst those attending acknowledged there would always be a place for policing in dealing with incidents involving mental health, they also recognised that having uniformed officers taking care of vulnerable people or taxiing them around was not a good use of police resources and, more importantly, not what the individual needs. There was also agreement that people with mental health issues could only receive the best possible support if services worked better together.

Her Majesty's Inspector of Constabulary Zoe Billingham noted that the issue of policing increasingly filling the gaps left by other agencies was highlighted in their report 'Policing and mental health: Picking up the pieces' which can be viewed [here](#).

Mark Matthews, mental health lead for the NFCC said "It was extremely reassuring to witness so many key stakeholders committed to the principle that the mental health challenge of our time can only truly be addressed effectively through an approach where Government department and organisational lines of separation are removed, allowing us to bring the full force of our combined creativity and dedication to meet the enormity and scale of the problem".

Gareth Johnson MP, who helped facilitate the meeting added "It is absolutely right that Mr Scott is prioritising mental health. It is clearly something he feels passionately about. We have made some progress in recent years, but there is still a long way to go before the issue is properly addressed. I feel strongly that a collaborative approach is the way forward and this meeting was an important part of this".

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

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

Amelix Tours

According to the results of an anonymous survey of school pupils that I conducted early in 2018:

- one-in-six had been subjected to cyber-bullying, and yet three-quarters did not delete the App they were abused on; and
- one-in-seven admitted to having previously cyber-bullied someone, or believed that they maybe had.

Whilst I was also encouraged to hear that 86% had received some online safety advice at school, it was clear that more needed to be done. Following a successful year of funding the Amelix Is It Worth It? Tours in the academic year 2017/18 - where talks were delivered to around 8,000 young people in Years 7, 8 and 9 - I gave £39,000 to extend that work for a further year, enabling it to be taken into more schools from November 2018, and to incorporate Year 6 pupils prior to their transition to secondary school.

The Is It Worth It? message, which is in its 11th year of touring, provides important safety messages about grooming, cyber-bullying and online security through live music and interactive games. It doesn't tell young people not to use technology but instead, teaches them about appropriate use and gives them an understanding of the realities of social media and the harm it can do. It also covers real-world dangers associated with grooming and other predatory behaviours. It is designed to equip young people with the tools and resilience to stand up to bullies and help them realise that many of the perfect social media profiles they aspire to are heavily filtered and edited.

I am very grateful to those young people who completed my survey. Almost a third told me they routinely go online between 11pm and 7am, and I was also concerned to hear that some parents are apparently not interested in what their children are doing online. The Is It Worth It? tours are designed to help young people make good decisions on how to use the internet and social media safely and most young people who watched last year's tour said they had decided to be kinder online and think about others' feelings.

However, all of us - parents, schools, social media companies, the police and partner agencies - have a duty to support and protect young people.

Modern Slavery Conference

People need to know that modern slavery is happening here in Kent, and they need to know how to spot the signs that someone is being exploited.

That was the message business leaders took away from a special Modern Day Slavery Conference held on 28 March, part funded using money the OPCC obtained from the Government's Modern Slavery Police Transformation Fund.

Dr Cheryl Mvula from the charity Stop the Traffik Kent told attendees "People think that slavery is only happening in places like India or Cambodia. They're not aware that it is happening on the streets of Kent and all across the UK in full view. People are trapped working in nail bars and in car washes. They're picking our strawberries, working in hotels and restaurants, and in off-street brothels".

She added "It is a hard crime type to police so it needs a community response. Businesses need to be able to spot the signs of someone who is trapped in modern slavery and know where to go for help".

Martin Small from Kent Invicta Chamber of Commerce said "The more we hear about the methods and practices which are going on, it is quite clear that this is a problem staring us all in the face. The responsibility for stamping out these practices lies with all businesses of all sizes".

For further information on Modern Slavery, click [here](#).

Violence Reduction Challenge

The Violence Reduction Challenge (VRC) was my response to the Government's Serious Violence Strategy published in April 2018. With a central theme of protecting the most vulnerable from the most violent, the VRC considered violent crime and its impact on local communities.

The year-long study which brought together victims, residents, charities, statutory bodies and others, commenced in June 2018 when I asked the people of Kent to tell me about their experiences of violent crime, its causes and how it could be tackled. The feedback I received was very helpful and I would like to express my thanks to all those who took the time to contribute.

On 25 July 2018, I chaired the first of three Core Group meetings with representatives from Kent Police, the National Crime Agency (NCA), Kent County Council, Medway Council and the other emergency services. These meetings provided oversight of my VRC and enabled community safety leaders to scrutinise data, speak openly about the issues facing the county and agree where effort should be focused. For example, there was agreement that the VRC should look specifically at issues relating to the drugs trade as a key driver of high level gang violence.

In addition to the Core Steering Group, I also arranged three larger Advisory Panel meetings that were held in public, where charities, victims' groups and other organisations were able to share their ideas. The first of these was held in Kings Hill on 17 August 2018, where around 20 organisations came together to give their own perspectives on violence in the county. Speaking on behalf of Kent Police, the Deputy Chief Constable warned "we can't arrest our way out of this problem; we need to address some of the wider issues which is not something the police can do alone".

On 13 February 2019, I hosted a summit in Maidstone, where more than 150 delegates from policing, other emergency services, Community Safety Partnerships and victims' charities put forward their ideas on what could be done in the areas of: prevention; engagement and education; enforcement; and rehabilitation.

It was at this summit that the Home Office and I announced additional funding for the St Giles Trust - an investment of £614,000 from my commissioning budget over the next three years, and £202,000 from the Home Office in 2019/20. Since 2017, the charity has been working in Kent to help those vulnerable children affected by county lines drug dealing turn their lives around. Where criminals are exploiting vulnerable young people, Kent Police works with other forces to bring the ringleaders to justice; the St Giles Trust offers vulnerable young people - who can be victims as well as offenders - a way to turn their lives around.

Also at the summit was Victoria Atkins MP, Minister for Crime, Safeguarding and Vulnerability, who said “County lines gangs are targeting vulnerable young people and exploiting them for financial gain. This funding will help St Giles Trust protect local children from this very real danger and educate them on how to stay safe. Intervening early is at the core of our Serious Violence Strategy and it is vital that together, with police and charities, we have a coordinated approach to bring an end to violent crime”.

The decision to put more funding into the county lines project was just one of the outcomes from my VRC. Through my new Violence Reduction Fund I have set aside £1m to invest in schemes which aim to cut violent crime in the county. In 2019/20, local charities and other organisations will be able to bid for up to £35,000 per year, for three years to support projects that help protect some of the most vulnerable from the most violent. The VRC also recommended Community Safety Partnerships should use more of the money I give them to prevent violence, and the creation of a multi-agency task force in Medway to enable partners to work closer together to address the underlying causes of crime.

The creation of the Medway Task Force follows on from the success of the model in Margate and I will be funding a coordinator role within Kent Police to bring all of the partners together. The Chief Constable said “We know that by working together with partners under one roof we can be more effective, responsive and achieve positive results. The Task Force will play an important role in tackling violence in the Medway towns. The officers will work closely with their partnership colleagues to support ongoing efforts to confront those who are prepared to use violence, whilst also acting as a deterrent to those considering it. This will help us protect some of the most vulnerable people in our communities”.

I will be publishing a VRC report later this year and would like to thank all of the representatives from Kent Police, partners, charities and others who came together to share their views and experiences. Kent is already a safe place to live, work and visit - and Kent Police is doing fantastic work to make local communities even safer - but they cannot do it alone.

Safer in Kent Fund

Preventing crime and ASB requires teamwork between the police and local neighbourhoods and I was pleased once again to be able to offer support to the army of volunteers and community-minded people right across Kent wanting to play their part in making the county safer.

Welcoming bids from charities, Community Interest Companies and other groups, I made funding available via my Safer in Kent Fund. In total, I awarded just over £110,000 to 16 organisations, all of which had one thing in common - a desire to make local communities safer, including:

- Amelix (£10,894) to engage over 250 people in the development of a ‘Safer in Kent’ digital strategy
- Citizens Advice, North and West Kent (£7,852) to deliver scam prevention sessions
- Thanet Community Development Trust (£10,000) to support unemployed, ex-offenders and those at risk of offending to obtain an education and new skills
- Reform Restore Respect (£10,000) to deliver workshops in schools about gang crime
- Refocus Project (£18,000) to deliver a Violence Intervention Programme - one day workshops for young first-time offenders
- Kent Equality Cohesion Council (£4,000) as contribution to Maidstone and Tunbridge Wells Mela events
- Gravesham Network Development CIC (£10,000) for youth music events in Gravesham town centre supported by multi-agency partners focused on keeping young people safe
- Tables Turned Project (£5,500) to produce a short film about the consequences of bullying, vulnerability and ASB

- **Make offenders pay for the harm that they have caused**

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

Restorative Justice

Launched in October 2017, Restorative Solutions provide this service because bringing victims and offenders together under RJ can be a very powerful tool in reducing re-offending. RJ 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.

RJ 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. It is not an alternative to a court sentence and does not result in the offender having their sentence reduced.

In 2018/19, the RJ service continued to develop with awareness and referral numbers increasing. The following case study illustrates how it can help both victims and offenders:

- A nine year old child witnessed his mum being brutally assaulted by his estranged father. Having had no contact, but worried about his father's sentence coming to an end, more than 20 years after the attack they agreed to engage in RJ. At the meeting they were both given the opportunity to ask and answer questions. The outcome was that the father agreed he would not contact the family and would avoid the area where they lived. He also agreed that should they meet accidentally, they would not acknowledge one another. Afterwards, the son said that he felt as if a weight had been lifted, because the spectre of his father being a monster had been removed. He was also less anxious about any threat to his mother and sisters. The father said he was glad to be able to reassure his son that he no longer posed a threat to the family.

The service is delivered through a combination of highly skilled staff and volunteers; since it was launched, it has received over 260 referrals and supported more than 50 cases. Referrals received have ranged from 'low level' ASB to 'high level' murder and manslaughter cases, as well as a number of complex domestic abuse cases initiated by the victim.

Of all the victims offered RJ in Kent, just under a third express a real interest in the process. This is significantly higher than many RJ services nationally, but we continue to work together to increase this by raising awareness and promoting the service across the county.

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

Pension Forfeiture

Where a police officer is convicted of an offence, and the offending can be shown to be linked to their role as an officer, I have the ability to apply to the Secretary of State for a Certificate of Forfeiture. This allows me to consider retaining around 60-65% of the amount that Kent Police - and therefore, ultimately, the public - have paid into the officer's pension.

I was first granted a Certificate of Forfeiture in December 2017, and subsequently forfeited 30% of an ex-officer's pension in May 2018. Since that point, I have considered three other cases, and of those, in two it has been determined that there is the necessary link to the officer's role. As a result, the OPCC has submitted applications to the Secretary of State and are currently awaiting a decision.

• 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 locations with high footfall, such as town centres, shopping centres and train stations, including:

- Gravesend
- Ashford International train station
- Bluewater
- Rochester train station
- De Bradelei Wharf, Dover
- Sittingbourne

Coffee mornings

I have set up coffee mornings in more rural areas of the county in order to reach out to those who may feel isolated. On occasions, there's also been the opportunity to team up with The Rural Kent Coffee and Information Project that aims to tackle isolation and loneliness by providing a mobile pop-up café and information hub. Villages visited have included:

- Stelling Minnis
- Sutton-at-Hone
- Teynham
- Meopham
- Leybourne
- Wilmington

County events

Over the three days Friday 29 June to Sunday 1 July, Kent Police held their seventh Open Day at the Kent Police College. For the first time the force hosted a school's day on the Friday, with approximately 2,000 school children attending. In addition, over 4,000 officers, staff, family and friends attended on the Saturday, and 5,500 members of the public on the Sunday. The OPCC had a stand on all three days and the event enabled me to engage with a large number of children, Kent Police staff and members of public.

Once again, I also funded Kent Police's presence at the Kent County Show which took place over the three days Friday 6 to Sunday 8 July 2018. The stand was larger than the previous year, and situated alongside Kent Fire and Rescue Service to create an emergency service focus. The OPCC was represented on all three days and I also took the opportunity to speak to some of the show's 70,000 visitors.

Public consultations

Occasionally, I have sought public and partner views on a specific topic / idea and embarked on a consultation exercise. For example, I surveyed young people to better understand the scale of cyber-bullying, my Annual Policing Survey sought views on the priorities for my refreshed Safer in Kent Plan, and to support my VRC I asked people about their experiences of violent crime.

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 interviews with local and national TV, radio, online and print journalists.

In addition, 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 11,400 followers and there has been increased use of the OPCC [Facebook page](#) and [YouTube channel](#). I also use social media in a personal capacity to publicise my work.

Direct engagement

I have met with various organisations that I have funded including Talk It Out in Deal, CXK, Young Lives Foundation and Dover Outreach Centre, as well as partners and community groups, such as the Keeping Safe Delivery Group, Porchlight, the Physical Disability Forum and Kent Association of Local Councils.

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 1,100 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, the Keeping Safe Delivery Group, visited Canterbury, Ashford, Medway and Maidstone Mosques and also attended Canterbury Pride.

Alongside my plan, I have 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. I am therefore pleased that I have been able to engage with students from the University of Kent, Canterbury Christ Church University and also members of both Kent Youth County Council and Medway Youth Parliament. I have attended Volunteer Police Cadet Unit meetings across the county and engaged directly with children at primary and secondary schools, including at the Folkestone and Hythe Community Safety Conference where 900 school children gathered to learn about online safety amongst other topics.

On 16 September 2018, I joined 16 Volunteer Police Cadets who took part in the Subway Helping Hearts Family 5k fun run at Mote Park, Maidstone. It was a pleasure and privilege to run alongside the cadets, all of whom completed the course in under an hour and in doing so, raised more than £800 for Heart Research UK and local charity The Young Lives Foundation.

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 5-9 November 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 in keeping local communities safe. My Chief Executive or I have met new staff recruits and attended Passing Out Parades 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 10 May 2018. 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 work. It is entirely right that they are recognised.

Opportunities for the future:

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

During 2018/19 I took over as chair of the Kent Criminal Justice Board (KCJB) which brings together chief officers from the core criminal justice agencies and wider partners. The Board is responsible for overseeing criminal justice across Kent and Medway with the purpose of delivering effective, efficient and fair justice.

The KCJB sets out its objectives through a Business Plan which is reviewed on a regular basis recognising that national directives and local needs may require flexibility. In setting its Business Plan, the Board has identified the following strategic priorities;

- to reduce demand through the use of integrated, rehabilitative, restorative and diversionary practices;
- to continuously improve processes to deliver a more efficient and cost effective system;
- to enhance victims' experiences; and
- to develop influential, effective, and supportive partnerships and strong governance arrangements.

Being independent of any criminal justice agency I am able to hold chief officers and their agencies to account, resolve conflicts of interest and set a Business Plan that reflects both national and local priorities, whilst firmly putting victims at the heart of the system.

I also believe 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 MoJ 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, as well as the unique 'Gateway to Europe' issues, I have continued to engage with local MPs, Ministers and the Government to highlight local challenges.

In December 2018, the Government provided £850,000 to Kent Police to cover its initial preparation costs for the UK exiting the European Union. However, at the start of March 2019 I wrote to Nick Hurd MP, Minister of State for Policing and the Fire Service, making the case for further funding from central Government. Kent Police has, and continues to work hard with partners to ensure the county is as prepared as it possibly can be. This costs a great deal of time and money - for example, in preparation for the original 29 March 2019 exit date, Kent Police booked hotel accommodation for an expected influx of officers under mutual aid.

On March 21, during a visit to Medway Police Station, Mr Hurd confirmed that the Home Office would provide another £3.5m of funding to cover the additional costs up to the end of March 2019. I firmly believe it is not fair that local Kent residents' taxes should be used to meet the costs of preparing for what is clearly a nationally significant event. I am very pleased the Government recognised Kent's unique position and saw fit to further reimburse Kent Police for its efforts.

With the UK's exit now delayed, it is likely that Kent Police will incur further costs in continuing its preparations. I will remain in close dialogue with Ministers to ensure any additional costs are also met by central Government and do not hit local people in the pocket.

- **Collaborate further with other organisations**

The Policing and Crime Act 2017 introduced a raft of measures to enhance collaborative working between the emergency services. As well as a new statutory duty on the police, fire and rescue and ambulance service to keep opportunities to collaborate under review, it included provisions enabling PCCs to take on different levels of responsibility with regards to the governance of fire and rescue in their area. As a result of my request for membership of the Kent and Medway Fire and Rescue Authority being accepted last year, I have continued to participate in their meetings on an informal non-voting basis (and will continue to do so until my appointment as an additional Member is permitted by legislation).

With senior representation from partner organisations including Kent Police, Kent and Medway NHS and Social Care Partnership Trust, South East Coast Ambulance Service and the Clinical Commissioning Groups, my Mental Health & Policing Oversight Board has met regularly during the year. In addition to improving communication and building stronger relationships, the Board has considered practical opportunities to reduce mental health demand through triage services, better management of 'frequent presenters' and improved mapping of services.

Following a review of the county's Mental Health Crisis Care Concordat governance arrangements - a national agreement between services and agencies involved in the care and support of people in crisis - it was agreed that my Oversight Board would be refreshed and become the strategic decision making body for Kent and Medway. The inaugural meeting was held in early March.

In May 2018, I was appointed the APCC Co-National Lead on Exiting the European Union and have received briefings on preparations to maintain policing cooperation once the UK exits the European Union. I have also co-chaired a national meeting of all PCCs to discuss the preparations, with representatives from the NPCC, the NCA, the Home Office, the Crown Prosecution Service and Border Force in attendance. As a consequence of the meeting, I and my two Co-National Lead colleagues wrote to the Home Secretary to promote the necessity for a deal to be secured in relation to security and policing.

• **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 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 low level matters outside the formal process; or
 - in addition to above, being responsible for keeping complainants updated and providing final outcome.
- A decision to adopt either will impact on the level of staffing and financing required by a PCC.

The OPCC has undertaken preparatory work in readiness for the Regulations being updated, but the timeframe remains unknown as Parliament's focus has been the UK's exit from the European Union. Once they are updated, I will assume the appellate function and increase the level of oversight of complaints handling (as required by the Act), but will not be adopting either option and taking on other functions.

• **Develop new crime prevention and diversion practices**

County lines pilot

The Home Office funded Kent County Lines pilot was delivered between September 2017 and March 2018 in Margate, Thanet and Dover. It provided specialist casework support delivered by St Giles Trust to help those affected make a safe and sustained exit from county lines activity and a helpline delivered by Missing People to offer additional advice and support. During the six-month pilot, 38 children and their families were supported, with a reduction in missing episodes and a number successfully exiting from county lines. Kent Police estimated that over the six month period it saved £271,253 in police time alone.

The pilot reached capacity by the end of 2017 demonstrating an unmet need for the service. As a result, I allocated £45,000 from my budget to see the St Giles Trust casework element continue until April 2019.

Subsequently, as outlined earlier in the report, the Home Office and I have provided longer term funding for the St Giles Trust to continue their work, with an investment of £202,000 from the Home Office in 2019/20 and £614,000 from my commissioning budget over the next three years.

Tackling gangs and youth violence

In February 2019, Kent secured £1.3m from the Government's Supporting Families Against Youth Crime Fund to help prevent young people becoming involved in gangs and youth violence.

The award has enabled a partnership of Kent County Council (KCC), Medway Council, Kent Police, Met Police and the OPCC to commence delivery of a collaborative two-year project to reduce the impact of gang activity in north Kent and Medway and protect children at risk of criminal exploitation.

The funding will be used to provide support for vulnerable people across the county through peer mentoring and community support workers, linking up services for those who may otherwise become involved in knife crime and gang violence. Through education on the dangers of joining a gang and provision of peer mentors for young people at risk, the aim is that communities become more resilient and able to resist gang involvement. In addition, multi-agency staff, young people and parents will receive training to raise awareness of the risks associated with child sexual exploitation.

• **Back volunteering**

I remain committed to supporting the Volunteer Police Cadets, making a contribution of £40,000 in 2018/19 to support the scheme. 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. As at 31 March 2019, there were 368 active cadets - with a waiting list in excess of 300 - located at nine units across the county: Dover; Canterbury; Tonbridge; Maidstone; Medway; Gravesend; Swanley; Sittingbourne; and Ashford. During 2019/20, the force expects to open further units in Thanet, Folkestone and Dartford. Each year, the cadets undertake thousands of 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 31 March 2019, there were 257 Special Constables who provided a fantastic 92,677 hours of policing in 2018/19. 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.

During the year, the force introduced Community Police Volunteers (CPVs) for those aged 18 or over interested in contributing to their local community as a volunteer. As at 31 March 2019, there were 45 trained CPVs wearing a uniform and supporting their Community Safety Units by providing additional visibility, whilst improving the communication flow between Kent Police and local communities.

As at 31 March 2019, Kent Police had over 200 internal volunteers in roles conducive to the skills they bring, who provided over 19,000 hours of support. Examples include roles within the FCR, Recruitment, Local Policing Teams, Intelligence, Public Protection and Crime Investigation.

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 am very pleased that the OPCC was awarded Investing in Volunteers accreditation from the National Council for Voluntary Organisations (NCVO) - the UK quality standard for good practice in volunteer management.

The year was spent working towards accreditation, ensuring the scheme was professional and that it met the ICV Code of Practice, as well as the indicators set out by the NCVO. Following assessment, the final report was overwhelmingly positive, with just a few suggestions for improvement. The OPCC also received a Bronze Award for Code Compliance under the Independent Custody Visiting Association's Quality Assurance Framework. I extend my thanks to all who took part in these processes, and hope that every ICV feels they are independent assurance of the value they bring, and excellent work they carry out.

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, Community Police Volunteers, Volunteer Police Cadets and all 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.

Ministry of Justice Grant for Victim Services - Funding Recipients¹

£

Domestic Violence	
St Georges Community Children's Project	750.00
Rising Sun	34,590.00
Sign Health	31,889.00
DAVSS - Support To Court Project	35,000.00
DAVSS - Support Service for Male Victims	8,596.00
Dandelion Time - Therapeutic Programme	16,258.50
Choices - IDVA for LGBT and Male Clients	39,967.00
Dad's Unlimited	9,960.00
Victim Support - Annual Fee	127,840.00
Domestic Abuse Service - KCC	150,000.00

Child Sexual Abuse	
East Kent Rape Line - Specialist Counselling	35,000.00
NSPCC	32,000.00
Juvenile Justice International CIC	25,000.00
Family Matters - Specialist Therapy U18 victims	25,000.00
Dandelion Time - Therapeutic Programme	14,696.00
Rubicon Cares	15,000.00

Restorative Justice	
Restorative Solutions	176,000.00

£

Sexual Violence	
East Kent Rape Line - ISVA and CISVA Services	75,000.00
Family Matters - ISVA and CISVA Services	75,000.00
East Kent Rape Line - Managing capacity	37,500.00
Family Matters - Managing capacity	37,500.00

Referral	
Victim Support - Core Contract	179,806.40

Other	
OPCC Commissioning Team Staff Costs	5,874.69
Receptionist Staff x2 (inc. overtime)	17,857.30
Compass House Overheads	25,761.23
Victim Support - Core contract	719,225.60
Victim Support - Innovation Fund	33,551.00
Brake	1,500.00
Rubicon Cares	35,000.00
MCCH	46,123.00
CAB Medway	38,000.00
Juvenile Justice International CIC	35,000.00
St Giles Trust	1,346.00

¹ Under Section 3.2 of the MoJ'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 2018/19

• Revenue Budget

On the 19 December 2017, the Policing Minister announced the 2018/19 draft general grant allocation for each force area. The Minister announced that PCCs would receive a flat cash grant funding settlement (i.e. the same allocation as 2017/18). Precept Referendum limits were increased for all PCCs up to £12.

The Minister's statement was clear that the funding settlement to PCCs "must be matched by a serious commitment from PCCs and Chief Constables to reform by improving productivity and efficiency to deliver a better more transparent service to the public". In particular the Minister outlined three clear priorities:

- seek and deliver further cost efficiencies, especially through better procurement;
- a modern digitally enabled workforce, so officers can spend more time preventing and fighting crime;
- greater transparency in how public money is used, particularly in the holding and use of reserves.

This settlement was confirmed in January 2018; as a result, the funding received by Kent was as follows:

Table 1: Funding Streams

	Budget £'000's	% of Total Funding
Central Government Funding		
Police Core Settlement	104,799	32%
Ex DCLG Funding	65,666	20%
Legacy Council Tax Grants	13,298	4%
Specific Grants	14,579	4%
Locally Raised Funding		
Income	19,527	6%
Council Tax	105,080	32%
Collection Fund	1,520	0%
Reserves	8,222	2%
Total	332,691	100%

In 2018/19, Kent received a total of £183.8m in general grants and council tax grants. This was the same level of funding received in the 2017/18 settlement.

The budget for 2018/19 was set in February 2018 and monitored closely over the year. A financial reporting paper with a full suite of information was presented quarterly to chief officers of both the force and the OPCC alongside a monthly summary. Financial information was also presented quarterly to the Joint Audit Committee. 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 below:

Table 2: Revenue Outturn 2018/19

Directorate	Budget £'000's	Net Expenditure £'000's	Over / (Underspend) for 2018/19 £'000's
Central Operations	43,158	42,157	(1,001)
Chiefs Office	2,033	2,186	153
DCC Portfolio	8,469	8,533	64
Divisions	134,459	126,269	(8,190)
Serious Crime Directorate	29,651	27,042	(2,609)

Support Services	51,204	58,042	6,838
Local Policing and Partnerships	19,973	19,316	(657)
Corporate Charges	6,214	17,861	11,647
Transfer to / (from) reserves	(8,222)	(14,751)	(6,529)
OPCC	3,423	3,461	38
Net Expenditure	290,362	290,116	(246)

2018/19 was a particularly challenging year in terms of ensuring Kent Police expenditure remained within budget. The revenue budget showed an underspend of £0.25m which predominately related to the return of Icelandic Investments. The underspend was transferred to reserves to support the delivery of future capital / revenue investment.

• PCC Expenditure

My net budget consists of the costs of the OPCC and the grants I provide to support projects across Kent. A breakdown of that expenditure is shown below:

Table 3: OPCC Budget and Expenditure breakdown

	Budget	Spend	Variance
	£'000's	£'000's	£'000's
OPCC	1,335	1,335	0
Grants	2,089	2,127	38
Transfer to reserves			(38)
Total	3,424	3,462	0

The expenditure included a small overspend of £0.04m. This amount was offset against the previous year's transfer into reserves, and the funding was used to support a number of special projects for both the PCC and the force.

Projects funded during 2018/19 included:

- supporting the Volunteer Police Cadet scheme by making funding available 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;
- support for the Kent Community Safety Team, in conjunction with partners, to provide administrative support to the team;
- a contribution to the UK Police Memorial Fund; and
- a contribution to the National Ugly Mugs Scheme, which provides justice and protection to sex workers who can be targeted by potentially dangerous individuals.

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

• My Commissioning Achievements

I received £2.1m in grant from the MoJ for the provision of services to victims. This funding, which was the same as I received in 2017/18, was used to provide a wide range of services to help victims cope and recover. I contributed the same amount and therefore had a fund of £4.2m to support victims, witnesses and to deliver projects that would reduce crime and disorder.

I developed a Commissioning Strategy that identified how this funding would be allocated and the OPCC monitored all funding streams and projects closely to ensure the outcomes were achieved.

As outlined earlier in the report, the following funding streams were made available:

- Mental Health and Policing Fund - I awarded just over £107,000 to schemes and projects that supported those with mental health issues to receive the right support at the right time. It also provided on-going funding for a number of projects including Mind Counsellors working in the FCR, a safe haven bus and well-being cafes.
- Victim Specialist Service Fund - in addition to my core victim referral service which is provided by Victim Support, I awarded just over £485,000 to projects that helped victims with their long-term recovery, or supported those with complex unmet needs. I also funded Restorative Solutions to provide the county-wide RJ service.
- Safer in Kent Fund - I awarded just over £110,000 in grants for new, or expanded projects and innovative approaches involving the army of volunteers and community-minded people wanting to play their part in making the county safer by addressing the priorities in my Safer in Kent Plan.
- Other Funds - I maintained my commitment to the Community Safety Partnerships (CSPs), with each receiving an increase of 10% in the financial support received - this will continue in 2019/20. I also funded a number of third-party providers such as Crimestoppers and the Drug and Alcohol Action Teams in both Kent and Medway, as well as educational messages through the Amelix school tours.

● Investment Budget

Investment expenditure includes both capital and revenue expenditure on 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 on the funding settlement stated that total Police Capital Grants to PCCs would reduce from £77.2m in 2017/18 to £75.2m in 2018/19. However, Police Capital Grant allocations (those provided to individual PCCs) would be unchanged from 2017/18. Kent's capital grant allocation therefore remained the same in 2018/19 at £1.1m.

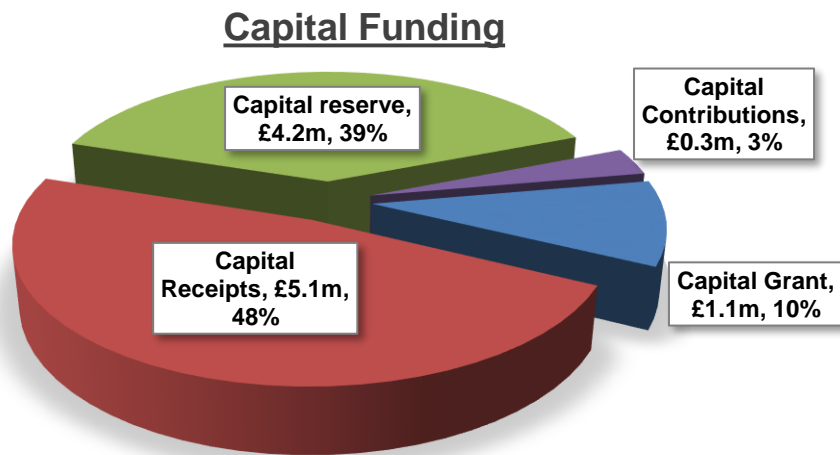
The final position on the investment budget for the Group is shown below:

Table 4: Capital Budget 2018/19

Provisioning Department	Revised Budget	Actual Expenditure	Variance
	2018/19 £'000's	2018/19 £'000's	2018/19 £'000's
IT Department	7,107	6,241	(866)
Estate Department	1,790	1,153	(637)
Transport	2,421	2,176	(245)
Innovation Fund	0	(17)	(17)
ANPR Department	472	490	18
SB Projects	0	0	0
Other Plant and Equipment	701	671	(30)
Totals	12,491	10,714	(1,777)

The table shows slippage of £1.8m. 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 2019/20.

Capital Budget 2018/19



• Reserves

Reserves are reported in two categories:

- Usable - those that I may use to provide services, subject to the need to maintain a prudent level 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 also transferred into usable reserves. Details of the usable reserves are shown below.
- Unusable - those that I am not able to use to provide services. This includes reserves that hold unrealised gains and losses (for example the Revaluation Reserve, where amounts would only become available to provide services if the assets were sold and Pensions Reserve). Details of these are shown in the Statement of Accounts.

Table 5: Usable Reserves

	As at 31st March 2018	As at 31st March 2019
	£'000's	£'000's
General Fund	8,800	9,100
Risk		
Localisation of Council Tax Benefit Reserve	700	162
Grant Cut Volatility Reserve	4,100	0
Insurance	3,098	1,502
Change		
Invest to save	1,522	513
PCC Recruitment Support	0	3,000
Redundancy, Relocation & Regulation A20	4,810	3,760
Policing Opportunity		
Policy Opportunities	1,219	16
POCA Incentivisation	1,012	1,002
Policing Opportunity Other:		
OPCC Budget Roll Forward	1,085	947
Partnership Funding Roll Forward	777	794
Op Morris - Vehicle Seizure	68	55
Bank Holiday Overtime Reserve	936	1,872
Investment Reserve		
Investment Reserve	22,959	5,825
Total	51,086	28,548

Usable reserves stood at £28.5m, a decrease of £22.5m on the previous year. General reserves increased to a minimum of 3% of net revenue budget to bring Kent in line with other PCCs and also to reflect HMICFRS comments.

- **Performance and Value for Money**

As outlined earlier in the report, Kent Police is subject to a formal HMICFRS inspection regime which also forms a vital part of my assurance in holding the force to account for Value for Money (VfM). Annually, I receive a report that includes VfM at my Performance and Delivery Board. The force has delivered £100m of savings since 2010 with a further £31m required over the medium term. The force has also shown a consistent pattern of sensible forward planning and disciplined accelerated delivery of savings requirements, but within a framework of clear service vision and use of technology and innovation to minimise front line impact.

In addition, the Effectiveness pillar of HMICFRS' PEEL inspection includes an assessment of the financial sustainability of the force over the short and medium term. In the latest assessment, Kent Police were graded as follows:

- Effectiveness: Good
- Efficiency: Outstanding
- Legitimacy: Outstanding

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 independent chair. The review concluded in January 2017 and published its [report](#) on 30 October 2017, making 110 recommendations for improvement. The [Government response](#) was also published on 30 October 2017.

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'.²

In 2018/19, a total of 37,065 people were processed through Kent custody suites. Reflecting my commitment to transparency, I can report that the force recorded no deaths and one 'serious injury' incident involving a detainee who lunged at an officer, was pushed back and hit their head on the wall causing momentary loss of consciousness. Whilst there is another recorded incident where a detainee became seriously unwell and was taken to hospital, they were found to have an underlying medical condition and there was no causal connection to police action.³

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 limited 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). Furthermore, other Government initiatives have introduced more stringent governance and scrutiny of police use of force.

I am reassured 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 issued by the College of Policing.

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.

² The 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.

³ The data is based on deaths and 'serious injury' incidents. Serious injury is defined by the IOPC as: a fracture; a deep laceration; any injury causing damage to an internal organ or impairment of any bodily function; or where a person loses consciousness, even just momentarily and / or where there is no resultant physical or mental injury.

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From: Matthew Scott, Kent Police and Crime Commissioner
To: Kent and Medway Police and Crime Panel
Subject: HMICFRS Integrated PEEL Assessment
Date: 12 June 2019



INTRODUCTION:

1. One of the Police and Crime Commissioner's (PCC's) key duties is to be democratically accountable for the provision of an efficient and effective police force by holding the Chief Constable to account.
2. However, the PCC does not judge progress based on targets as he recognises that sometimes, despite Kent Police's best efforts, it is not possible to bring offenders to justice due to lack of available evidence or where the suspect has died, for example. The PCC does though consider other feedback, including Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) reports and other independent publications.
3. HMICFRS independently assesses and reports on the efficiency and effectiveness of police forces and fire & rescue services – in the public interest. HMICFRS is independent of the Government, the police and fire & rescue authorities. In preparing reports, Her Majesty's Inspectors' (HMIs) ask the questions which citizens would ask, and publish the answers in an accessible form, using expertise to interpret the evidence and make recommendations.
4. This paper provides an overview of HMICFRS' 2018/19 PEEL Assessment of Kent Police, and also outlines how the PCC holds the Chief Constable to account.

BACKGROUND:

5. PEEL is HMICFRS' annual assessment of police effectiveness, efficiency and legitimacy. Based on three separate inspections, each force is judged as 'Outstanding', 'Good', 'Requires improvement' or 'Inadequate' on the categories (or pillars) based on inspection findings, analysis and HMIs professional judgment across the year.
6. Since the establishment of PEEL, HMICFRS have sought ways to reduce the intensity of inspection on forces. Analysis and feedback from forces also showed that a risk-based approach, where well-performing forces were inspected on fewer areas, would:
 - reduce the inspection burden on forces;
 - allow forces to focus on areas presenting greatest risk to public safety and security; and
 - promote improvements in policing to make everyone safer.
7. As a result, in 2018/19 HMICFRS adopted an Integrated PEEL Assessment (IPA) approach. Whilst how they inspect remains broadly the same so the public can see how each force's performance changes over time, the IPA has changed their approach to inspections so they are:
 - termly – forces are inspected in three tranches across the reporting year;
 - simplified – the question set that forces are assessed against has been reduced by 30%;
 - risk-based – concentrated on areas with the greatest risk to the public rather than inspecting every element of a high performing force every time;
 - integrated – one inspection covering the effectiveness, efficiency and legitimacy of a force and findings published as one force report;
 - collaborative – forces are expected to assess their own performance and provide Force Management Statements (FMSs)¹; and
 - rolling – ongoing monitoring process examining areas of risk in forces that informs HMICFRS's inspection programme.

¹ A self-assessment that chief constables (and London equivalents) prepare and submit to HMICFRS each year.

8. As well as inspection findings, the IPA is informed by analysis of:
- force data and FMSs;
 - risks to the public;
 - progress since previous inspections;
 - findings from non-PEEL inspections;
 - how forces tackle serious and organised crime locally and regionally; and
 - regular monitoring work.

2018/19 PEEL ASSESSMENT:

9. Kent was one of fourteen forces to be inspected in tranche one of the IPA. HMICFRS consider the risk to the public in the following four areas to be important enough that they plan to inspect each force every year:
- protecting vulnerable people;
 - firearms capability;
 - planning for the future; and
 - ethical and lawful workforce behaviour.

10. However, extending the risk-based approach that was used in their 2017 effectiveness inspection to the efficiency and legitimacy parts of the IPA, HMICFRS didn't inspect all forces against all areas. The table below shows which areas Kent Police were inspected against (including those listed above):

IPA area	Inspected in 2018/19?
Preventing crime and anti-social behaviour	No
Investigating crime	Yes
Protecting vulnerable people	Yes
Tackling serious and organised crime	No
Firearms capability	Yes
Meeting current demands	No
Planning for the future	Yes
Treating the public fairly	No
Ethical and lawful workforce behaviour	Yes
Treating the workforce fairly	No

For those areas not inspected in 2018/19, HMICFRS' 2017 judgements remained in place.

11. Tranche one forces IPA reports were published on 2 May 2019. The overall assessment for Kent Police was:
- **Effectiveness – Good**
 - **Efficiency – Outstanding**
 - **Legitimacy – Outstanding**

12. These grades are impressive. Kent Police was one of only two forces to be assessed as 'Outstanding' in two pillars and the only force to achieve 'Outstanding' in both Efficiency and Legitimacy. Furthermore, it is the only force to be assessed as 'Outstanding' in Legitimacy and to have held this grading for four consecutive years.

13. In addition, HMICFRS did not highlight any causes of concern resulting in recommendations, and identified only six areas for improvement. A summary of the findings is attached as Appendix A, or the full report can be viewed [here](#).






14. The overall picture across the fourteen forces inspected was as follows:
- Effectiveness: one force graded outstanding (Durham), twelve as good (including Kent) and one as requiring improvement.
 - Efficiency: three forces graded outstanding (Durham, Kent and Norfolk), eight as good and three as requiring improvement.
 - Legitimacy: one force graded as outstanding (Kent), eleven as good and two as requiring improvement.

15. At the 6 February Panel meeting, Members may also recall that they received a report on Kent Police's Crime Data Integrity re-inspection. HMICFRS graded the force 'Outstanding', estimating that it records 96.6% of reported crimes – higher than any other force nationally, and at that time, one of only two forces to achieve that grading.
16. Commenting on Kent Police's IPA assessment, HM Inspector of Constabulary Zoe Billingham said:
- 'I congratulate Kent Police on its excellent performance in keeping people safe and reducing crime.*
- 'The force is good at preventing crime and anti-social behaviour. It investigates crime well. It works effectively with other agencies to identify and protect vulnerable people.*
- 'I am particularly pleased with the force's performance in recording crime. It has substantially improved its crime-recording accuracy since our 2017 inspection.*
- 'Kent Police is ambitious in its planning for the future and wants to be at the forefront of innovative practice. I am very impressed with its understanding of changing demand and how it links this to its future financial planning and workforce development.*
- 'Senior leaders make sure that the workforce understands the importance of treating the public and each other with fairness and respect. The force continues to be outstanding in this area. It clearly promotes the standards of professional behaviour it expects. This is well understood by the workforce.*
- 'Overall, I congratulate Kent Police for its excellent performance over the past year. I am confident that it is well-equipped for this to continue.'*
17. Based on these recent HMICFRS assessments, Kent Police can be considered the best police force in the country – holding more 'Outstanding' grades, and for longer – than any other force. Indeed, on 1 April 2019, following a visit to the force, Nick Hurd MP, Minister of State for Policing and the Fire Service described Kent Police as '...an outstanding example of an excellent force' in the House of Commons.
18. The Chief Constable and PCC are not only very pleased, but also endorse these sentiments and have expressed their thanks to everyone for their hard work that has brought the force to this point. Without every officer, Special Constable, PCSO, member of staff, and volunteer understanding that victims and witnesses must come first, that Kent Police exists to provide a first class service, and that it is all underpinned by the ethos of 'doing the right thing', the force would not be where it is today.
19. The remaining 29 forces in England and Wales will be inspected by HMICFRS in two subsequent groups later this year. The fieldwork has been completed for the tranche two forces, of which there are another 14, and will be published in the autumn. Fieldwork for the third tranche started on 29 April 2019 and will end on 19 July 2019.
20. Given their resources are finite, and the current timescale for completing the first round of IPAs, HMICFRS have agreed not to start the next round of inspections until 2020. HMICFRS also recognise that further work is necessary to map out the detail of what IPAs could look like; starting in 2020 will ensure they have the time and ability to further develop the methodology and approach.
21. In addition to the annual PEEL Assessment, HMICFRS also conduct thematic inspections with two recent examples focusing on [Stalking and harassment](#) and [Fraud](#). Both reports include recommendations, some of which are directed at Chief Constables; it is a PCC's responsibility to hold their Chief Constable to account. As such, the PCC will provide an update to Members later in the year.

HOLDING TO ACCOUNT:

22. One of the principle ways the PCC holds the Chief Constable to account is through the quarterly Performance and Delivery Board.
23. Open to Panel Members and 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](#). 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.
24. Through the 'Inspections, Audits & Reviews' paper, the Chief Constable routinely submits comprehensive updates on HMICFRS inspection activity and recommendations.
25. Whilst HMICFRS did not highlight any causes of concern resulting in recommendations, the PCC expects Kent Police to make progress in the few areas they found for improvement. The Chief Constable has already made clear his intention to maintain 'Outstanding' in Efficiency and Legitimacy and improve on 'Good' for Effectiveness, with investigations and better support to victims being at the heart of that work.
26. The PCC welcomes the findings of the IPA and is pleased that Kent Police can be considered the best police force in the country. However there is no room for complacency, and the PCC will continue to receive HMICFRS updates at the Performance and Delivery Board. The PCC will also continue to hold the Chief Constable to account via their weekly 1:1 briefings which 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.

Summary: Kent Police 2018/19 PEEL Assessment

Effectiveness		Last inspected
How effectively does the force reduce crime and keep people safe?	Good	
Preventing crime & tackling ASB	 Good	2016/17
Investigating crime	 Good	2018/19
Protecting vulnerable people	 Good	2018/19
Tackling serious & organised crime	 Good	2016/17
Armed response capability	Ungraded	2018/19

HMICFRS Summary

Kent Police is effective at reducing crime and keeping people safe.

It is good at investigating crime. But it should quickly resolve the problems with its new information and communications technology (ICT) system. The force should also make sure it doesn't close investigations too early.

The force is good at protecting vulnerable people. It works well with partner organisations to do this. It also uses its protective powers well. But it needs to make sure it has enough staff in its online investigation team to manage demand.

In 2017, we judged Kent Police as good at preventing crime and tackling anti-social behaviour and at tackling serious and organised crime.




Areas for improvement

Investigating crime

- The force should ensure it progresses cases effectively, even if the victim does not support the investigation, & that officers understand the importance of this.

Protecting vulnerable people

- The force should within three months review its use of THRIVE within the control room & the incident management unit (IMU) & ensure that staff understand the importance of correctly assessing incidents.
- The force should, within three months, review its incident management unit recovery plan to ensure it gives victims an appropriate service.
- The force should review demand & capacity in its police online investigation team (POLIT) & reduce the backlogs in the department.

Efficiency		Last inspected
How efficiently does the force operate and how sustainable are its services?	Outstanding	
Meeting current demands & using resources	 Outstanding	2017/18
Planning for the future	 Outstanding	2018/19

HMICFRS Summary





Kent Police operates efficiently and provides services that it can maintain in the long term

The force is outstanding at future planning. It understands how demand is likely to change. It uses a range of data and works closely with partner organisations to do this.

Kent Police communicates really well with the public. The force understands what matters to people. It knows what skills it needs to provide a good service.

The force has a good financial and people plan. It is good at identifying and supporting future leaders.

In 2017, we judged Kent Police as outstanding at meeting current demands and using resources.

Legitimacy		Last inspected
How legitimately does the force treat the public and its workforce?	Outstanding	
Fair treatment of the public	 Outstanding	2017/18
Ethical & lawful workforce behaviour	 Good	2018/19
Fair treatment of the workforce	 Outstanding	2017/18

HMICFRS Summary

Kent Police treats the public and its workforce legitimately.

It is good at behaving ethically and lawfully. Force leaders model this and support a culture of learning. The force encourages officers and staff to think about how they would respond to ethical dilemmas.

The force has an anti-corruption plan. But it needs good monitoring systems to support this. And it needs to have more people working in this area. The force is making better links with groups that work with vulnerable people. This will help it manage corruption better.

In 2017, we judged Kent Police as outstanding at treating the public and its workforce fairly.

Areas for improvement

Ethical and lawful workforce behaviour

- The force should ensure its counter corruption unit:
 - has sufficient capability and capacity to be effective in its proactive approach to counter corruption; and
 - can fully monitor all of its computer systems, including mobile data, to proactively identify data breaches, protect the force's data and identify computer misuse.
- The force should ensure it builds effective relationships with the groups and organisations that support and work with vulnerable persons.

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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: 12 June 2019



INTRODUCTION:

1. The commissioning allocations 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 (OPCC) 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 first three items were selected by Panel Officers on behalf of Members and relate to 2018/19 expenditure. The last item was selected by the OPCC and relates to 2019/20 expenditure.

9 NOVEMBER 2018 - GRAVESHAM NETWORK DEVELOPMENT CIC, £10,000

14 NOVEMBER 2018 - REFORM RESTORE RESPECT, £10,000

5. The Safer in Kent Fund was launched to support projects that prevent crime and anti-social behaviour in local neighbourhoods. The following types of projects were highlighted for application: Supporting rural and coastal communities to stay safe. Reducing re-offending.
 - Supporting young people through diversionary or preventative activities, which consider those committing anti-social behaviour, at the cusp of the criminal justice system or within the criminal justice system who are at risk from such issues a youth violence, gangs and knife crime.
 - Tackling anti-social behaviour.
 - Preventing crime and fraud.
 - Supporting communities to raise awareness of risk, safety issues and crime prevention, particularly hard to access communities.
 - Innovative projects that meet at least one of the PCCs priorities but do not fit within the categories above.
6. The maximum bid to the Safer in Kent Fund was £10,000 and applications were reviewed against the following criteria:
 - The Safer in Kent Plan
 - Need for the project
 - Outcomes
 - Sustainability
7. The Gravesham Network Development CIC applied to the second round of the Safer in Kent Fund in September 2018. They were awarded £10,000 to deliver a minimum of 3 youth music events in Gravesham.
8. The events are designed to bring young people from diverse backgrounds, including the vulnerable and hard to reach, together to raise awareness of youth violence and anti-social behaviour. Those attending the events have access to information on making informed decisions about becoming involved in youth violence and anti-social behaviour, as well as to a range of professionals. The events are supported by Kent Police, Gravesham Council, Early Help and Preventative Services and Public Health.
9. To date, one event has been delivered on 19 December 2018 with a further 2 scheduled. The event enabled professionals, including Kent Police, to engage with young people, including those from hard to reach communities, those not in education, employment or training (NEETS), and the vulnerable in an informal and relaxing setting. Importantly, by helping to build trust and breaking down barriers, it also increased the confidence of those present to talk to professionals in the future.

10. Reform Respect Restore (RRR) also applied to the second round of the Safer in Kent Fund in September 2018. They were awarded £10,000 to deliver 'I Didn't Know That!' - a project challenging gang and knife behaviour, delivered in Kent and Medway primary and secondary schools via 90 minute workshops.
11. The project commenced delivery in November 2018 and school bookings have been made until July 2019. To date, RRR have delivered 20 'I Didn't Know That!' workshops to over 2,000 young people in 19 schools, including in Sevenoaks, Tonbridge and Malling, Medway, Swale, Maidstone, Ashford and Gravesham.
12. Feedback from those young people who have participated includes:
 - 'It has influenced me to work 10 times harder on my education'
 - 'I will make better choices and think about my future more'
 - 'How to avoid being peer pressured into crime and gangs. To stick to my goals and dream of my future'
 - 'I understand how manipulative gangs can be and how dangerous it can be to be in one'

30 JANUARY 2019 - I-THREE ANALYTICS (BIG DATA ANALYSIS), £20,000

13. The official Home Office definition of 'violent crime' includes 55 different offences, many of which do not involve physical injury to the victim. Violent crime includes instances of assault without injury, harassment, malicious communications and stalking, for example. Some offences also remain under-reported.
14. In June 2018, the PCC launched his Violence Reduction Challenge (VRC) in response to the Government's Serious Violence Strategy. With a central theme of protecting the most vulnerable from the most violent, the VRC considered violent crime and its impact on local communities.
15. To inform the VRC, the PCC commissioned a Big Data Analysis of Kent Police's violent crime data from the last 16 years. The aim of the analysis was to better understand the reality of violent crime in the county in order to inform discussion and identify evidence based options to address some of the issues. It focused on the high harm offences involving physical injury to a victim.
16. The analysis formed a pivotal element of the VRC and was carried out by i-Three Analytics in collaboration with Kent Police. It built on previous analytical work by i-Three Analytics examining domestic abuse data; this resulted in the production of a problem profile which Kent Police are using to improve service provision.
17. There was a great deal of work involved, including cleansing and refining thousands of rows of raw data in preparation for analysis, deploying key algorithms to enhance understanding of offending behaviour and final production of a detailed problem profile for violence with injury. The final product provided an insight into trends, patterns of repeat offending and victimisation, as well as geographic and nominal characteristics.
18. A number of conclusions were drawn from the data analysis, some of which are set out below:
 - The age of offenders is becoming more diverse with more intergenerational violence
 - Substantial overlap between those who are violent generally and those violent towards intimate partners.
 - Those who are the most prolifically violent are also among the most victimised.
 - Female offending is increasing.
 - There is a link between increases in temperature and increases in violent crime.
 - Violent crime is increasing, but for most offenders it is a 'one off' event which is not repeated; indicating greater opportunities through proactive partnership solutions as opposed to reactive policing.
19. In terms of the VRC, the analysis proved very useful and identified opportunities to address high harm violent crime in the county. Whilst work is still on-going, a number of recommendations are already being implemented including the following:
 - Provision of £614,000 from the PCC's commissioning budget to fund the St Giles Trust county lines project over three years (the Home Office are also contributing £202,000 in 2019/20).
 - Creation of a multi-agency taskforce to tackle violent crime in Medway.

- Directing that PCC funding to Community Safety Partnerships should focus on violent crime.
- The PCC setting-aside £1m over three years for a Violence Reduction Fund that will provide more sustainable funding for projects which aim to cut violent crime. The 2019/20 funding round closed on Friday 17 May 2019, with 38 bids received.

20. The PCC plans to publish a VRC report later this year which will provide greater detail on progress, including outcomes delivered.

25 APRIL 2019 - ISVA AND CISVA SERVICES, QUARTER 1 2019-20, £112,422.87

21. The Ministry of Justice (MOJ) devolves responsibility for the commissioning of victim services to PCCs; this includes the requirement to provide or commission support services for victims of sexual violence and victims of child sexual abuse.

22. Historically, funding for Independent Sexual Violence Adviser (ISVA) and sexual violence (SV) support services has been based on time limited grants and short term funding which was not guaranteed year on year. As a result, providers and victims faced uncertainty regarding continued service delivery and support. With the number of people seeking support from ISVA and SV support services increasing there was a need to establish longer term sustainability.

23. Prior to 1 April 2019, the PCC grant funded two organisations separately to provide county ISVA service coverage. However, in order to provide consistency in service provision, manage increasing demand effectively and ensure value for money, the PCC went to market in early autumn 2018 to commission a county wide ISVA and SV service.

24. The scope of the service is to deliver ISVA, Child Independent Sexual Violence Advisers (CISVA) and SV support services. All aspects of the service work with victims who have experienced rape or sexual violence, irrespective of whether they have reported the crime to the police, when the crime took place or the position of the case in the criminal justice system.

25. Please find below an explanation of the three elements of the service:

- An ISVA provides independent support, advocacy and impartial advice and information. This might include explaining available options, such as reporting to the police, accessing Sexual Assault Referral Centre (SARC) services or providing information on other services such as health. They do not provide the specialist services, but co-ordinate support and activity based on the needs of the individual.
- A CISVA carries out the same functions as an ISVA, but specifically supports those aged 18 and under who have experienced rape or sexual violence. They also work with the family or carers to ensure the wider support network is equipped to help the individual cope and recover.
- The SV support services provide specialist bespoke support collaboratively with the ISVA. This could include specialist counselling, crisis intervention, therapeutic services or support for particular groups such as males, LGBT, children, and those with learning disabilities and mental health needs.

26. The service has a clear set of delivery standards, which consist of the following:

- Delivery of an independent, impartial and flexible service that is responsive and tailored towards the individual's needs, risk, circumstances and that this support enables informed choices.
- Ensure that strict professional boundaries are understood and maintained and that those accessing the service clearly understand the services remit and that support is not 'open ended'.
- That support is person centred and not a 'one size fits all' approach.
- Delivery of a service model which can adjust to changing demands, needs and risks.
- That the service is free of charge and confidential, unless risk overrides this requirement.
- That those accessing the service are treated in a respectful, sensitive and professional manner, without discrimination at any time.
- That the service is accessible/and available to all, including vulnerable and hard to access communities.
- That support is available and appropriate for specific groups such as male victims, Lesbian, Gay, Bisexual, Transgender (LGBT+), (British English) black, Asian and minority ethnic (BAME), those with learning disabilities and mental health needs.

- That full consideration is given to the geography of Kent to ensure that support is delivered in a location suitable for the individual, whilst not comprising risk or confidentiality.
- That the option to deliver preventative messages to help prevent repeat victimisation and improve community awareness are considered and developed.
- That the service is delivered collaboratively with partner agencies and other services to ensure access to other appropriate services.
- That accurate, impartial support and information is provided to enable the individual to make informed choices, which may include reporting to police or pursuing a criminal justice outcome.
- That the views and engagement of interested parties, such as service users and partner organisations are sought in the development and delivery of the service.

27. The contract was awarded in December 2018 to Family Matters. They began delivering the service on 1 April 2019. It is a three year contract with the option to extend yearly for a further three years.

28. The service is monitored against the delivery of the following overarching outcomes:

- Improved health and wellbeing
- Better able to cope with aspects of everyday life
- Increased feelings of safety
- Better informed and empowered to act
- Quality and satisfaction with support provided

29. The total annual value of the contract is £450,000, and payments are made on a quarterly basis.

30. It is a requirement of the specification that the service evolves through the lifetime of the contract. This is to ensure that it is able to respond effectively to new and emerging trends and working practices.

Record of Decision

ORIGINATOR: Chief Executive

REFERENCE: OPCC.D.023.19

TITLE: Increase in Taser trained officers

OPEN **CONFIDENTIAL**

Reason if Confidential:

EXECUTIVE SUMMARY

Violent crime and assaults on officers have risen over recent years and frontline officers are increasingly dealing with a criminal element who think nothing of carrying – and using – knives against each other, their victims, and ultimately those who stand in their way: the police. Home Office figures show there were 1,112 assaults on police officers in 2017/18.

Up until now, Kent Police has maintained specially-trained teams of officers armed with Taser who were able to assist their colleagues whenever called upon. However, based on an assessment of risk to officers, the public, and the growing trend of violent criminality, the Chief Constable has decided to extend this provision by offering any officer in a public-facing role the opportunity to carry a Taser. To do so, officers will have to successfully complete the force's rigorous training and accreditation programme. Guidance also states the weapon must be used proportionately and reasonably. No officer will be mandated to carry a Taser.

The use of Taser remains very low in the county, and the force will continue to routinely scrutinise and examine each circumstance in which it is used.

The deployment of more Taser-trained officers will enhance Kent Police's ability to robustly deal with incidents involving bladed weapons, making officers and the public safer.

The extension of Taser provision will be funded from the 2018/19 financial year carry forward. In total £1m will initially be set aside, with approximately £0.75m for the capital purchase of equipment and £0.25m for ongoing revenue costs, including training. The £1m is an initial estimate based on all eligible officers requesting a Taser; it is unlikely all officers will do so, and therefore the final costs may vary.

RECOMMENDATION

The Commissioner is recommended to support the extension of Taser provision and approve funding of up to £1m for associated capital and revenue costs.

DECISION

To support the Chief Constable's decision to extend Taser provision so officers have the equipment they need to keep themselves and the public safe, and approval of up to £1m funding for associated costs.

Chief Finance Officer:

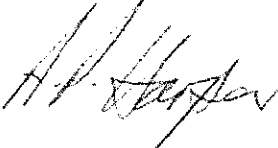
Comments: Funding for the roll out of Tasers has been identified and is available to equip all officers should they require one. This has been absorbed with the Medium Term Financial Plan.

Signature: 

Date: 20/03/19

Chief Executive:

Comments: The deployment of additional Tasers to officers is primarily an operational decision for the Chief Constable. It is a significant cost to the force and the Chief Constable requires your support and authority for this expenditure. The request is affordable and one that supports the safety of both officers and staff, and assists in protecting the public. The expenditure is justified and lawful.

Signature: 

Date: 20/03/19

POLICE AND CRIME COMMISSIONER FOR KENT

Comments: Pleased to support Kent's officers in staying safe and protecting the public.

Signature: 

Date: 20/3/19

BACKGROUND DOCUMENTS: Kent Police Business Case

IMPACT ASSESSMENT:

Police and Crime Plan
(please indicate which objectives decision/recommendation supports)

Supports delivery of the Safer in Kent plan by ensuring frontline officers have the equipment they need to keep themselves and the public safe when combating organised crime and gangs.

Has an Equality Impact Assessment been completed?

Yes No *(If yes, please include within background documents)*

Will the decision have a differential/adverse impact on any particular diversity strand?
(e.g. age, disability, gender reassignment, race, religion/belief, sex, sexual orientation, marriage/civil partnership, pregnancy/maternity)

Yes No
There will be no differential/adverse impact on any particular strand of diversity. When Taser, or any other force is used on an individual, officers are required to justify their actions as being necessary and proportionate under the law. Kent Police will continue to routinely scrutinise and examine each circumstance in which Taser is used.

By: Ben Watts, General Counsel, Kent County Council
To: Kent and Medway Police and Crime Panel – 12 June 2019
Subject: Complaints against the Police and Crime Commissioner

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. This report covers the 12 months ending in June 2019.
- 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 potential complaint is received (either via the Panel or the OPCC) 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 delegated the initial complaint handling and recording decision-making to the PCC's Monitoring Officer (the OPCC Chief Executive). 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". To ensure appropriate monitoring and to allow for relevant information sharing, the initial complaint handling and recording decisions taken by the PCC's Monitoring are taken following consultation 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 PCCs in general, or complaints about operational policing do not come within the scope of the Regulations. Following

a government consultation, no changes have yet been made to the Regulations to emphasise this point or provide further clarity.

- 2.3 The current complaints Policy, as set by the Panel, [is published online](#) via KCC's website.

3. Complaints since July 2018

- 3.1 Since July 2018 there have been four recorded complaints against the Commissioner. Seven possible complaint reports were received in total for assessment against the regulations. In the four cases where the complaint was recorded, the Regulations were disappplied on the grounds that the complaints were "vexatious, oppressive, repetitious or an abuse of the complaints process" – these categories are defined in the Regulations. In three cases, the matters were assessed as not being complaints under the regulations and these were 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 (June 2017 to July 2018) there were two recorded complaints against the Commissioner. In both cases the Regulations were disappplied. One other matter was considered not to be a complaint and was therefore not recorded.
- 3.3 This data shows an increase in the number of recorded complaints made against the Commissioner, albeit against a very low number from the previous year. No complaints have been considered by the Panel's Complaints Sub-Committee during this period. Officer contact with other Panels still suggests that the number of complaints (recorded or otherwise) against the Kent Commissioner remain low compared with other Commissioners.

4. Recommendation

- 4.1 That the Panel notes the contents of this report and requests a further report in June 2020.

Contacts:

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03000 416892



Meeting Notes

Title: Performance and Delivery Board

Date & time: Wednesday 12 December 2018, 1000hrs

Venue: Clift Room, Kent Police Headquarters, Sutton Road, Maidstone, ME15 9BZ

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

Kent Police: Chief Constable Alan Pughsley and Deputy Chief Constable Tony Blaker

1. Welcome & Introduction

The Police and Crime Commissioner (PCC) welcomed those present.

2. Notes of Previous Meeting

The meeting notes from the Performance and Delivery Board held on 26 September 2018 were noted as a true and accurate record.

3. Safer in Kent Plan: Delivery & Performance

The Chief Constable introduced the item and provided a summary of the supporting [paper](#).

The following points were discussed:

Putting Victims First

- The Chief Constable stated that Kent Police aimed to provide a quality service despite increasing demand, highlighting examples from the paper where the victim-centred approach had ensured a good level of service.
- The Chief Constable reported that 77.2% of hate crime victims and 85% of domestic abuse victims were satisfied with the overall service, but said the Force was determined to increase these. He also explained the Force had recently commenced a survey of sexual assault and rape victims, adding that whilst the results would be available soon, initial feedback was positive.
- The PCC asked whether there was an explanation behind the increase in hate crime satisfaction compared with the previous quarter. The Chief Constable said it was down to good contact between officers and victims, particularly keeping them updated on progress and action taken throughout the investigation.
- The PCC asked if the outcome affected a victim's level of satisfaction. The Chief Constable said that if an offender was charged and subsequently found not guilty at court, this often had a detrimental impact on satisfaction.
- In relation to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Crime Data Integrity (CDI) re-inspection, the Chief Constable said the Force was awaiting the results, but he anticipated a 95%+ level of accuracy. The PCC commended Kent Police on the work to improve CDI since the last inspection.
- Focusing on Sexual Offence Liaison Officers (SOLOs), the PCC sought clarification on current and future demand. The Chief Constable stated there were currently 17 SOLOs based within the Vulnerable Investigation Teams (VITs), but this would be increasing to 40. He said the demand was huge and would continue to increase as victims grew more confident to report to Kent Police, explaining that it would be a further six months before a like-for-like data comparison with last year was available.

- The Chief Constable confirmed that whilst there had been an increase in demand in the area of rape and serious sexual offences, there was a commitment to providing a quality service to all victims and witnesses, and ensuring appropriate safeguarding was always put into place. The PCC asked whether the extra officers being injected into the VITs would help. The Chief Constable confirmed it would, but said that if there was additional funding, he would increase the size of them even further to provide greater capacity and resilience.

Fighting Crime and Anti-social Behaviour

- The Chief Constable highlighted that all crime had increased in the last twelve months to October 2018, but said this was mainly a consequence of the change in Home Office Counting Rules, whereby multiple crimes linked to one incident were now recorded. He added that whilst there had been a 0.2% decrease in overall arrests, more people were being arrested for the most serious crimes.
- The Chief Constable outlined the development of the Crime Squad - a proactive investigation team focused on high harm crime. He said the squad had been funded directly from the 2019/20 council tax precept rise and it was anticipated they would be operational in February-March 2019.
- In relation to rural crime, the Chief Constable explained that an additional 6 officers had joined the Rural Liaison Team. He also highlighted some of the great work Local Policing Teams (LPTs) had been involved in, drawing attention to examples from the paper covering the investigation of crime, as well as preventative and awareness-raising work.
- The Chief Constable highlighted the valuable work of the Investigation Management Unit (IMU) and stated Kent Police investigates every crime to identify possible lines of enquiry. He added the IMU was detecting crimes that may not have been solved previously as they had the capability and capacity to focus on each investigation.
- The Chief Constable confirmed the Force attended a high number of burglaries as the majority had further lines of enquiry. Of the small number not attended, he said this was primarily because they were either historical or the scene had been contaminated. However, in these circumstances, other tactics might include deploying a PCSO to build intelligence and provide a reassuring presence.
- The PCC asked what the town centre policing picture looked like across Kent. The Chief Constable confirmed there were approximately 70-80 dedicated town beat officers and 20 PCSOs, complemented by the LPTs. He said that if there was the opportunity and funding, this was an area he would like to allocate more resources.

Tackling Abuse, Exploitation and Violence

- The Chief Constable highlighted the dedicated Modern Slavery and Human Trafficking (MSHT) Team and explained how it linked with existing strands of work. He also talked through some of the disruption activity that had taken place in collaboration with partners, including the National Crime Agency (NCA).
- In relation to a large-scale leadership event on Modern Day Slavery, the Chief Constable said the feedback from officers and staff had been very positive, particularly on the input from a survivor; as a result, the Chief Constable said all attendees left with a greater awareness and understanding.
- The PCC asked about the capacity of the MSHT Team. The Chief Constable stated it was a joint collaborative unit with Essex with 1 Detective Inspector and 1 Detective Sergeant covering both counties, and 4 Detective Constables and 4 Investigating Officers in Kent. However, he added that if there was the opportunity and funding, he would look to allocate more resources to this team as it was an area of growing demand.
- Referencing statistics and case studies from the paper, the Chief Constable highlighted the success of the Missing and Child Exploitation Team, in terms of both reducing the average time children were missing across the county and working with partners to bring paedophiles to justice.
- The Chief Constable made it clear that although violent crime had increased, the majority of this related to low-level offences within the 'violence against the person' category.
- The PCC asked if there were any examples of investigations progressing where the victim had decided not to support a prosecution. The Chief Constable stated the number was small, but increasing. He said it was also necessary to provide sufficient evidence to the CPS in order to charge an offender, adding that body worn video was helping officers obtain valuable evidence.
- The PCC noted the good work being undertaken by the Protecting Vulnerable People (PVP) Directorate. However, to mitigate against duplication, he urged caution with regards to the Glasgow VRU Model since it had been looked at as part of his Violence Reduction Challenge.

Combating Organised Crime and Gangs

- The Chief Constable highlighted the response from Kent Police, in partnership with other agencies, to disrupt and dismantle organised crime groups. He explained there was a fine balance between robust enforcement to tackle organised criminals and the compassionate care of victims, who were often vulnerable.

- Focusing on county lines and gangs, the Chief Constable stated the Force was robustly disrupting activity in partnership with the NCA, whilst ensuring exploited victims were appropriately safeguarded and supported. He added the Force was also seizing large amounts of money and drugs from the gangs.
- The PCC sought clarification on the meaning of 'major disruption' with regards to gangs. The Chief Constable explained that this meant complete dismantling and the end of a particular gang being active. He said the key was for local policing activity to prevent any gap left being filled by other local gangs.
- The Chief Executive asked how successful the commissioned service between St Giles Trust and Kent Police in East Kent had been. The Chief Constable stated it was a brilliant example of collaboration to prevent young people from getting involved with gangs.

Providing Visible Neighbourhood Policing and Effective Roads Policing

- The Chief Constable highlighted that 13 Community Safety Units (CSUs) and 300 PCSOs had been maintained in Kent to provide a local, visible presence in communities. Referring to the paper, he said the examples showed the breadth of work they were involved in - from fraud, to safeguarding domestic abuse victims, to vehicles speeding.
- In addition to the CSUs and PCSOs, the Chief Constable explained the policing family was extended by volunteers who provided thousands of hours of support across a broad spectrum of Kent Police work. He said examples included the 273 Special Constables who provided more than 23,000 hours of operational support, and the current 500 police cadets, with a further 350 young people on the waiting list.
- The PCC was pleased to see the impact the Roads Policing Unit was having across Kent, but asked whether there was any comparative data with last year for notices issued. The Chief Constable explained the trend was very similar, with seatbelt notices increasing slightly.
- The PCC asked about the number of officers and staff within the Roads Policing Unit, inclusive of all departments. The Chief Constable stated there were approximately 90 staff, with the majority operational and policing the county's roads.

Delivering an Efficient and Accessible Service

- Focusing on mental health, the Chief Constable stated the number of section 136 detentions had increased year on year, as had the average amount of time officers were waiting at A&E with those requiring medical treatment.
- The Chief Constable highlighted the improvements that had been made in call handling, particularly the increase in 101 calls answered and reduction in average waiting times. However, he also reiterated that the priority would always be 999 emergency calls over 101 non-emergency calls.
- In commending the improvements in call handling, the PCC asked about performance in November 2018. The Chief Constable explained that it had been a challenging month; the call attrition rate was 9%, but the volume of 101 calls was down and appeared to be plateauing at around 32,000 calls.
- The PCC asked whether there were seasonal trends in call levels. The Chief Constable confirmed this was the case, but added that as the Force Control Room (FCR) had become more efficient at answering calls, the demand was decreasing as there were less callers trying repeatedly to get through.
- In relation to information technology, the Chief Constable outlined some of the innovative work to aid officers and staff, including the launch of 'Live Chat' within the FCR, and making more forms available via Mobile First, helping to reduce bureaucracy and saving time.
- Focusing on 'Live Chat', the PCC asked about the level of engagement and the Chief Constable advised that to date, it had been used on around 40-50 occasions.
- On Channel Shift more generally, the PCC sought reassurance the Force would not disengage from the public and almost become a 'faceless organisation'. The Chief Constable confirmed the Force would remain accessible and retain various ways for the public to make contact, with 'Live Chat' being just one option.
- The Chief Executive stated that the 100,000 PNC checks made by officers via Mobile First demonstrated both value for money and improved efficiency as it equated to 100,000 less phone calls to the FCR. The Chief Constable agreed advising that on average each check saved an officer three minutes and a FCR operator three minutes, equating to a lot of time saved.
- The Chief Constable updated that the Innovation Taskforce had worked on 17 projects in 2018, stating they had the potential to make a huge impact on how Kent Police operates and investigates crime now, and in the future.
- The Chief Constable advised that Athena went live in November with a smooth transition from the old Genesis system and minimal disruption. He explained that information and intelligence collated over 22 years was safely transferred from Genesis to Athena, providing officers with one integrated system. He added there had been positive feedback to date, and benefits were already being realised, particularly around the sharing of intelligence. The PCC and the Chief Constable asked that their thanks be recorded to all staff involved in the successful launch.

4. Inspections, Audits & Reviews

The Deputy Chief Constable introduced the item and provided a summary of the supporting [paper](#).

The following points were discussed:

- The PCC advised that the HMICFRS CDI re-inspection report was due to be published more imminently than originally anticipated.
- The Deputy Chief Constable stated that HMICFRS were currently in Force conducting the Integrated PEEL inspection with a 'hot de-brief' due at the end of the week, and published report due out in 2019.
- On 6 December, the Deputy Chief Constable said HMICFRS conducted a Counter Terrorism inspection. He advised that initial indications were positive, and the Force's joint working with Kent County Council on Project Dovetail was seen as good practice.
- Looking forward, the Deputy Chief Constable advised that between February and July 2019 the Force would be subject to a HMICFRS Child Protection thematic inspection. He added that over the last year, the Force had worked with partners to prepare and develop a child centred policing approach.
- The Deputy Chief Constable explained the Force had a number of HMICFRS recommendations that were due to be reviewed in January 2019 to assess progress and hopefully obtain sign off.
- The Deputy Chief Constable stated the Force had recently published a short version of the Force Management Statement (FMS); effectively a self-assessment of capability and demand over the next 3-4 years. He advised that work was being taken forward through a Working Group, and plans were being developed to meet the identified challenges. He added the Force was working with HMICFRS and other forces to develop its approach to the FMS in future years.
- Further to the internal and external audits listed in the paper, the Deputy Chief Constable advised the Force still had work to do to improve POCA cash and drug seizure policy and compliance. The Chief Finance Officer added that in terms of oversight, he had also been invited on to the POCA Board.
- The PCC asked whether there were any areas of significant risk in the outstanding HMICFRS recommendations. The Deputy Chief Constable stated there were no high risk items; all were being managed and many actually related to national recommendations.

5. People

The Deputy Chief Constable introduced the item and provided a summary of the supporting [paper](#).

The following points were discussed:

- The Deputy Chief Constable explained the Force had an ambitious recruitment plan to recruit up to 460 FTE police officers in 2018/19. He advised that to date, 280 officers had been recruited and the Force was on track to deliver the increase in officers funded by the precept. He added that in October, 100 new officers started, the largest single intake recruited by the Force ever.
- As at 31 October, the Deputy Chief Constable said the Force had 3401.71 FTE officers, 107 more than reported in August. Whilst 51 under the funded establishment, he said the Force expected to recruit a further 186 officers in the remainder of 2018/19 to close the gap and also replace leavers. He added the Force was confident that by January 2019, it would achieve the funded establishment figure of 3452.50 FTE officers.
- In relation to PCSOs, the Deputy Chief Constable said the Force was looking to recruit a further 20 in March 2019 to maintain the establishment of 300. He reported that 10 PCSOs had left to join as regular officers.
- To maintain the FCRs performance, the Deputy Chief Constable said further recruitment intakes were planned for January and February 2019 to ensure the funded establishment was maintained.
- The PCC commended the Recruitment Team for their hard work in making the uplift in officers and staff a reality.
- The Deputy Chief Constable outlined the different recruitment entry routes available and provided a summary of the gender and BAME mix of new recruits, which he said was positive. He also highlighted the extent of the Recruitment Team's work, referring to the PCC's Blue light Jobs Fayre which saw 300 attendees and genuine interest from 23 attendees.
- The PCC sought clarification on the revised Positive Action Programme. The Deputy Chief Constable stated it was designed to increase the recruitment of BAME candidates, and followed significant work by the Innovation Taskforce. He explained it consisted of one-to-one support, a buddy scheme to help applicants through the process, outreach community events, workshops prior to application and support for candidates unsuccessful at their first attempt. He added the Force also looked at succession planning for the retention, progression and promotion of its existing workforce to ensure Kent Police was an attractive option and employer of choice.

- In relation to sickness, the Deputy Chief Constable reported that for officers, staff and PCSOs there had been a reduction in days lost per person compared with 2017. He added that this was a good indicator of the support made available by the Force and efforts made by officers and staff to keep healthy.
- The PCC was pleased to note the reduction in sickness levels, and asked if the Force was looking at how to reduce further. The Deputy Chief Constable stated the Force would continue to invest in occupational health and wellbeing services, but also explained it was linked to positive staff resilience and morale, which could be evidenced through examples of high application rates for difficult roles. He added that all indicators suggested the Force was an organisation staff want to work for and they want to provide the best possible service.
- Since nationally the turnover rate of officers and staff was an issue, the PCC said it would be helpful to receive information at a later date to fully understand the Force's position.
- Linked to the Protect the Protectors Bill, the Chief Executive asked if there was a clearer way to provide a narrative around assaults on officers. The Deputy Chief Constable explained the data was available and that chief officers were briefed on every assaulted officer. He added the Force would provide further information at the next meeting to help better inform the public.
- The PCC asked how many officers were trained to use Taser and whether there were any plans to increase this. The Deputy Chief Constable stated there had been an increase, but use as a tactical option remained low. He advised that following a recent uplift of 96, there were now 342 officers trained to use Taser and a further 90 firearms officers.

Action

- **Force: comparative data on officer, staff and PCSO turnover.**
- **Force: comparative data on officers assaulted whilst on duty.**

6. Finance

The Deputy Chief Constable introduced the item and provided a summary of the supporting [paper](#).

The following points were discussed:

- The Deputy Chief Constable outlined the Force's financial forecast against the overall budget, including the challenge of finding £9.7 million in savings across the organisation.
- In relation to the overspend on officer overtime, the Deputy Chief Constable said that it had increased but advised that this evidenced the growing demand placed on the Force; he added that tighter controls were being put in place to ensure more effective oversight.
- In summary, the Deputy Chief Constable stated the Force's finances remained in good order, but there were upcoming challenges, some of which were still unknown.
- The PCC expressed his thanks to all staff in trying to deliver against the savings targets.
- Focusing on officer overtime, the PCC asked if it would reduce next year as a result of the increase in officer numbers. The Deputy Chief Constable confirmed that the increase in officers, and productivity gains as their capabilities and skillsets improved would result in an overtime reduction. In short, he said there would be more people, with the right skills to share the workload.

7. Collaboration & Partnership Working

The Deputy Chief Constable introduced the item and provided a summary of the supporting [paper](#).

The following points were discussed:

- The Deputy Chief Constable highlighted ongoing work between Kent Police and partner agencies across a range of work streams, but particularly in relation to Brexit. He made it clear that as the worst case scenario, Kent Police were planning for a no-deal Brexit; this included traffic and freight management as well as applying to the Home Office for extra funding for policing activity after 29 March 2019.
- The Deputy Chief Constable outlined the Force's plans around obsolete operational buildings and the potential for sharing buildings with other partners, such as Kent Fire and Rescue Service and councils. He said the plans would save money whilst ensuring Kent Police remained accessible to the public across the county.
- The PCC sought clarification that town centres would not lose their police presence, including front counters. The Chief Constable stated that town centres would always retain a police presence, adding that if there was the opportunity and funding, this was an area that he would like to enhance through the allocation of more resources.

- The PCC asked whether there were any other issues unconnected to the ports or borders that may prove challenging in light of Brexit (e.g. availability of staff). The Deputy Chief Constable reassured the PCC there were no other issues he was aware of and the Force was focusing on the potential impact of freight disruption.
- The Deputy Chief Constable advised there was funding available for mutual aid should officers from neighbouring forces be required to support Kent Police. He added that a full command structure would be in place for 93 days to manage any issues as well as increased staffing in custody and the FCR to provide resilience.

8. Topical Issues & Update on Significant Operational Matters

- The Chief Constable highlighted the 26 maritime events by Iranian, Albanian and Iraqi migrants to enter the UK via the Kent coastline between 12 October and 5 December 2018. He said that overall they had involved 181 migrants and that those intercepted and had been processed in the usual way, adding that a great deal of enforcement work was now underway in France.
- The Chief Constable provided an update on Sarah Wellgreen, advising that it was now been treated as a murder investigation. He said there had been extensive searches conducted by Kent Police and partner agencies, with the FCR receiving 200 calls from members of the public, and the investigation team reviewing video from 140 CCTV cameras equating to 8000 hours of footage. The Chief Constable added that the hope was to find Sarah, and Family Liaison officers were in direct contact with her family to ensure they received the appropriate support. The PCC thanked Kent Police and partner agencies for the extensive efforts that had gone into the search and investigation to date.

The PCC thanked the Chief Constable and the Deputy Chief Constable for their updates and those present for attending the meeting.

Overview of Actions

	Status	Owner	Due date
Comparative data on officer, staff and PCSO turnover	Open	Chief Constable	20/03/2019
Comparative data on officers assaulted whilst on duty	Open	Chief Constable	20/03/2019

Date of next Performance & Delivery Board: 20 March 2019

Meeting Notes

Title: Performance and Delivery Board

Date & time: Wednesday 20 March 2019, 1000hrs

Venue: Clift Room, Kent Police Headquarters, Sutton Road, Maidstone, ME15 9BZ

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

Kent Police: Chief Constable Alan Pughsley and Acting Deputy Chief Constable Nick Downing

1. Welcome & Introduction

The Police and Crime Commissioner (PCC) welcomed those present.

2. Notes of Previous Meeting

The meeting notes from the Performance and Delivery Board held on 12 December 2018 were noted as a true and accurate record.

The following action updates were provided:

- Comparative data on officer, staff and PCSO turnover – *discharged, reported in item 5 'People' paper.*
- Comparative data on officers assaulted whilst on duty – *discharged, reported in item 3 'Safer in Kent Plan' paper.*

3. Safer in Kent Plan: Delivery & Performance

The Chief Constable introduced the item and provided a summary of the supporting [paper](#).

The following points were discussed:

Putting Victims First

- The Chief Constable stated that victims were at the heart of Kent Police's mission and gave some examples of recent operational activity that supported this.
- He explained that surveys of hate crime, domestic abuse and rape victims continued to show high levels of satisfaction, adding that all surveys were managed with extreme sensitivity and professionalism. He said the service to rape victims was being improved through the introduction of 40 Sexual Offence Liaison Officers (SOLOs).
- The PCC asked about the cover provided by SOLOs and whether there would be an evaluation to understand their effectiveness. The Chief Constable explained that they worked from 8am until 11pm, 7 days a week, alongside the Vulnerability Investigation Teams. He added that Mr Drysdale was leading on an evaluation and it would be completed by July 2019.
- The PCC asked whether the Force had a strategy to monitor victim satisfaction in the future. The Chief Constable confirmed the strategy was to continue the great work being done, but also capture the satisfaction level of burglary victims. He said the Research Bureau staff were also receiving additional training.
- The Chief Constable reported that assaults on emergency workers were increasing and that the Chief Officer team continued to push hard to provide the best support to officers and staff.

Fighting Crime and Anti-social Behaviour (ASB)

- The Chief Constable highlighted the overall reduction in reported ASB across Kent, including in drunken / rowdy behaviour and neighbour disputes amongst other incident types.
- Reporting that overall recorded crime had increased in the last 12 months, the Chief Constable advised that this was mainly due to the Force having the best crime data accuracy in the country at 96.6%, with more crimes being recorded from each incident. He explained that there had been a 17.1% increase in overall crime, in significant part due to an increase in violent crime. He said that violent crime consisted of 55 different offences – the majority of which involved no physical injury – and that he was confident the Force had the right resources, coupled with the uplift in officers to deal with the increase. The Chief Constable added that every crime was investigated and where appropriate, victims safeguarded.
- The Chief Constable stated that from April 2019 the Force would be able to compare like for like crime statistics due to having 24 months of outstanding crime recording accuracy, giving a clearer picture of 'real' increases.
- On top of the great work already being done by officers and staff, the Chief Constable highlighted a new dedicated team that was dealing with burglaries and other linked crime types. He said the Chief Constable's Crime Squad, which consisted of 32 dedicated officers across the three Divisions, had been funded through the increase in council tax precept and was working well. He also highlighted joint-working between the Gypsy Liaison Team and the Rural Crime Team in dealing with more serious organised criminality.
- In relation to the Investigation Management Unit (IMU), the Chief Constable reassured the PCC that telephone investigation was not a degradation of service when it came to crime investigation. He said the IMU added real value to policing by providing capacity to thoroughly investigate crimes via research and enquiries.
- The PCC thanked all Community Safety Units for contributing to the decrease in ASB across the county and asked whether ASB had been impacted by the improvements in crime recording accuracy. The Chief Constable confirmed that there had been a decrease in ASB, but said the extent to which incidents were now being recorded as crimes (e.g. public order) was not clear.
- Focusing on burglary, the PCC commended Kent Police for its good work and positive public feedback. He asked whether there was any way to compare burglary figures before and after recent Home Office Counting Rules changes. The Chief Constable stated there were around 11/12 burglaries a day across the county in 2015 and this had now increased to 17. In the context of 1.8 million people, he said they remained a rare occurrence, but the Force was continually working to eradicate them and ensure an effective response when reported.

Tackling Abuse, Exploitation and Violence

- Highlighting the launch of a new Modern Slavery and Human Trafficking Team and commenting on the great work taking place across the county to combat such offences, the Chief Constable warned of an increase in offences as the intelligence picture improved.
- Commenting on the Missing and Child Exploitation Team, the Chief Constable said they were achieving good results, including a reduction in the number of missing children as well as the amount of time they were missing.
- The Chief Constable stated that the Force was continually improving partnership working, including significant investment to ensure the child's voice was at the heart of policing. He said there were some really positive examples being highlighted of how Kent Police protects vulnerable people.
- The increase in violent crime was highlighted, including comment on the number of knives recovered and times officers were assaulted. The Chief Constable advised that there were bespoke operations underway to address the growing threat London gangs presented.
- In order to protect and support his officers, the Chief Constable stated that after careful consideration – and with the PCC's support – he had taken the decision to allow any officer in a frontline role to train to carry a Taser. He explained that he was not prepared to put the safety of officers, staff, or the public in jeopardy or allow armed criminals to go unchallenged within the county. The Chief Constable added that he believed Kent Police was the first Force in the country to offer Taser to any frontline officer.
- The PCC asked for it to be recorded that he endorsed the Chief Constable's reasoning and justification for coming to that decision in light of the threat and risks faced by officers on a daily basis.
- The PCC asked about knife crime and local policing activity. The Chief Constable explained that activity targeted the most violent on the most vulnerable, including the Serious Crime Directorate's response to serious violent crime. He stated that Kent Police had a robust, zero-tolerance approach towards knife-enabled crime.
- The PCC asked if the Force would be applying for some of the additional funding announced by the Home Office to tackle knife crime. The Chief Constable confirmed the Force was completing an application in order to increase capacity and capability to respond effectively.

Combating Organised Crime and Gangs

- The Chief Constable stated that there were 35 active organised crime groups and 35 active county lines operating in Kent, with approximately 40% of London's county lines linked to the county.
- Over the last week, the Chief Constable reported that there had been significant operational activity resulting in more than 60 offenders being arrested and a number of knives as well as cash and drugs seized. He stated that the Force continued to focus on those gangs that caused the most harm to local communities.

Providing Visible Neighbourhood Policing and Effective Roads Policing

- The Chief Constable re-iterated that PCSOs remained fundamental to the Force's policing model as they were an important asset in their local communities. He added that there were 300 in the county, with 82 in specialist roles including youth engagement, vulnerability and domestic abuse.
- To complement PCSOs, the Chief Constable reported that the number of Community Police Volunteers (CPVs) had grown from 6 last year to about 50. In addition, he stated there were 401 Police Cadets, with over 500 waiting to join, and explained work was underway to develop a programme to assist those coming up to the age of 18 who wanted to apply for the Special Constabulary or to join as a regular officer.
- The Chief Constable commented on the good work of the Roads Policing Unit in tackling the fatal four: speeding; mobile phone use; not wearing a seatbelt; and drink/drug driving. He also highlighted the proactive work of Community Speedwatch in tackling repeat and extreme offenders.
- Acknowledging that CPVs were another positive link between the police and the public, the PCC asked for more information. The Chief Constable said there were about 50 CPVs at the moment, but this was projected to increase to 100 in the near future. He added that the Force was also looking at specialisms within the role to make better use of volunteers' knowledge (e.g. equine, coastal, rural).
- In relation to Community Speedwatch, the PCC asked about the Force's level of engagement from a front line point of view. The Chief Constable stated that Speedwatch Managers liaised closely with the Community Safety Units, the Kent and Medway Safety Camera Partnership Team and the Roads Policing Coordinator to ensure resources were allocated appropriately to support Community Speedwatch teams.

Delivering an Efficient and Accessible Service

- The Chief Constable stated that it was paramount the Force delivered a first class service whilst delivering value for money.
- The Chief Constable noted an area of increasing demand was the number and duration of Mental Health Section 136 detentions. He also commented that the statistics around 999 and 101 call handling were positive, with a reduction in call attrition and waiting times.
- In terms of the Force becoming more time-efficient, the Chief Constable outlined how new IT innovations were making a difference, including enabling officers to submit forms via the Mobile First application. He also highlighted the Innovation Taskforce's work to make the Force more efficient and effective, including the Evidence Based Investigation Tool and forecasting/prediction technology. In addition, he commented on the successful implementation of Athena and how it was already providing greater shared intelligence opportunities.
- The Chief Constable stated that in general the paper outlined out how well Kent Police was performing and that he was confident the results of HMICFRS' Integrated PEEL Assessment would be positive. The PCC echoed this sentiment.
- The PCC thanked the Force Control Room (FCR) staff for improving call handling performance and in relation to online crime reporting, requested an update. The Chief Constable stated that approximately 2000 reports a month were being submitted online, but the impact on 101 calls was not clear although work was underway to gain a better understanding.
- The PCC asked whether there was any update on the 'Click before you call' campaign. The Chief Constable explained that it had been well received but more time was needed to determine the benefits.
- The Chief Executive asked whether the investment in the FCR had made a positive impact, particularly around ensuring an appropriate first time response to callers. The Chief Constable said it would be logical that the investment explained in part the overall service improvement.
- The PCC asked whether the algorithms in the Force's forecasting tools might be biased as they used historical data. The Chief Constable stated that the Force regularly assessed the algorithms, but they were also coupled to intelligence gathered from local policing teams.
- The PCC thanked the Athena Implementation Team for the successful roll-out, but asked whether there were ongoing challenges to be mindful of. The Chief Constable stated that there were, such as the timeliness of information and some backlogs in the system, but these were being closely monitored and the Force was prioritising overall stability and performance.

4. Inspections, Audits & Reviews

The Acting Deputy Chief Constable (Acting DCC) introduced the item and provided a summary of the supporting [paper](#).

The following points were discussed:

- Providing an update on HMICFRS' Crime Data Integrity inspection, the Acting DCC stated that 96.6% recording accuracy was the highest of any force in England and Wales, and highlighted the positive feedback received from inspectors.
- The Acting DCC noted that Kent Police was now preparing for the upcoming, unannounced HMICFRS Child Protection Inspection, as well as planned internal and external audits, with all but one showing increased levels of assurance.
- The PCC asked how the Force was maintaining the high level of recording accuracy. The Acting DCC advised that there was strong oversight, including a risk based audit plan linked to increased capacity and capability within the audit function. He added that crime recording processes had been consolidated and there was ongoing training for officers in relation to the Home Office Counting Rules.
- In relation to local and national HMICFRS recommendations, the PCC asked whether there were any the Force had decided not to action. The Acting DCC reported that the Force Inspectorate immediately reviewed all recommendations to identify learning opportunities, and where appropriate the Force took action to implement.
- The PCC thanked all officers and staff for their hard work and support in keeping the county safe.

5. People

The Chief Constable introduced the item and provided a summary of the supporting [paper](#).

The following points were discussed:

- The Chief Constable reiterated that Kent Police's most important asset was its people.
- In terms of recruitment, the Chief Constable said the aim was to recruit 460 new officers by the end of March 2019. He added that the current projection was actually 508, which would result in the overall officer strength being greater than the planned establishment of 3452.50.
- With regards to the precept increase, the Chief Constable stated this would be invested in frontline policing, with visibility, vulnerability and public contact being the major themes. In support of this, he said the majority of officers would be deployed into local policing teams, town centre policing and the Vulnerability Investigation Teams.
- The Chief Constable highlighted the various routes through which officers were being recruited, and commented on some of the innovative methods being used which he said were helping to boost the number of quality candidates applying from historically under-represented groups. The Chief Constable also highlighted the personal development opportunities available to officers and staff through 'Develop You'.
- In terms of absence from work, the Chief Constable reported that compared to last year there had been a reduction in officer, staff and PCSO average days lost. Highlighting the launch of a new 'Live Well Feel Well' course for managers, he said it was a positive picture regarding wellbeing of staff generally.
- Echoing the Chief Constable's sentiment that the Force's most important asset was its people, the PCC asked that his thanks be passed to the recruitment team for their achievements through the recruitment campaign.
- The PCC asked how the Force was using 'Police Now' and what roles the officers would perform. The Chief Constable explained that 9 officers would be starting in the summer, and they would be placed in local communities to work with residents and partners. He added that they would be expected to identify and take ownership of particular problems in their local area.
- The PCC asked whether any learning had been identified from the last Graduate Entry and Investigate First programmes. The Chief Constable referred to the inclusion of more leadership training at an earlier stage due to the committed and dynamic nature of recruits. He said he was due to meet with the first cohort soon to seek their views on potentially mixing graduate and standard entry officers.
- In relation to officers leaving the Force, the PCC asked if there were any themes emerging from Exit interviews. The Chief Constable explained that Exit interviews were voluntary, adding that retirement was the largest reason for officers leaving, followed by resignation. Of those resigning, he stated the most common reasons were a change in personal circumstances, different career aspiration and being unhappy at work. He said the latter was the third most common reason at 15%, whereas it was top a year ago.

6. Finance

The Acting DCC introduced the item and provided a summary of the supporting [paper](#).

The following points were discussed:

- The Acting DCC outlined the Force's financial forecast against revenue and the investment budget, and also commented on the savings programme.
- In relation to the December Grant Settlement and precept increase, the Acting DCC advised that the Force's overall 2019/20 budget had increased, but it would still need to make significant savings.
- The Acting DCC stated that overall the Force's finances were in good order, noting that the precept increase would enable the Force to recruit an additional 180 officers by April 2020.
- The PCC was pleased to see the reduction in underspend this year, but asked how it and other in-year pressures were being managed now and in the future. The Acting DCC stated that governance included a Chief Officer Senior Management meeting and regular internal financial reviews of expenditure. He said it had featured at a recent senior leaders engagement event, and that regular audits along with HMICFRS inspections added another layer of scrutiny. He added that there was generally greater scrutiny of finances across all business areas.

7. Collaboration & Partnership Working

The Acting DCC introduced the item and provided a summary of the supporting [paper](#).

The following points were discussed:

- The Acting DCC highlighted a number of work streams, including the 7 Force Collaboration projects focusing on armed policing, forensics and the Policing Education Qualifications Framework.
- With regards to preparations for the UK leaving the European Union, the Acting DCC stated there was a great deal of partnership working, particularly around managing potential traffic issues on the county's road network.
- The Acting DCC referred to recent partnership conferences on Child Centred Policing and Preventing Extremism and Hate Crime and commented that the feedback had been very positive. He also highlighted effective working between the Force and local authorities to tackle fly-tipping, advising that a new agreement had been signed to improve information sharing.
- The Acting DCC said there was great partnership working across the county and that it was vitally important as it helped deliver a first class service to the public.

8. Topical Issues & Update on Significant Operational Matters

- The Acting DCC highlighted a recent knife crime operation that entailed 9 warrants resulting in 13 arrests and property being seized, including: 1 samurai sword, 4 large knives, 2 air weapons, class A drugs, over 40 mobile phones and a considerable amount of cash. He added that further warrants were being executed over the coming weeks and reiterated the Force would catch criminals, stating there was no place for them to hide.
- The PCC thanked the teams involved for their efforts and the great results; he said he looked forward to hearing about more of the achievements in the coming weeks.

The PCC thanked the Chief Constable and the Acting DCC for their updates and for preparing the papers; he also thanked those present for attending.

Date of next Performance & Delivery Board: 5 June 2019

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